



**Action Document
For
Panel 8**

**FAST TRACKING YOUR BUSINESS:
Accelerators That Drive Rapid and Soaring Success**

"Expertise is only as good as the actions you take with them. In this program, we've gotten you world-class experts. We've tried to get you world-class interpretations that we are moving mountains to share with you. What you do with it is up to you."

Jay Abraham & Rich Schefren

Panel 8

FAST TRACKING YOUR BUSINESS: Accelerators That Drive Rapid and Soaring Success

Participant Name	Web site	Recommended Books
Barry Schwartz	http://www.swarthmore.edu/	The Paradox of Choice: Why More is Less
Greg Hicks	www.fosterhicks.com	How We Choose to be Happy Leader Shock Choosing Brilliant Health
Herb Cohen	www.herbcohenonline.com/	You Can Negotiate Anything Negotiate This! By Caring But Not That Much
Paul Schoemaker	www.paulschoemaker.com/ www.thinkdsi.com/	Decision Traps Decision Sciences Winning Decisions Profiting from Uncertainty Peripheral Vision
Tony Jeary	www.tonyjeary.com	Strategic Acceleration Life is a Series of Presentations Speaking from the Top Inspire Any Audience
Paul Zane Pilzer	www.paulzanepilzer.com/	The Next Millionaires Unlimited Wealth God Wants You to be Rich Fountain of Wealth

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An Overview of this Action Document

In the eighth panel, and this supporting action document, we're focused on acceleration; revving up your business so you easily surpass the competition, and arrive at your entrepreneurial destination. (And, that forces us to ask: you *do* know where you're going, don't you?)



Acceleration: (an increase in rate of change) "*modern science caused an acceleration of cultural change;*" quickening, speed up (the act of accelerating; increasing the speed); (physics) a rate of increase of velocity.

Our goal is simple. We're here to help you speed up your entrepreneurial success, using concepts and tools presented by our panelists. Basically, there were six areas of conversation:

- Reducing Stress and Increase Productivity by Cultivating Happiness in Yourself and Your Team
- Reducing Product Line Choices and Streamlining the Selection Processes
- Tapping into the Power of Negotiation
- Successfully Navigating Obstacles
- Cultivating *Strategic Presence*
- Visualizing Yourself as a Link in the Chain of *Service* through Commerce

We identified, with the help of our panelists, the most important things you can do to accelerate your business. We've listed them below.

The Top Twenty-Two Factors in Accelerating Your Business

1. Cultivate happiness and reduce stress
2. Keep focused
3. Reduce generational discrepancies
4. Limit consumer choices
5. Let go of 'victim' mentality
6. Develop strong negotiation skills

7. Don't be uptight or too attached to outcomes
8. Never underestimate your own power
9. Fall in *like*, never in *love* with things and ideas
10. Aim high when entering negotiations
11. Differentiate yourself from your competitors
12. Learn to navigate uncertainty
13. Be willing to change strategies (routes) to achieve your goals
14. Learn to make decisions quickly
15. Get clear on your destination
16. Uncover your 'blind spots'
17. Cultivate a strategic presence
18. Utilize a branding matrix
19. Get out of your comfort zone
20. Envision yourself as a link in a chain of *service*
21. Focus on innovation
22. Always give value; do more than is expected

Each of our panelists provided us with remarkable insights related to these 22 points, as well as exercises and questions to rapidly take your business to the next level. Let's start with the inner work, *cultivating happiness*, and move outward into your business strategies and systems.

Shall we begin?

Are You Happy?

Albert Schweitzer said, and quite rightly too; "*Success is not the key to happiness. Happiness is the key to success. If you love what you are doing, you will be successful.*"

Greg Hicks told us that "it is so critical to have every single person at their peak performance and people are not productive when they are not happy." So, peak performance, and happiness, go hand-in-hand. But how do you build happiness into your own life, and those of your team? Well, the first step is knowing whether you're happy or not. Sounds simple enough.

Exercise: Set Your Happiness Baseline

We've found a variety of happiness quizzes online, and you should consider taking one or more of them. However, there's an intuitive aspect to happiness; most of us are well aware of when we're not happy – and it's very possible that if we simply ask you...are you happy...you'll have an inspired answer. If not, check out some of these quizzes:

Time Magazine Happiness Quiz

<http://www.time.com/time/2005/happiness/graphics/quiz.html>

Psychology Today Happiness Quiz

http://psychologytoday.psychtests.com/cgi-bin/health/transfer_health.cgi?partner=pt&test=happiness

About.com's Happiness Quiz

http://stress.about.com/library/happiness/bl_happiness_quiz.htm

We also have a book recommendation for you. In addition to the wonderful books written by the panelists, we can endorse the easy-to-read and inspirational, *Happy for No Reason*, by Marci Shimoff. You'll also find merit in the work of Will Bowen, the author of *A Complaint Free World*. Learn more about these books, and their underlying philosophies at:

Happy For No Reason

<http://www.happyfornoreason.com/Products/HappyBook>

A Complaint Free World

<http://www.acomplaintfreeworld.org/>

The Magic 9: A Behavioral Model for Entrepreneurial Leadership Success

Greg Hicks offered us nine behaviors which serve to reduce stress, and increase happiness. "These behaviors are all proven to reduce our stress, make us feel in control regardless of the problems that hit us day in and day out," he shared. "By doing these nine things, we feel in control as a leader, and if we can teach our people how to do these things as well, they feel in control."

Here they are.

#1: State Your Intention Every Day

The best leaders state their intention every day rather than being on automatic pilot. "I think this is critical for entrepreneurs. Whatever you did a month ago that worked doesn't necessarily work now. So it becomes a matter of asking yourself, "what's my best choice?"

"The issue here is I can't always choose my circumstances but I can always choose my reaction and my attitude, and then I have to state that to other people," he continued. "I have to tell people what I am thinking. I have to reveal my motivations."

#2: Be Accountable

The minute you sink into victimhood; when you think (or worse, say it aloud) "poor me," you're dead in the water, according to Greg. "So this one is all about identifying what are your blockages as a leader, what are the defense mechanisms that are getting in your way." What you should do is acknowledge the reality, and then ask, "What do I need to do to make it better for me?"

#3: Identify Your Primary Passion

This simply means identifying all the things that you are most passionate about. Most entrepreneurs I know are at least initially passionate about whatever their product is or their service. Are you?

#4: Make it Central to the Way You Operate

This means whatever that passion is, make it central to the way that you operate, and do things in a way that play to your strengths, not somebody else's strengths.

#5: Recast Problems and Roadblocks Whenever Possible

Recasting is what good leaders do when they really do hit a big roadblock. This is the process where you *really dive in* to what is going on for you, and through the process of recasting; you end up with new opportunities. It is not about making lemonade out of a lemon, necessarily; it's about figuring out what these new opportunities are.

#6: Search for Options...They're There!

The worst place for any entrepreneur and any team is in the realm of *hopelessness*, when they feel like they've tried everything. The only thing they think to say is "And now we're really stuck, there is nowhere to go."

The definition of hopeless is that there are no options. When that starts to happen, you need to open up new options. This is where you go to your most innovative self.

#7: Appreciate Others

"It is so critical for leaders to figure out with each person that they interface with how to make them feel valued, respected and worthwhile," shared Greg. "At some level, that's what we all want, and any leader that can figure out how to do that – because it might look different for you than it looks for anyone else. But, if you can figure out how to do that you have a great way to keep people motivated."

#8: Give, Give, and Give Some More

What this means is that the smartest business leaders have figured out that if they want something from somebody in part of their network or a vendor or anybody they work with; the best thing is to give it first, because if you give it first, chances are you are going to get it back. So cultivate a giving nature.

Barbara Bush said, and we agree, "Giving frees us from the familiar territory of our own needs by opening our mind to the unexplained worlds occupied by the needs of others."

#9: Live Your Truth in All Things

"This is truth to self, of course, but it is also telling the truth to the people around me, to my employees, to my customers, to my investors what is really going on because people can smell a falsehood a mile away and, guess what," asks Greg. "In terms of the stress piece, which I haven't been focusing on too much here, think about a lie detector test. A lie detector test measures all these things that are negative bio-chemistry in our body. Our heart rate increases when we lie. We have increased respiration and perspiration. All of these things, which I just kind of gave you the most high level description of, they are good leadership, but when you do them we are bio-chemically rewarded when we do these behaviors. In other words, our body pumps us full of positive energized chemicals that keep us going." Sounds wonderful, doesn't it? Truth blesses us with health, energy, and abundance.

Feeling Victimized?

If you're feeling victimized by outside sources, Greg wants you to know that you're really hurting your health because your body is amped up, just waiting for the next attack. It's actually not doing what it really *needs* to do for you, like help you digest properly, survey for cancer cells, and keep your stress level down.

When you feel like you're in that state of mind, the questions you have to ask yourself are:

"Even though I didn't want this to happen, what can I do right now to make it better for me?"

"What can I do right now to make it better for my company?"

Take a few minutes to think of a recent incident that left you feeling angry or sad, and ask yourself these questions.

More Steps to Take

When you're angry, hurt, sad, confused; it's time to use Greg's stratagem of *recasting*. The first step is to ask yourself, *What's really going on? Why am I so stressed? What is the emotion I'm feeling?*

"We have to figure out what our negative emotion is before taking any other actions—that's going to give us information in terms of how we get through it," shared Greg.

The next question is, *"What does it mean that I have this situation?"* In other words, *"What could I perhaps have done differently?"*

And then the third thing to ask is, *"What are the options for me, even though I didn't want this to happen?"*

When you have options, you have hope.

Setting and Stating Your Intention

Greg feels that perhaps the most important thing you can do every day is to state your intention. "Every morning when you wake up and you are getting ready to go to work or in your car to say to yourself, "What do I need to do today?" This is the intention piece, setting your own intention. Never just be in that mode where you are simply reacting and doing the same thing that you've done for ten years.

"In the world we live in now, what works two months ago doesn't necessarily work today. I think if you set your intention at the beginning of the day and you say this is what I need to do today and this is what my mindset needs to be today, this is what my attitude and my behavior has to be today."

Stay in Touch with Your Passion

The question, "How important is it for an entrepreneur to be passionate about what he or she is doing?" was posited by Greg in response to our inquiry as to the most important question we didn't ask; and his response was – in itself – passionate!

"It is critically important for you to be passionate, and it's passionate about *everything* you do; your product, your service, your customers, your employees. The minute it isn't fun anymore and you stop caring, then one of two things has to happen. Either you need to shift gears and change something or you need to find that passion again because chances are you had the passion at one point, and if you lose it, then it is really, really difficult to make it a success."

He continued his train of thought. "For a lot of entrepreneurs, they don't necessarily lose it. They just lose track of it."

So, daily, you need to reclaim your passion, perhaps as part of that morning ritual of intention setting. Be grateful for what you have; an incredible product or service, and you know that it's going to be hard sometimes. Continually ask yourself, as a corollary to the practice of setting your intention:

How can I show my passion to the world?

"If customers see your passion, they are going to want to have it and they are going to want to work with you."

Release Your Need to Control

"I think the obstacle that entrepreneurs have to overcome," continued Barry, "is this temptation to be control freaks, not to delegate enough responsibility to their staff and the result is that you don't get the best people because the best people aren't interested in working with someone looking over their shoulder all the time."

Unfortunately, the majority of controlling people do not recognize their faults, nor do they want to. If the problem is bad, others are more apt to express concerns. The controlling individual will either accept the criticism graciously or deny the claim. If several people have dropped hints or blatantly expressed disgust with your personality, it's time for a candid self-evaluation. With that said, we have to ask, are you a 'control freak'?

Here's a fun way to find out. Take the one of the following quizzes!

How to Manage People Quiz

<http://www.howtomanagepeople.com/you/>

Office Arrow Quiz

http://www.officearrow.com/oa_quiz/p2_articleid/1423/p142_id/1423/p142_dis/2

If you've discovered evidence that you have the tendency to be a control freak, or are a raging "c.f.," then there are ways to overcome them. Here are a few we've found to work well:

Recognize the Problem. When someone addresses our personality flaws, it may feel natural to be defensive. Acknowledge that nobody is perfect, and we all can make character improvements. The only way to successfully soften your personality is to acknowledge other's complaints.

Lower Your Expectations. Certain people are controlling because they feel that no one is capable of doing things *right*. Having unreasonable expectations for others makes it difficult to trust people.

Realize that Others are Capable. If you can adopt this way of thinking, it will ease the pressure of needing to be in control.

Ask for Reminders. You cannot change overnight, and no one is expecting you to. It may help if a trusted co-worker or friend brings this behavior to your attention. This way, you may easily identify situations in which you are prone to control.

Start Small: An Echo of Other Voices

We've heard it before, in relation to goal setting, and dreaming big dreams. This time it's a bit different. It's not about planning, it's about acting.

Greg's darned clear when he says, "What we're talking about is behavior, and behavior is the hardest thing to change. Particularly when we are under stress it's easy to revert back to our old, most comfortable behaviors."

So his recommendation is to "start really simply with a couple of these things. So whether it's constantly stating your intention and revealing your motivation when you are explaining any decision you've made and just practice that for a week, or whether it's really focusing for a few days on appreciating staff and just looking for specific things that people are doing that are making contributions and figuring out how to acknowledge them" for their contributions.

He believes, and we agree, that face-to-face acknowledgement is best, because this way they are going to feel most valued." But, we all know that what works for one person doesn't necessarily work for another person, so use your inspired thinking as how best to express your appreciation, on a case-by-case basis.

Strategic Presence

Tony Jeary works with his clients to develop their *strategic presence*, so opportunities and good things are attracted to them. *Strategic presence* is simply the way you carry yourself, the way you approach people, and involves the way they then react to you.

As an entrepreneur, you're a leader; and leaders create impressions that exist in the mind of every person they lead. It is a presence that defines the perceptions people have of their leaders and what they believe about them. It is this overall persona that we're referring to when we use the phrase, and it's obvious that there are two types: positive and negative. Leaders are constantly creating and presenting images of influence that produce both; we know you can easily think of leaders in both categories, as well as those leaders who transitioned between the two.

Strategic presence produces two possible reactions in others. It either produces voluntary cooperation or it produces various forms of resistance. If leaders generate

positive *strategic presence*, people will be more likely to support what they want, most of the time. But, if their perceptions are negative people will substitute resistance for cooperation.

Honestly, the possibilities of how people will respond to *strategic presence* are limited to cooperation or resistance; there really is no middle ground between them. It is easy to see why creating an authentic, positive strategic presence is critical for the execution of a vision.

What creates the perceptions that combine to produce *strategic presence*? There are two components that contribute to strategic presence: *values* and *behavior*.

Our values are established by what we believe to be right, wrong, true, false, acceptable, unacceptable, appropriate and inappropriate. Let's face it, we have all developed deep, strong opinions about many things as we live our lives. Our opinions spring forth from your values and your values influence what we actually do.

Our values and beliefs impact 5 categories that drive our behavior, and it is our behavior that creates *strategic presence*. The five categories that drive behavior are:

1. Work ethic
2. Integrity
3. Judgment
4. Courage
5. Willingness to help others

So, if you want to be a great leader, you need to have great values and your values must be demonstrated in the action you take. This is the essence of *strategic presence* and it is truly the power that fuels leadership.

Seek Simplicity and Organization

Simply put, too many choices; too much visual clutter in their presentation will paralyze your prospective customers. "They can't choose at all or they make mistakes when they choose or they make good choices but then they're dissatisfied with them because they're thinking about how some other choice would have been better,"

"Even though choice is a wonderful thing, there can be too much of a wonderful thing, and when there is, it has really bad effects on people." ~ Barry Schwartz

decried Barry Schwartz.

The old way of doing things; when retailers thought that more variety meant more sales (a philosophy that seems rather right to most of us), is not the right way to do

"People will value simplicity and ease of negotiating your products or services." ~ Barry Schwartz



things. "If you're setting up a business it seems like what you want to do is offer as much variety as you possibly can so that everyone can find something," shared Barry. But, "in many areas of life less is more - and this is something that people starting out in business really should take seriously because it can make it less difficult to get started if you don't think you have to offer the sun, moon and the stars. People will value simplicity and ease of negotiating your products or services."

And you should value organization, in both the presentation of products, and in the workplace itself.

"Organize the workplace so that the people who work with you get meaning and satisfaction out of what they do and as a result do better work," he said. "This is really about work satisfaction leading to high productivity, creativity, better physical health and psychological health."

"Realize just on a pure, pure performance basis how much more leverage you can get out of your entire organization if they are performing joyously, feeling valued and really being maximized." ~ Jay Abraham

More Choices, Fewer Purchases, Lower Satisfaction

Barry shared two examples where people were presented with too many choices, with negative consequences. One related to a selection of jam, and another a variety of 401K plans. Remember those?

People flock to a display that has lots and lots of options but they are much less likely to buy anything. Ten percent as many people buy jam when there are 24 on display as when there are 6, a huge effect. It is because they can't figure out which one to buy. So they just pass.

So, remember, when you throw too many options at people it paralyzes them. If they overcome paralysis and choose, they're likely to choose badly because it is hard to make a complicated decision when there are many options that need to be evaluated.

Barry continues to give us insight when he shared, "What most surprises people, is that when after you've chosen, they're dissatisfied with their choice" because they choose this jam out of 24 and they spent time thinking about how one of the others would have been better. So, even if they made the right choice, if they spend all the time that they have consuming it, thinking about how they made a mistake; well, it is no longer the right choice." *So variety undermines satisfaction.*

Streamline Your Offerings

"Everywhere you look it seems to me that the evidence is that *less produces more sales* and more satisfaction," he declared.

"And, most important is that when they do this if they have a satisfactory experience, they'll come back. There is this classic thing. Do you want to sell a million people something once or do you want to sell 100,000 people something 50 times?"

People don't know what they want and they don't know what is good for them. ~ Barry Schwartz

Forget the Focus Groups

"Focus groups are a massive waste of time and money because you ask people and people give you honest answers but the problem is that people don't know what they want.

So you can't ask people and expect them to tell you accurately what is going to influence their choices." ~ Barry Schwartz

Exercise: Streamlining

Can you imagine ways to streamline your offerings? Certainly, you can't possibly think that your business would be different than those Barry described; so, let's begin a conversation about how to think in a serious way about rationalizing your product or service line. On a separate sheet of paper, start the process by asking the following question:

What products or services do you offer, and why?

In other words, what need(s) do you see each of them filling? Remember to be detailed.

If, as Barry suggests, you skip focus groups, just how are you to know what people want?

You have to *watch people choose*. Watch them go through your product line, your website, or whatever and study them as they do it, instead of relying on their own introspections which are sincere and almost certainly incorrect.

This is where Web analytics comes in; tracking the path of your site visitors can give you a lot of information. And, you can also use an exit survey to give you additional information on why they purchased what they did.

How Many Products Should You Offer?

"The ballpark seems to be seven to ten," shared Barry; "You give them more than that and you start to blitz them. So, if your product line or your service line is much more extensive than that, what I recommend is that you *ask people a few questions before they see anything and you use those questions to end up driving them to the three or four possibilities that seem consistent with the way they've answered the questions*."

You can always make it so that if they click a button they get to see all that you have to offer but you don't force them to see all that you have to offer and you try to nudge them in the direction of what your expertise, together with their answers to a few questions, suggest is most likely to be what they want."

Tip of the Day: Start people off by having them answer a couple of questions and use them as a kind of decision tree to help you figure out what ultimately gets shown to people.

The Bottom Line: Value

As an economist, Paul Zane Pilzer takes a very broad view of business, and recommends that you do the same when looking at your own. "Every entrepreneur or business person needs to see themselves as one link in a chain. Think of raw materials growing in a field wild or growing because they were cultivated or growing on a large farm that somebody set up all the way to making someone happy with a finished product at the other end and see where you fit. Most specifically, see where you fit between your suppliers and your customers," shared Paul.

What is the value your product or service adds?

Where does it fit in this conceptual chain?

Your suppliers should always be asking you how things are going for you, and how your business is growing. Your customers should always be clamoring for more of what you offer, because it helps them. "Think of enhancing the flow between your supplier and your customer and becoming invaluable not just valuable, but *invaluable*," he concludes.

Questions You Can Ask Your Customers

First, says Paul, you've got to start with your customer. Ask them questions; the answers to which can help you, and your suppliers (when you clue them in on the customers' responses) develop new and better products. Ask your customers:

- Where are you buying this product or service?
- What would make it better?

"Start noticing your customer and what they do with your product, shared Paul, "and say *how can I enhance it?* And make your customer *excited* about the changes he suggests that you're going to help the product for them."

Major Obstacles Entrepreneurs Must Overcome

Letting go of your controlling tendencies allows you to take much-needed, expert advice. "The first thing I would suggest," continued Barry, "is that you find somebody you trust who actually knows about areas of your business, and then take their advice. The reason for getting an expert is so that they won't give you 50 options, they'll give you two and then you'll figure out which of those two is the one that is right for you."

"I would say that it is critical to take advantage of the expertise of other people and trust their judgment," he concluded.

So, that first big obstacle? You; your ego, your need to control. Let it go...now!

Do you need to overcome generational obstacles?

This may not apply to you, but it does to many small family-owned businesses. For example, funeral homes; traditionally family-owned, often crowded with two or three generations under one roof. "The young middle management types are ready to implement some of the things that I talk about," shared Barry. "The trouble is that the people that actually run the show, a generation older by and large raised with a whole different model of how you do retail, they don't want it. Their view is more is always better than less.



"And it is like trying to steer an ocean liner, it takes a lot of effort to change direction. In addition, you've got people protecting their positions. You have people who manage inventory and if all of a sudden you're streamlining operations, those people may lose their jobs or their importance. They're going to try and protect their turf. The sense I get is that people finish my talks, they're charged up and ready to go and then they get defeated. If you're running a small business or starting a business, that's not your problem because you don't have to worry about turning the ocean liner."

Sweet!

Another Obstacle: Asymmetry

Most of us feel bad when people choose not to buy from us; and when we learn it's because we offered too few or too many items, our ego demands we chastise ourselves for poor decision-making. "Overcome this asymmetry in how it feels not to have what somebody wants, and how it feels to have more than what anybody could want," said Barry. Then move forward in creating a powerful, streamlined, selection.

When selecting or creating products, "you should just examine possibilities until you find one that meets your standards and then you stop looking. My advice is to teach yourself that good enough is good enough."

"Then don't become completely wooden and shut down your brain so that if you bump into an alternative, having found a good enough alternative, if you bump into one that is better you switch but you're not paralyzed into inaction until you have found absolutely the best tool."

"You find a good enough tool, you get started and you keep your eyes open in case a better one appears. You stay supple enough and nimble enough so that when you

bump into that better one you can actually make a change. It is not the way that most people are built. They think the only way to get ahead is to have an advantage over the competition and the only way to be sure that you have that is to be the best. I think that's really a recipe for failure and misery."

"I think it is important for people to remember that good enough is good enough. I think it is important for people to remember that you have to watch what customers do and not what they tell you they're going to do. It is important for people to break out of this history, this tradition that you always do better by offering more. I think I've said that now ten different ways so there is no corner of my expertise that you have not already tapped."

Focus, Focus, Focus

"More than anything else focus is more important than persistence, more important than work ethic, more important than anything else. The entrepreneur must stay focused." declared Barry.

How do you do that? Many of our previous panelists spoke of achieving laser-like focus, so we suggest you review their comments. Also, here's a brief review of some of our favorites:

1. Choose one or two objectives for the year. Goal setting is important, but setting too many goals can also be a problem.
2. Create a daily ritual, and stick to it.
3. Do the most important first. Ask yourself, "Am I inventing things to do to avoid the important?" This works with the 80/20 rule. 20% of the actions you take create 80% of your results. If that's the case, then are you focused on the 20% of your actions that will get you results?
4. Be Grateful. Anytime doubt, or worry surfaces you want to become very grateful and appreciative for what you have. When you start to see the good around you, you expect more good. Wallace Wattles said, "The grateful mind continually expects good things and expectation becomes faith."

The stronger and more consistent your gratitude, the greater your faith and the more likely you will expect more good to come to you. And the more you expect that good, the stronger your belief becomes. Therefore, the starting point of all belief is gratitude.

5. Give yourself daily quiet time. I like the way John Assaraf puts it. He says, "You want to slow down inside so that everything speeds up on the outside."

6. Trim the fat & eliminate distractions. Environment plays a big role and affects your inner world; it can affect your mind. It affects your inner game. Get rid of any noise or nuisances that distract you. If you want to do the heavy lifting you have to trim the fat. And that means eliminating the distractions in your life that prevent you from staying focused such as: watching the news, listening to media via the radio, surfing the web or checking email excessively.
7. Take care of yourself. You have to remember that if you're going to stay focused you must be able to perform. And you can't perform unless you take care of yourself first.
8. Visualize daily. You could make this part of your daily ritual. Spend a minimum of 5 minutes daily visualizing your ideal life in all areas. Like I said in my previous article, your life purpose is the course or road you take. It's the journey.
9. Complete everything you start. Make completions a habit. Finish everything you start. In-completions do more damage than visible to the human eye. When you're incomplete in one area, it tends to unfold in other areas as well.
10. Develop your will power. When you start your daily ritual it's going to take will power to stick to the routine. It's never easy in the beginning, but with persistence you will develop the mental power to stick to your daily habits and become focused; to do that you have to develop your will power.

Will power is like a muscle, it gets stronger the more you use it. To get started, burn this quote into your mind:

"Do something every day for no other reason than you'd rather not do it or don't feel like doing it."~ William James

Start by choosing the daily ritual that will have the greatest impact on your life and commit to it for 30 days. It may be as simple as visualizing for five minutes every day. Once you become stronger in that area, you can then develop your will in other areas. Enjoy the process and be patient with yourself.

Five Things to Remember

According to Barry Schwartz, and Greg Hicks, there are five things you need to keep in the foreground of how you think and what you do. They want you to know that it's important for you to remember...

...that *good enough* is good enough.

...that you have to watch what customers do and not what they tell you they're going to do.

...to break out of the traditional thinking that you always do better by offering more.

...drop the role of victim.

...*recast* whenever your emotions run high.

Decisions, Decisions

"To have a quick discipline approach to decision making," declared Paul Schoemaker, "the first question would be *are we framing the issue correctly?*"

Are we solving the right problem? There is a tendency to deal with the symptoms and not go one step deeper. A good reflex for an entrepreneur who is busy is to step away and say is this a routine issue, yes and I can use my normal templates and pad words of recognition but if it is not, step back and reframe it.

Reframing Makes For Easier Decisions

Remember recasting? Well, this is similar. "The ability to reframe issues from a customer's perspective, from a regulatory perspective, from an internal perspective, from a finance perspective, a legal perspective;" stretching beyond reality into the imagination can help entrepreneurs think outside the box, and make decisions more quickly when situations arise.

Exercise: Envisioning Scenarios

"If you could go to a crystal ball, Mr. or Ms. Entrepreneur," posits Paul Schoemaker, "and ask it only three or four questions about the next two years in your business, questions about the *outside world* (not stuff that you can decide yourself but things that you don't control like the weather conditions), what would they be? For example, *"Will this recession continue?"* Or, *"What if my primary competitor creates a better product?"*

1.

2.

3.

4.

"I think the essence of entrepreneurship and of leadership or generally is to succeed no matter what the future brings. So, you need to have a strategy that makes you win in any scenario because that's ultimately what you're supposed to do." ~ Paul Schoemaker

Now, look at different combinations of the variables within those questions. Play with creating scenarios, using different combinations. Remember, these don't always have to be *negative* scenarios.

$1+2 =$

$2+3=$

$4+1=$

$1+3=$

$2+4=$

4+3 =

Then, ask yourself, and your team, *what five things would it take to win in each of these scenarios?* Create a bulleted list for each, and then step back to review them.

What you'll find, when you step away, is that there are some things you have to do in each and every scenario. Those are the things you have to do all the time, the no-regret moves you need to do no matter what.

Do You Have the Capacity for Change?

Paul Schoemaker asks us all, "Can you challenge your own assumptions?" Use your job as a navigating and exploring uncertainty and don't have conviction that your initial premise may be good but also have the humility to change when that is necessary.

*"You do have to take time and stop and think and see what is happening around you."~
Paul Schoemaker*

"People must change their thinking so they get better results," declared Tony Jeary. "They must focus in on their high-leverage activities so they can execute more, personally and with their organizations so they get more results. "They must rid themselves of limiting beliefs, and blind spots; things that they miss, that they may not be seeing."

"They need to really deal with distractions so they can be more focused with their efforts so they get better results." And, of course; there's procrastination; our panelists throughout the series have often addresses the prevalence of procrastination, and the importance of getting rid of those tendencies.

We recommend that you head over to Tony's Web site, where you can take a [strategic acceleration assessment test](#). The results will be insightful.

"I help people really understand a concept called *production before perfection*, shared Tony, "so that they are really able to move the needle and make things happen every day so they get better and better results. That's what it means to people. People today, if they do this clarity, focus and execution, they get results."

1. What do you really want to achieve?
2. Why do you want to achieve it?
3. What do you need to be focusing your efforts and energy on so you can get the results you want?

And, then get out of that comfort zone – be willing to change the way you do things. Be willing to change your assumptions, based on how you've done things in the past. "The people who really succeed," commented Paul Zane Pilzer, "are the ones that say I'm really smart. I figured out the best method to do these six months ago. Now, even though I'm so smart there might be a better way to do it now. I don't know. I'll go out and look."

Negotiation

"Negotiating is the game of life because whenever a person attempts to reconcile differences, resolve disputes, manage conflict, establish or adjust relationships, they're playing the negotiating game." So said Herb Cohen, our expert on negotiation.

According to him, if you're an entrepreneur "the biggest factor which will determine your success, satisfaction and fun is your negotiating savvy." So, we ask you, are you comfortable with negotiation?

We've done our fair share of traveling around the world, and every culture has its own 'take' on negotiation or haggling; there are some that demand such interaction between merchant and customer. Others, like our own, appear to operate on a fixed price basis; after all, do you go into the local supermarket, load up your cart, and then negotiate a 'fair' price for the goods you wish to purchase? Not likely.

So, we've been trained away from negotiation. It's time to change all that.

It's All about Changing Attitudes

Herb gave us some negotiation commandments, if you will; things you should never forget. First of all, what you want to do is change your attitude. Remember this phrase, "You can negotiate anything." Heck, tattoo it on your brain.

Secondly, teach yourself to not get that uptight about business. Teach yourself to care, but not that much. The right attitude is to fall in *like* with something; never fall in love."

And, don't ever underestimate your own power, especially when you're the buyer.

Then, the others follow:

"When you negotiate with someone, hide your brilliance. Intellect is a great asset, but only if it's concealed at the outset. Let them discover how brilliant you are."

Always differentiate yourself. Don't necessarily follow the crowd.

Always aim high in your negotiations; hark back to your childhood when you were trying to convince your parents you had to have that skateboard.

And, just like when you were a kid, never give up. "Persevere, but never use direct threats." Duh. That didn't work when you were a kid, and it's not going to work now.

Even if your initially uncomfortable with negotiating, Herb asks you to just start trying it. "What prevents people from doing it is they're a little intimidated. They think they're going to make a spectacle of themselves." One has to say...so what? Let your ego go, and give negotiation a try. Just for a moment, think about one major business purchase you could use as a test case, and write it here:

What vendor will you negotiate with?

When will you start the negotiations?

Qualities of a Successful Business

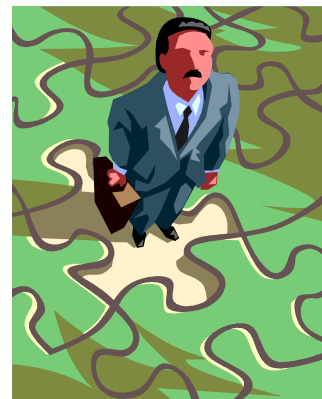
"Most good businesses start because there was an unhappy customer," shared Paul Zane Pilzer. Successful businesses are driven to deliver a better product or service, not driven to make money. "The money just flows if they stay focused on delivering a better product or service."



"What does God need," asks Paul – and he's quick to answer. "God needs us serving other people he loves who perhaps aren't as fortunate as we are or aren't as skilled in one particular area. So, I see businesses service and the people that get drive, they don't think about it sometimes as they do, they think I go to business, I go to church, and they don't mix."

Wrong.

"When they go to church they learn how to do God's work which to me is *making other people happy* not necessarily making God happy. I think God gets very happy seeing other people happier. When you do that and you get out of church and say how do I apply that to my business?"



"First and foremost, an entrepreneur who is going to be very successful is driven by their product being *better*," concluded Paul. "Being very focused on their end-use customer and how their customer can smile because they know he got a good deal. The ones that succeed are the ones where the owner/entrepreneur has permeated throughout the organization this drive to make things better for the customer than anybody else in the world delivers and we're really proud of that."

"I don't know what your destiny will be, but one thing I do know: the only ones among you who will be really happy are those who have sought and found how to serve." ~ Albert Schweitzer

Exercise: Get Clear!

Take a single sheet of paper. At the very top of that piece of paper, write down what you really want to accomplish in one statement. "It can be a long statement, but you really get clear on what that is for the vision for you and your organization or team," shared Tony.

Then come up with six or eight specific objectives that you want to achieve that are going to support being able to reach that vision. Then underneath that objective, you have strategies and/or actions, some people call them tactics, which you specifically want to deploy more than likely in the next 90 to 180 days – not long-term.

“Today I think it almost needs to be quarterly,” declared Tony. “Things just happen so fast, don’t they? In this particular process, what I am suggesting is that you tactically put it down there, you link those tactics or actions and strategies up to the objective and the objectives reach up to that vision. You’ve got it all on one page, you see it, it’s broken down into six, seven, eight, nine different buckets, you put people and time to it, and there is your game plan. Most people don’t want to get that clear. If you get that clear you can execute and you can make things happen.”

Get clear on what you want. “I think there is a pulling power that really comes from having that clarity of what you want, having it written down, and thinking about it,” said Tony. “That pulling power gets you up in the morning. It gets you energized. It gets people working together to make things happen.”

Then Get Out of Your Comfort Zone!

“One of the biggest roadblocks people deal with is their comfort zone,” decried Tony. Can you really step out of that comfort zone to really go out and take action? A lot of people speak about it but there is a lot of truth to it. I would say one of the top roadblocks that we really help people overcome is understanding the fact that if you keep doing the same or similar, you’re going to keep getting the same or the similar. You’ve got to really be able to ask yourself, is the zone you’re in getting you the result you want? If you want to go to a higher level, you’ve got to be open-minded, to push that zone a little bit.

“I don’t think people should push that zone so far,” concluded Tony. When it’s pushed too far, you become less authentic, and entrepreneurs need to operate from a place of authenticity.

Can you really step out of that comfort zone to really go out and take action?

Underlying the feeling of comfort in not taking any chances in your business are emotions, such as fear and doubt. And the fear of failure can be a major fear to overcome.

Over time, we've all been trained that failure is a bad thing in the academic world. It's often not taught that people we view as genius thinkers often had to fail many times before they found something that works. Failure is a form of education. Obviously you want to get things right as soon as possible, but don't stop after a single failure or setback.

Sometimes we like our comfort zones because we have a lack of knowledge. Books help with this, but you have to take action and apply them as well. Start small and work your way up to larger goals.

When you're following any kind of major dream, there is sometimes opposition to it. It's not always from mean people but people whose comfort zones are being stressed by you improving yourself. You have to expect that and not be caught off guard. Otherwise you may get discouraged.

"Now you almost need to prioritize hourly," shared Tony. "Things are coming at us so fast. I think taking that document and looking at it maybe once a week or every other week is fine. And as our friend Brian Tracy says, what is the best use of your time right now? If you are constantly looking at that targeted, clarified list of options where you can spend your time, you ask yourself that question, *what is the best use of my time right now*, and you deploy your energies accordingly, that will make you be a very powerful person and help you really execute in today's world."

"I see entrepreneurs and revolutionaries throughout history as two of the same kind of people born into different circumstances.

A revolutionary sees something that is wrong and wants to change it, from the French Revolution all through slavery in the Civil War, so many areas throughout history.

That same person as an entrepreneur sees a customer who is un-served, sees a better way to do something and becomes driven to do it better."

~ Paul Zane Pilzer

The Paradox of Entrepreneurship

Entrepreneurs need conviction, yet they need to be able to recognize that they don't have all the answers. "Entrepreneurs require a kind of humility that is often missing in entrepreneurs who need to buck the trend," shared Paul.

"The paradox of entrepreneurship," he continued, "is because you need to wield into existence by the sheer of force by your own imagination and determination something that otherwise wouldn't happen, and that already requires certain character traits. At the same time, you still need to be because you're venturing into the unknown, you have to be exploratory, and you need to pick up weak signals that things might not work. You have to listen to other people and that's why I think entrepreneurship is so difficult.

"I think they need to view themselves as people who navigate uncertainty. They don't need to have answers to all the questions that surround that business. I think that is difficult for them because often they are people of great conviction, very smart often times, etc. It can be very liberating to say to yourself I don't have to have all the

"The people who believe in a blind faith that every three to six months or whatever the time frame is that there is a better method out there, those are the people that take their business to every increasing heights and who see no limit as opposed to ones that just atrophied because they've developed a method and try to run with it for five to ten years." ~ Paul Zane Pilzer

answers. What an entrepreneur is really doing is testing hypothesis about what might work in the market."

"So if you said to yourself, *my thinking is already behind, I'm already outdated today*, then the only antidote is to say *I'm going to just learn faster than the next guy*. If the entrepreneur takes that mindset and they have technical knowledge and they have good advice, then I think they might really succeed big."

"If you can have some disciplined approaches as an entrepreneur and know how to navigate uncertainty; I think there is endless opportunity out there." ~ Paul Schoemaker

How Good is Your Network?

"The world is moving away from a vertical, hierarchical view of the enterprise of companies," declared Paul Schoemaker. "We have command and control in many layers to a horizontal or networked based model. That is generally happening now to our companies that are almost entirely virtual and they don't—Nike really doesn't make any shoes, right, it just orchestrates networks by which things get done." I think the role of networks is developing good peripheral vision because many of us get blind-sided.

“We don’t see an opportunity soon enough or we don’t see a threat soon enough. It is because it is so complicated what surrounds us that we need other people, we need good networks whether it is into your supply chain network or it is into your distribution network or whether it is just your business partners.”

Continually return to these questions:

- How good is my network?
- Is it a broad network?
- Does it tap into many domains that are relevant?
- Or is it insular and restricted?

Don’t Accept the Status Quo: Innovate!

Jay asked Paul Zane Pilzer a wonderful question – one which, although broad in scope – relates to entrepreneurs around the world. It was “*What in your opinion was the cause of the current economic crisis that we’re in and what can be done about it?*”

Paul has advised U.S. Presidents, and studied world economics for years. His response?

“Now that I’m back home and I can look back and I’ve been asking myself what really caused the crash of 2008. Most people think the crash was caused by Wall Street or home mortgages or all those topics that got in the news. Now with the benefit of hindsight, I can see it was a lack of innovation. ”

“It was business people getting lazy. But more important than just laying blame on what happened industry by industry, it is so exciting now to be an entrepreneur because in virtually every business innovation that had driven the American economy throughout all the 20th century slowed down or actually went negative from 2000 to 2008. Then it stopped entirely in 2008, 2009 which has led to the greatest entrepreneurial opportunity in history for people willing to go as an entrepreneur with a new business or an entrepreneur within an existing business and retool America and look at everything we do, go out and source the better method, the better technology available and implement it.”

"Always differentiate yourself. Don't necessarily follow the crowd. Offer something no one else offers. Shine!" ~ Herb Cohen

The Panelists, their Websites, and Extra Resources

Barry Schwartz

Barry Schwartz, a psychologist, wrote a book that launched his career in the world of business consulting. Schwartz has analyzed how and why people choose a product. Most times, people don't know what they want. If you give them a wide selection, they get paralyzed and don't choose anything, or they choose badly and feel dissatisfied later. The trick is to pare down choices – the range is about 7 to 10 – and work to do repeat sales with that group to develop very satisfied customers.

Barry is a Dorwin Cartwright Professor of Social Theory and Social Action at Swarthmore College and you can find him on their site here:

<http://www.swarthmore.edu/SocSci/bschwar1/>.

Greg Hicks

Greg Hicks is the CEO of Foster & Hicks, a group that works with people to reduce stress and increase their happiness. They studied people all over the world for years and found there are nine behaviors that all happy people demonstrate. Now, Hicks works with business leaders and individuals to help them identify and develop these nine behaviors, and to create organizational cultures where people are motivated, happy and excited to perform. One of the things that is critical for leaders to do is start every day by clearly stating their intention – their goal for that day. If people can establish their goal and their mindset every morning, that attitude will help them with all the other behaviors. The Web site to visit to learn more, or to purchase one of his books is, www.fosterhicks.com. If you have young children, be sure to check out the newest book, [The Martha is Mine – An Almost True Story](#).

Does success equate to money? No!

"For a business person, it is about serving others. The more you serve others and the closer you are to the final end-use product the happier you are, not necessarily the most money. The further away you get from your in-use customer, the more money you will probably make because the more leverage you work is. It is affecting a million kids buying ice cream if you're designing the packaging for it or doing the legal work involved. The further away you get from seeing the happiness of your product the less happy you're going to be." ~ Paul Zane Pilzer

Herb Cohen

Herb Cohen, a master negotiator, says everything is negotiable. People who don't believe that need to change their attitudes and think about every relationship and every transaction they make and find places where they can say "no" or find an added value, and that will make a significant difference in their bottom lines. Try innovative things. Don't come across as a brilliant know-it-all – instead humble yourself and let people see your flaws. It's easier for them to connect with you, and that makes it easier for you to negotiate with them.

You can access a wealth of information on negotiation and selling on Herb's Web site, www.herbcohenonline.com. While you're there, be sure to review his [past papers](#), and the [outlines and ideas](#) page.

Paul Schoemaker

Paul Schoemaker, a PhD and an entrepreneur, brings an academic and scientific approach to success in small business. He coaches people to succeed by using a system that looks at all the possible options, positive and negative, that a company could face. Preparing for those uncertainties makes it much easier to "future proof" the company. It's also critical that business owners see themselves as people who navigate uncertainty. They can't know all the answers -- but they can ask and find out. Final advice: Don't be afraid to make mistakes. Sometimes it's that one mistake that you learn so much from that you are thrilled that you made the mistake.

Paul's Website is www.paulschoemaker.com; the [video archive](#) is especially useful.

Tony Jeary

Tony Jeary, a coach to many of the business world's top executives and a leading author, explains the importance of removing distractions and developing a strategic presence. He suggests companies and entrepreneurs create a single statement that codifies their vision, followed by specific objectives and then strategies to achieve those objectives. He recommends that people always give value to their clients and customers and that they constantly look for ways to bring clarity to their business.

His Web site is <http://www.tonyjeary.com>, where you can find four free assessment quizzes on strategic acceleration and presentation mastery. Whether you complete one or all, you'll receive a free ebook for doing so, and be privileged to see a really well-crafted list building and lead generation tool in action. Click on the [Free Assessments](#) tab on the home page to get started. Also, be sure to visit the [Bookstore](#) to order one or more of his remarkable books, in hard or soft cover.

Paul Zane Pilzer

Paul Zane Pilzer, a software entrepreneur and economist, loves Wal-Mart. Not only because he knew Sam Walton, but also because he sees Wal-Mart as a reflection of our economy – with entrepreneurs hard at work to bring better products to the consumer at a better price. Every business person is a link in that chain. The ones who succeed, he says, are the ones who are always going out and finding a better method, always looking for a way to make a better product or process, and not letting their business atrophy.

He's now hard at work on a book called *The Entrepreneurial Challenge*, telling small business owners that *now* is the best time to start and grow a new business, and giving them a formula to find out the right business for them. You can learn more about the program at <http://www.zanebenefits.com/tec/info.php>. While on Paul's Web site, we recommend you review the articles archive, <http://www.paulzanepilzer.com/articles.htm>, and sign up for The Entrepreneurial Challenge blog updates, at <http://www.zanebenefits.com/tec>.