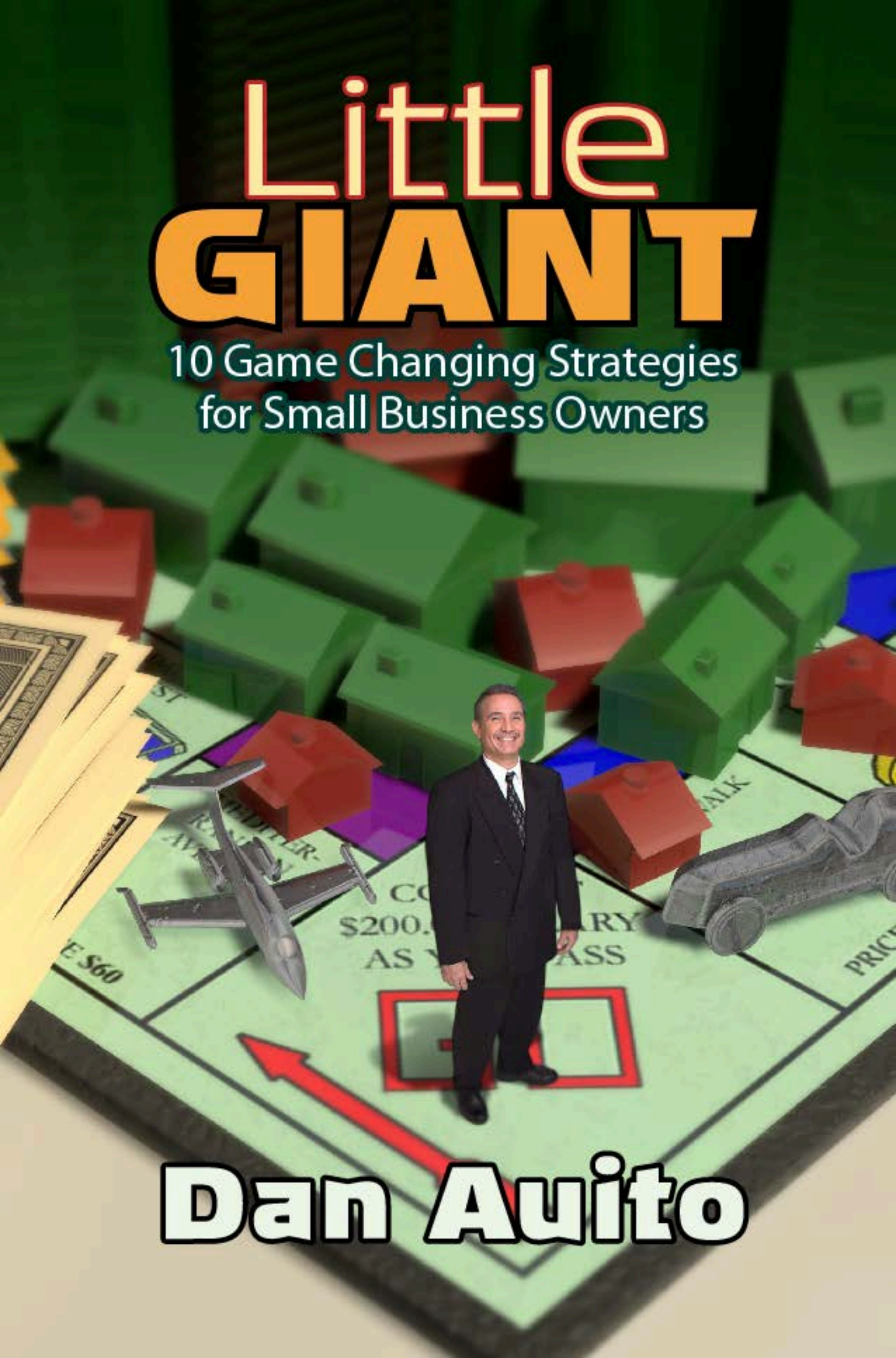


Little **GIANT**

10 Game Changing Strategies
for Small Business Owners



Dan Auito

Little Giant

10 Game Changing Strategies for
Small Business Owners



Dan Auito

Little Giant

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Dedication

This book is dedicated to all action-oriented, business-minded readers. If it weren't for you, there would be no need for a book that is designed to enlighten, encourage, connect and support the people who take action and make things happen in business.

You also have the right to forward the digital version of this book to friends, family and colleagues, to further pass along the wisdom and encouragement that this work aims to provide.

All I ask in return is that you send good people to the following link so they, too, can have this information at their fingertips, free of charge. (Spread the word)

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Foreward



I first met Dan several years ago at a Business Networking function. Many people from all walks of life were in attendance, all with different stories and agendas. Having met some incredibly interesting people, it was a fine evening.

Several memorable moments come back to me from that evening in Tampa, but the most significant was meeting Dan Auito.

Over the years, I have gotten to know Dan on many levels. With each new development I am more and more impressed with the depth and focus he displayed on the areas of his life, both professionally and personally. For this reason I am pleased to be a small contributor to his latest book, *Little Giant*.

Just to round out Dan's incredible experience, the "business language" is just one of his many talents.

Dan was a C-130 Coast Guard aviator and trainer for the Coast Guard, training hundreds of young men and women to be rescue crewman off the coast of Alaska. Shades and visions of Kevin Costner in the movie *The Guardian* come to mind.

There is something remarkably impressive to me when one is given the responsibility to train young people on multimillion-dollar equipment to save lives! How many people do we run into with that on their resume?

While in this position of leadership, many would seek Dan's advice on issues ranging from life's directions to business advice, specifically in the area of real estate where he had already built quite a reputation as a savvy real estate investor. Dan loved sharing his tips and helping others enjoy buying their first home or seeing the launching of careers in real estate. Dan's experience in real estate and his teaching went deeper and wider than any other programs that were available from others.

The first of several leadership and real estate books was written and others have followed.

Dan's first work, *Magic Bullets in Real Estate*, is just that, a no-nonsense guide that separates the "fluff" from what is truly important. It is a complete guide that covers more important useful tips, to help anyone be successful in real estate.

As you can see, Dan's direct involvement, hands-on research and tireless dedication to exploring what is important in areas of personal and professional fulfillment has led him to write and share with you the secrets of the Little Giant!

In this book, you will be offered what is truly important to understand in today's rapidly changing business environment. Though the book is applicable to any business and industry, it is specifically targeted to small-to medium-size businesses.

Dan will take you from the concepts of what is absolutely necessary for growth and survival to the areas that will kick-start your business into high gear, to stay ahead of both the market and the competition. Hopefully, some concepts will be familiar to you and some will be new. Wherever you are, great!

Whether this is your first exposure or a refresher, you could not have selected a better resource than Little Giant. That is exactly what this book is: a resource for you to refer to over and over. I hope it becomes your favorite “dog-eared” book on your desk, and not a quick scan and left to collect dust on the shelf. You would only be cheating yourself.

From building trust from your first meeting to identifying the keys to putting your business and life on the fast track with sustainable results, Dan will take you behind the scenes with a real “show you” approach.

It is so nice to have at your fingertips tried and true solutions to some of business’ most recurring problems.

Today’s leaders need to operate upon principles and values designed with a higher purpose in mind. They need to stand for truth and focus calmly and clearly on making remarkably effective differences in the missions they undertake.

This body of work will allow you to explore both the internal and external motives that guide us all along life’s business journey.

Please enjoy the time you spend with the Little Giant.

Ron Laker

Former CEO of Trademark Metals Recycling
in Tampa, Florida

From a doodle on the back of a placemat, Ron Laker developed a vision that later became TMR. In ten years, Trademark Metals became

the 20th-largest privately held company in Florida, with revenues of \$600 million. In 2008 TMR, along with parent company The David J Joseph Co., was sold to Nucor Steel, one of the companies profiled in Jim Collins' book *Good to Great*.

Ron is a professional speaker, a communications expert and a consultant specializing in Emotional Intelligent Leadership. He is a private investor who shares his business and personal experiences in a highly experiential and entertaining seminar format. He can be reached at:

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Introduction



If you don't have time to read the whole book, here's what it says:

Business as usual doesn't work anymore.

The industrial age has long been supplanted by the information age.

This survival manual strives to give you all the tools you'll need to prosper as a leading cultural change agent in today's economy.

Consider this: Nature spares those who are most adaptable to change, and you now see evidence of just how many business leaders have completely failed to adapt. This fact alone has resulted in nine million layoffs, furloughs and dismissals across our American work forces. Take stock, my fellow patriots; China and India are on the move. Prepare yourself for economic war—it is upon us.

Fact: You are either constantly building your business by adaptation, or watching it crumble by default. Our people seem to have succumbed to a plague of apathy, dejection and indifference on a national scale of critically important issues lately.

Our country was founded by great and fearless innovative leaders of men and women. I challenge you to use this manifesto to achieve maximum results from everything you do, while also inspiring others to higher achievement and productivity along the way.

A few of the questions this book answers:

1. Why mastering and implementing lasting business innovation is so important
2. How gaining trust early increases performance and credibility across the board
3. Using Pre-suasion in place of persuasion to establish emotional trust in your messages
4. How to effectively create innovative marketing breakthroughs by using New Age weapons
5. The process that absolutely guarantees that you will attract and hire only superstars
6. Using timelines to increase peak productivity, while eliminating procrastination
7. Action steps to take to define what peak performance means to you and achieving it
8. How and why you must use your ability to intentionally influence others for success

9. Keys to putting you and your business on the fast track to implementing lasting change
10. All 50 solutions are in the table of contents should you need an immediate fix.

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Chapter One

Mastering Lasting Innovation



In the chapters that follow, you're going to be introduced to a variety of practical exercises that actually work, and there will be measurable results to verify your progress along the way. You will also be introduced to a select few critical experts in their fields. These people will tell you their story and assist you in creating yours!

You may have tried something new in the past or maybe it was the new initiative-of-the-month-club variety. These types of artificial starts and trials rarely if ever tend to have any long-lasting effect. In fact, most often they have the opposite effect; more on this in a moment. Let's take the first few pages here to see how to begin this process of instituting effective and long-lasting productive change that will last, empower and energize the people who will be asked to help you carry it out.

Let's start by recognizing that there are true opportunities, as well as huge hazards, in our increasingly volatile and rapidly changing economy today:

- People are afraid of losing their jobs
- Foreign competition is stiff
- Technology continues to create more pressure
- Everyone seems to be asked to do more with less

It's a frenetic pace that erodes effectiveness and seriously debilitates morale and overall productivity.

Before any substantial improvements can be made, we must first take an official time out. Focus is a very critical component of effectiveness, and you need this personal time out to begin making sense of where you're at right now! Take time to step back, get quiet, slow down and get some clarity on how things really are! (Read and enjoy the process.)

This manifesto gives you the tools to separate fact from fiction; it delivers practical advice, applications and exercises that guide and support you in targeting your core, high-leveraged activities, which will immediately begin to increase your productivity and continued ability to sustain current and future growth.

Once you've finished reading this, you'll begin doing less and accomplishing more by constantly focusing on what matters most. Your personal productivity will begin to soar once you start using these principles. You'll have more time, energy, control and a sense of well-being that will replace any unproductive states of fear, confusion, anxiety, complacency and paralysis that may exist now.

Let the journey begin! Let's start by immediately increasing your performance and ability to generate predictable results that you can measure and understand. Please throw all frenetic anxiety driven activity to the curb (focus). It's time to start doing what needs to be

done by using what has been proven to work! Let's focus on finding your biggest and most important issue(s), and then we'll brainstorm on those most important problems first. Let's just start with number one. That person being YOU! The biggest and most pressing problem that most entrepreneurs and leaders have today is gaining clarity and focus on how things really are. The following exercises will bring your attention to areas that may be in serious need of your initial attention. Now find a highlighter that isn't dried up and settle in with a cup of your favorite coffee, while we begin readying you for the first task. (Tasks are easy, don't worry now.)

No need to do the exercises on the first pass. Just highlight areas that jump out at you as you read. You'll have all the direction you need after you've completed reading and highlighting areas of concern on the first pass. **Only after you've skimmed the book and reviewed the highlighted areas of concern, will you be properly positioned to take further focused actions toward addressing your highest leveraged and most critically important target areas first.** Stop, slow down, read, focus, think, and only then act upon what has initially been brought to your attention.

This book is designed to reveal your blind spots as you read, but it also asks you to do some contemplating along the way as well. Leadership is about developing others and fostering their unique talents as well as your own. But we must begin by structuring an environment that will support your personal and organizational growth potential first.

In general, most business models aim to provide the absolute best products and services at the lowest possible price, while delivering the highest possible value and customer experience in a way that the market is asking for. Great! Let's take that into consideration and continue exploring.

Start asking yourself some probing questions relative to what people really want and need today and ask yourself how you can

provide the best possible solutions that work. Your vision should make instant sense to everyone who sees, touches, tastes, hears or smells it.

If you are to break away from the herd and provide better solutions, then you are going to have to be relentless in your search to find a better way. You're not just trying to stay afloat; you're aiming at high prosperity and thinking big! It's your choice...you can aim low and hit the mark, or aim high and come in just short, but much better off than if you had aimed low and reached your goal.

Given today's economic climate, I'm going to play devil's advocate and say that your business has not escaped the effects of the downturn in the world economy at this point. Given this assumption, we can begin getting at the truth by doing this exercise:

Once you've read this book and have your initial plan of attack somewhat outlined, you can begin using a few of the techniques that follow, the first of which would be to call a meeting of your department heads/co-workers to begin the turnaround process. Your first step is to begin getting at the facts and addressing them squarely, to cut through the river of denial that, no doubt, flows through many organizations.

Gently introducing change: You'll go public with the statements below, once you've researched and outlined your plans using the techniques discussed throughout this book.

Once you've finished this book you will be able to:

Step 1: State that certain situations are bad (list the facts: A, B, C and D).

Step 2: Put things into perspective, by stating that these economic conditions have happened before and a recovery is going to happen, using facts to prove your point.

Step 3: Begin by laying out what you intend to focus on, and let people know where you need their help and what their rewards will be when progress is made.

We have to start by being honest, upfront and forthright with ourselves to really get in touch with reality these days. So many current industry leaders have been believing and teaching ineffective standards of operation, we must operate upon truth or we will continue to fail.

Example: General Motors had seen steady declines in market share for the past 20 years, while watching and knowing that Toyota, Honda and other foreign automakers were and are steadily taking more and more of the spoils. These CEO's were delusional in the face of facts and figures. They didn't pay attention to reality. Arrogance masquerading as confidence is a death sentence to all who fall prey to the trap of pride and ignorance of the truth. Bernie Madoff is the latest reminder of this fact.

Learning How to Change and Making It Stick

Change is difficult, and you can't expect to be able to just up and do it without new cutting edge information. Significant changes aren't achieved by doing routine little things. In the coming pages, you will begin building a strong team, designing a clear vision and engaging relevant people who believe in what you're doing. (Believe me, it works; otherwise, you wouldn't be reading this now.)

Beginning the change process can be the hardest part. You'll encounter initial skepticism, cynicism, obstacles and roadblocks in the beginning, and it's to be expected. After all, change is hard. and many people just won't believe that anything is really going to change.

You're going to be taken seriously if you take the time to read

and highlight this book, gather some facts and ask yourself some searching questions before you initiate this change process. This change initiative must have a ring of truth, some plausibility and, in general, clearly make sense. After further reading, you'll have a very strong plan that almost prevents you from making any really dumb moves. You'll be getting plenty of initial observations, feedback, suggestions and support on how and where to go about instituting lasting changes that will be believed by everyone involved.

Once you've gotten to the root of how you've gotten to where you are now, and gained enough clarity to design a couple of strong initiatives, it will be time to begin involving your employees. We will be going over these eight steps towards instituting the new change throughout this book.

8 Steps to Lasting Change

Step 1: Use timetables and short-range goals to create a sense of urgency and motivation within a group of 2-10 people who have been chosen to help you guide a couple of measurable and achievable changes. for starters.

Step 2: Instruct this team to begin looking for and asking for volunteers to work on specific tasks related to the initiative being focused on, to help generate momentum early.

Step 3: Maintain your focus on the vision of the big change in your product, service, and experience, or whatever, to ensure everyone is staying on track and daily progress is being made towards the goal.

Step 4: Once you've rolled it out as an internal launch of sorts amongst your team, put the word out to the rest of the organization to engage everyone who needs to know, so that more people can help.

Step 5: With the full rollout will come new obstacles. Focus on

working towards eliminating these bumps in the road, as the wave of change starts to wash across the entire workforce.

Step 6: Take stock of your current progress by reviewing your timetables and short-term goals. State your progress when it is made and crush cynicisms and cynics at this point. If they continue to be a barrier to progress, quietly remove these vampires. (More on this later.)

Step 7: Relentlessly add additional initiatives that have been planned for in your timelines of change. Add people as necessary, and clarify and polish your vision.

Step 8: Document and monitor new changes and reinforce the behavior, maintaining vigilance in ensuring that old habit patterns are not allowed to creep back in. This is where you have heart-to-hearts to get everyone to embrace the positive outcomes resulting from the recent changes. Good changes create energy and enthusiasm. Foster and reward everyone at this point, to cement the new culture and continue the upward momentum.

We will use these same eight steps to deploy mid- and long-range goals and strategies over two-year periods as well. Always be thinking two years ahead, or your competition will flank you.

Be aware that if you have half-heartedly tried many initiatives that didn't work in the past, you may get some serious resistance. If this is the case, just admit upfront that you have made mistakes in the past, but you're committed to turning things around using a more professional approach, and this time you want everyone's help in assisting you in making the right moves!

Don't allow employees to wait out your new change initiatives. Granted, too many new ideas that aren't carried out may have hurt your credibility in the past, but impress upon them that these changes are well thought out, and they are an absolute necessity if everyone

is to survive and, in fact, thrive in the near future.

Chapter 1 could just as easily have been the last chapter, but I want you to begin focusing your efforts with the end in mind. Once we're finished here, you'll know exactly how to confidently and effectively proceed toward stellar and lasting success.

As many others have pointed out, you **MUST** adapt to change, or your business will certainly die.

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Chapter Two

Immediately Build Trust to Break Down Barriers and Visualize Solutions



Social media is the great equalizer today. It's the virtual version of real life, so let's look at what it reveals:

The goal of many online bloggers is to create or engage a community by carrying on a dialog that demands that the bloggers remain engaged in contributing thoughts that matter. Pictures, video and content are all used to further gain an audience's attention.

If the blogger fails to encourage others to continue contributing relevant responses, information and dialog to their posts, then they will eventually die off and the blogger loses credibility! It's all about the dialog.

The better you can remember your customer's names, faces, family and preferences, the greater the dialog and trust bond will grow. Be the friend who is honest and seeks mutual goals attainment while keeping your partners' and customers' needs and interests first. (Seek first to understand.)

You must trust yourself before others will! Do you possess and display integrity, good intent, and confidence in your ability to produce relevant results? Can you make it easy for others to quickly decide that your suggestions are the solutions to the questions they need answered? Hyper-Tip: When you can articulate people's problems back to them better than they themselves can, you will begin building trust.

By reading, gaining and passing along further knowledge in your areas of expertise, you will become more effective, persuasive, confident and convincing to others. Manifestos, books and whitepapers are really just tools designed to break through trust barriers. These tools allow us to help others visualize solutions, solve problems and achieve their goals as well as our own and at much faster rates. (Branding 101.)

Differentiate yourself from your competition through branding, creating a USP (Unique Selling Proposition) and refining your writing to a diamond edge. Many people say the same things. Write something that matters to the people you want to attract!

Note: Today's USP can also be stated as UVP (Unique Value Proposition). What value can you deliver to your end-user? People don't want to be sold, they want solutions!

Be human first—we are all feeling, emotional beings. Establish relationships by engaging others' right-brain hemispheres; then help them solve their problems using the left. (Establish the dialog first to get others P.O.V.—Point Of View!)

Fixing Credibility Issues on the Fly

The ability to listen is number one. If someone issues a negative comment about you, you must address it quickly. Social media again highlights how fast a reputation can be ruined. Always ensure your reputation is a good one, both online and off. You can set Google alerts on your own name or company to keep up with what people are saying about you online, but getting the truth in person can be more challenging. (Blind surveys work well offline.)

Do a SWOT analysis on your competition: What are your Strengths, Weaknesses, Opportunities and Threats in relation to your competition, and what are theirs in relation to YOU? Find a key point of difference and work to support your position.

Use third- party endorsements instead of your own claims; i.e. JD Power, Consumer Reports, current and past clients' favorable recommendations, etc., to build credibility.

Establish your own credibility early. Are you an MD, PhD, JD, MBA or CPA? Use these abbreviated titles if you have them. If you don't, then bring in other experts. Collect endorsements, write and produce diamond-edged articles, blogs, white papers, videos and reports that command attention and position you as a natural leader.

Take time to develop answers to questions you know people will generally need from you regarding your business, product or service. You must act, behave and appear competent, trustworthy, dependable and committed, while remaining composed and likeable at the same time. **Note:** Extroverts are generally seen as more capable, due to their apparent confidence.

In the end, continuously making and keeping commitments and promises creates a long-term track record that often gives you instant credibility wherever you go by following you as you walk your talk. Track records cut through noise and clutter like butter!

If you currently seem to lack credibility, seek feedback from people who know you best, by asking them to give you three areas you're good in but, more importantly, three more that could use improvement. Have them write their answers on 3x5 cards, then take further constructive action on yourself by using others' insights, feedback and recommendations to improve in those areas.

The bottom line: Keep your commitments, follow through and walk your talk. (Repeat.)

How to Research and Address Credibility Issues That Need Fixing

Begin by doing perceptual research, using online surveys to find out what people actually think about you, your company, your products, your services, how you measure up against competitors, your effectiveness, etc. The old adage is: "If you don't ASK, you won't receive." (www.surveymonkey.com)

Accept realistic critical feedback, and learn not to take it personally. It is only someone else's perception, but it may help you to learn, correct, change or tweak for success.

Watch yourself on video and observe behavior changes. Inform prospects, customers and clients that it is your intent to build trust from the outset, and then ask them directly what you can do to foster further trustworthiness in the relationship. The simple act of asking begins to create a favorable trust-building environment.

Use mentors, coaches, training, books, etc., to help you move forward while you work on building further expertise through experience. Try not to cave under pressure through your learning curves. Life is a journey, and many a mistake will be made along the road to mastery.

Again, be human and use personal stories to relate to others. Don't be the big shot CEO, but rather a founder and organizational builder for the benefit of everyone involved.

Identifying Your Market Contact Points and Increasing Performance

Branding 101: Knowing what your singular point(s) of difference are can help you refine your USP, your logo, your brand, your elevator speech, and your products and services, for starters. Once you have defined these things, include them on every touch point you have; *i.e.*, letterhead, business cards, stationery, websites, online profiles, signature files, pamphlets, brochures, billboards, signage, radio, TV, newspapers, magazines and so forth.

Focus your efforts on finding ways to articulate ways in which your products and services fill the needs and wants of your prospects, customers and clients in unique ways that others can't or don't. Declare your intent quickly, by telling people what you are doing and why. Then commit yourself to them by engaging, listening, responding and rendering speedy solutions and plans that effectively persuade others to trust you, thereby taking it to the next level of business.

Always seek to increase your credibility, believability, likeability and trust accounts first. Give people experiences that activate emotional triggers that further engage them in building a relationship first. **Note:** Data, reason and logic can lead to argument. Try to use them after you have established the relationship! The adage says, "Emotion sells, logic justifies."

Exercises That Build Credibility

Create surveys and conversational audits using social media. Anonymous in-house survey forms, direct questioning and various

other feedback mechanisms that ask the question “*How are we doing regarding what we do?*” is a good place to start. When designing these questions, start by asking yourself “What or who are we, and what is our core competency?” Focus in on one idea at a time, and ask the questions necessary to get the desired feedback.

You might ask who the customer is, what solution they came to you for, and their opinion of how well you measured up using either a 1-10 scale or positive, negative or neutral basis. Another question to ask is: “Would you recommend our products or services to a colleague or friend? On a scale of 1-10, with 10 being best, what is your answer and why?” Also ask: “What can we do better, and how?”

Be prepared to take action on the feedback you do get. If it’s negative or neutral, take action to correct or improve it. If it’s great, look to reward and foster it. You also want to find who your raving fans are. They are the ones who answer your questions with 9’s and 10’s and glowing remarks.

Now pay the price to earn good referrals; give your enthusiastic promoters and champion referrers the tools and incentives they need to help spread the word: discount coupons, referral bonuses, gift cards, customer appreciation days, etc. (Be creative and create local buzz.)

In the end, you want to convey to your market and your current customers that your team is made up of the most committed, experienced, informed, trained, qualified, skilled and intelligent experts in their fields. Think of yourself as “Synergistic Solutions, Inc.”

Seven days prior to Customer Appreciation Day, send out invitations inviting your raving fans to come by with a friend for free food and festivities next week. **Hint:** Mail again three days before the event, offering prizes and rewards for attending. When your true fans do show up, start asking these people what they like to do when

they're not working so hard.

Take this time to further cement your relationships with your existing customers by employing right-brain emotionally based trust building activities! Use: F.R.O.G.—Family, Recreation, Occupation and Goals—in that order. Build a dialog.

Points to Ponder

Work to refine your ability to establish trust early. Trust lowers costs, attracts new customers, and helps you execute faster. It also attracts partners, accelerates team building, drives sales and encourages referrals.

Work towards transparency by not being afraid to let people into your inner sanctums, back offices and operational areas. While there, try to create a communication experience that makes it easy for people to agree with your P.O.V.

In the end, your goal is to demonstrate your ability to understand the needs of your prospect, and to show them that you have the experience, ability, understanding and resources to be able to meet their needs by giving them the informed suggestions and solutions that only you can provide.

Fact: Typically, 13% of your staff is selling 87% of your products or services. Find out why these 13% do so much better and train the other 87% to use the methods that your superstars are already employing to achieve those top-producing results. Hint: Use P.P.P.S.C. (Policies, Plans, Procedures, Scripts & Checklists).

The overriding goal of growing and sustaining a business is to generate new customers, while retaining as many of your existing ones as possible. Marketing and innovation are the drivers that generally help you stay ahead of your competition. “New and

improved” tends to keep your competitors one step behind you.

Today’s fast-paced change makes it appear as though neither consumer or business owner is in control. Look for opportunity, try to make order out of chaos, contemplate and speculate, but be quick to decide or you may get left behind.

Power, wealth and influence are gained through the process of building relationships. Choose partners who fit with your business models and operations, and target customers that you have the ability to serve. Then activate triggers, anticipate rejections, and close the deal through specific actions.

Always act with integrity to build trust, credibility and, eventually, loyalty. You must work to build, foster and maintain this position. Remember: You can’t talk your way out of something that you have behaved yourself into.

Final Thoughts and Action Items

Marketing is ultimately a conversation backed by commitment, and advertising is salesmanship in print. You must be informed in order to carry on quality conversations and make commitments that you can keep.

Mastermind with your team, employees, strategic partners, coaches and mentors. Also survey your prospects, customers and existing clients for further feedback. Then extrapolate, interpret and incorporate the answers for the benefit of your prospects, customers and clients.

Use forums, blogs, bulletin boards, websites, videos, webinars, surveys and social media to get feedback, and then give it back through using these same vehicles to create touch points that reach your specific audience with the messages you want to deliver.

Gather up endorsements, testimonials, awards and credentials, then include them along with your logos, USP and brand on your letterhead, business cards, stationary, websites, online profiles, signature files, pamphlets, brochures, billboards, signage, radio, TV, newspapers, magazines, etc., to ethically exploit your expertise.

You must understand yourself first: Passion grows from values. Then understand your competition and finally your customers. Be confident, act successful and put yourself out there where you have passion, expertise, intent and ability.

Commit to building long-term relationships built on trust and benefits. Ask, listen, analyze, contemplate, decide and take action towards being the best that you can be through differentiating yourself from your competition with unique views that matter.

Remember this: You are always either building your business or letting it crumble, depending on your actions. Make a firm commitment to yourself to always be working on your life and your business, using the highest quality and support that you can possibly get. Then enjoy the liberation you'll get from being successful, as opposed to being beaten down by mediocrity.

Do what it takes to be better, and then superior, by gathering information, translating it and constantly taking action. Look at all these ideas and suggestions, and pick one or two things that you can begin working on to begin integrating and incorporating these insights into your plans.

Finally, remember to recognize people and truly understand them and their needs so that you can help them. That is what all this is really about. When you help others, you ultimately help yourself. Find their need and fill it!

If you do not have an absolute lock on managing your image online for all the reasons above, I strongly suggest and encourage you to

deploy Sam Bell's Internet Domination System. Sam has agreed to give you 30 days of group coaching, in addition to everything you'll need to manage your brand online.

Visit: Internet Domination System

<http://nanacast.com/vp/97334/84908/>

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Chapter Three

Brain-Based Marketing Pre-suasion vs. Persuasion



Effective selling is based upon emotions and establishing the right first impression. Again, “emotion sells, logic justifies.”

Take heart: The ability to move people is not inborn. It’s science and it can be learned. It’s proven that there is a universal biological basis to selling that, when stimulated in the brain, triggers a buying signal, and there is scientific proof to back this up.

Studies found that successful salespeople spent more time initially with prospects establishing a connection before making their requests. This is like giving people psychological air. It says you care, and it’s based on emotion and your ability to pick up on their hopes, fears, wants, needs, expectations and current situations.

These studies noted that once an emotional connection was reached, people were more eager to listen and became more receptive to the message that the salesperson wanted to deliver. *Instead of persuasion, think of it as Pre-suasion!*

Start by first being open to knocking down natural barriers beforehand, by being authentic and *working to establish emotional trust*. Reciting facts, features, benefits and advantages does not excite emotional buying triggers. Even the greatest seeds won't grow on rocks!

Realize that people are blinded by first impressions. In today's economy, value is paramount. So establish yourself and your products and services upon the value proposition, because cheap works against you.

In times of trouble, people trust brands. So always work to brand yourself, and constantly work to build your brand's recognition. Great brands are built on authenticity that delivers real value and solutions that truly pay off.

Always work at simplifying your message while delivering the maximum impact. A meme is a full message delivered by a picture or a slogan. It is a self-explanatory symbol that represents a complete idea that anyone can grasp instantly; e.g., picture the Nike swatch or jazzed-up check mark, which instantly conveys top-line tennis shoes and cool style, etc. The Slogan: "Have you driven a ---- lately" reminds you of Ford; Coke = The Real Thing; the Golden Arches, etc.

The idea is to simplify your message and brand it, to cut through the clutter and insecurities of your market. Look at what other companies are using and doing to get people to buy things; then emulate those successful methods for your own benefit.

Don't assume you know everything. Be willing to experiment. Big companies have a harder time doing this. Focus on your major

benefits, as small irrelevant things become distractions. Drive home your major points, and push the emotionally triggered hot buttons for optimum results! Selling hope is one of the best emotional triggers. (Just ask any politician.)

Key Factors Responsible for the Lack of Success in Many Marketing Messages

Many conventional business owners are often found to be driven by numbers, reports and data which are left-brain activities that lead to emphasizing features, benefits, advantages and key points. These do not create feelings or trigger emotional responses.

We assume people are rational, but quite often we find they make irrational decisions. Try not to discount feelings. Many CEO's fail to make customers part of the process. They create things and then try to sell them. It's better to get feedback early, to create pleasurable experiences while creating things that people want to buy!

Make customers part of the process. Give them a voice, keep them informed, and get feedback that will help them to see your proposition as fair. Use surveys, ask questions, and do the research to become the expert that people naturally agree with and default to in their time of need.

Another point made based upon research is that written text-based advertising doesn't excite the brain and it also consumes 25% of our energy. Strong visuals save brain energy and are more enjoyable to look at. Use more pictures, graphics (meme's) and video for optimum results.

Again: Decision-making isn't necessarily a linear process. Research is proving that it is more likely a chemical response that is triggered emotionally, not rationally. So, focus on creating an emotionally anchored game plan that creates a pleasurable response

or at the very least, one that alleviates fear!

Shifting from Old-School Marketing to Brain-Based Marketing

The modern-day social networking and communication aspects seem to be at the forefront regarding this question. Women often prefer interacting through focus groups, surveys, listening, paying attention and hearing to get insight and understanding; then they'll speak, being careful not to contradict themselves.

Factors that lead to modern-day approval demand that you give before you get. This can be information, attention, consideration or small gifts, etc. Give something small first, and ask them to give you something small in return. Many people will reciprocate by giving you something larger later. Scarcity works well today, too. Iphones and Wii sold out early on, due to the orchestrated scarcity factor; make it scarce or appear to be dwindling in availability early.

Credibility is paramount today. Experts who display knowledge, fairness, value and respect are more likely to begin building consensus through relationship-building from the start. Remember that today's consumer mind is operating on senses, emotions and rationality. Don't confuse them or contradict yourself.

Final thoughts: Try to create contrast: small vs. big; expensive vs. value-added. The human brain searches for patterns. Opportunities lay in new products. Sell something different; e.g., toothpaste with whitener for \$2.70 or Crest Whitestrips for \$27.00—that's 10 times the price!

The more people like you, the more you will succeed, but you must like them first!

How to Improve the Performance of Your Marketing

A good place to start is by seeking to understand that emotions, drives, passions and attitudes create behavior. People tend to follow what's cool in the market space, and they tend to stay on the same path. Understanding where people currently shop and what they buy is a good place to start.

Positioning yourself as cool, new or cutting-edge, instead of old and boring, will improve performance. Remember that the ancient brain is selfish, so you must always put the consumer at the center of your message, using the word YOU often.

The brain strives for simplicity, so keep things in as much order as you can, by keeping the most important things first in every message you create. Use 50% pictures and video vs. text only to relieve the brain of stress and energy consumption.

Facial expressions elicit emotions, so smile in pictures and video. Contempt breeds failure; your mission is to create compelling messages that trigger emotions in the receivers' minds to create memory. For example, a homeless person's sign: "I'm Hungry" vs. "What if you were hungry?" This type of message makes the receiver think from his or her own position as opposed to that of the homeless person.

It's proven that people follow authorities. A study listened to the way receptionists answered calls. When the receptionist listened and then said, "Let me connect you with our EXPERT on that" and then explained to them why the person was the expert, those potential buyers then defaulted and bought 32% more often because of the perceived expert's status. A trained phone operator, armed with your company's expert staff member qualifications, can be very effective!

Immerse Your Marketing Staff with These Principles to Maximize Learning

Ask your staff to begin studying your customers and their habits. Be open, inquisitive, fair and committed. Use demographics; i.e., gender, age, income, etc. Then test things using theory, not random guessing. Finally, make changes when your findings tell you to.

Look for what you really have that can be used as effective ethical pitches. People want to avoid and prevent loss. Pick your three best claims, and be bold, aggressive and believable by demonstrating a huge difference with evidence.

Encourage your staff to focus on findings that are unique that get positive reviews where the consensus says it works. Then build stories to relay that information to the marketplace.

Involve your staff in gathering, analyzing and creating new materials and data that capitalize on the groups' findings. Continue to test against your best materials to constantly improve results.

Actions You Can Take Right Now to Improve Your Marketing

Begin by creating a dialog with your customers through one-on-one questions, focus groups, surveys, social media, website feedback, product reviews, etc. Tune into your customers' favorite channel, WIIFM ("What's In It For Me?"); then let them know what you are doing and can do for them.

Consider redoing your materials using **reciprocation** by giving first, then employing **scarcity** to get their attention, and **authority** to shortcut credibility issues. Give something small to gain their **commitment** and reciprocity early, **like them first**, and finally build **consensus** by stating provable facts they can agree with.

Work on creating favorable first impressions with clean websites, Power Points and content that is easy to understand and pleasing to the eye. Use more graphics and pictures, as opposed to pure text, to relieve brain drain and encourage readership

Always try to stay ahead of your competition, while being seen as the authority in these uncertain and ambiguous times. You have only about 15 seconds to make a favorable first impression. Put your biggest, boldest, most powerful benefits, claims and statements front and center early; then back them up with data. Restate your major benefits at the end.

Put your logo and slogan at the top left corner of all your marketing materials, as that is where it will be seen the most!

Suggestions That Can Make Your Business More Competitive

Realize that there is no one most-successful sales tactic that fits all. Focus on being a detective, while listening first to understand where you can add the most value. Don't force one solution: price, needs, features, value. What is at the center of your customers' immediate concern? People are often foolish and confused. Try to change their world for the better.

Don't focus on being the cheapest, but more on being the most valuable. Remember that brands command higher prices and create easy handles that stand for something. Value is the hottest attribute that you can emphasize today.

Involve your staff, and don't dismiss the contrarians on your sounding board. Having nothing but "yes men" isn't good. Seek to find out why people buy, and try to trigger emotional responses to activate the "buy button."

Don't waste your resources. Take time to make rational decisions, explain mistakes, and create easy solutions and incentives. Redo your marketing materials to make them more visual and easy to understand, to relieve brain drain.

Tip: Using comparisons to ***introduce regret***, such as "If you would have done this instead of that, you would have saved xyz" has been found to work when emphasizing loss prevention.

Fact: People will pay 10 times more to relieve pain as opposed to seeking pleasure.

The recap: Pre-suasion, not persuasion, is what you do first. Good marketing makes selling easier. Get them in the right mindset first by building good perceptions early on; e.g., Are you the best, most cutting-edge, safest, recognized expert, or the sole source? Establish the desired perception early.

Study your customers, competition and marketplace to create great marketing. What are others doing that works? Analyze surveys, testing, forums, website and blog comments to see what the marketplace is saying and what it wants. Interpret, process and understand what the data tells you.

What emotions will trigger the response that you desire: fear, vanity, greed, frustration, hope? Empathy is truly feeling, seeing, fearing, and struggling with uncertainty to feel what your customers do. To get into the mindset of your customers, you need to be able to feel what they are feeling.

Gain their trust by respecting their intelligence, opinions, comments, feedback, importance, experience and relevance. Once you understand them, then you can begin to demonstrate your expertise with your credentials: what you have done, the dollars you've made or saved, your successes, etc.

Once you know your market, understand their needs, and know what you can provide, it's time to create your marketing. Understand that today more people are concerned about keeping what they have as opposed to gaining more. Safety, security and value are big right now.

Remember to build marketing into your products. Don't make products and then try to sell them! Go with the wind, not against it, by selling people what they have indicated they want.

Hot buttons in marketing are made up of compelling sales points. The levers are Reciprocation, Scarcity, Authenticity, Consistency, Likeability and Consensus. Find people's three biggest pain points and demonstrate your three biggest benefits that eliminate them. Go deep, as opposed to wide, in description, so as not to confuse them with too much irrelevant data. Remember to use illustrations, other graphics and mind maps to relieve textual brain drain.

Use your strongest bullet points first; end with something that creates curiosity to encourage them to further explore your offer. Remember to remind them of what they will lose by not taking action.

Once you're finished reading, I will help you to incorporate these interpretations, insights, concepts and ideas into your own business, considering today's consumers and the current marketplace. We must take action if we expect to see change.

Common Mistakes Today and How to Avoid Them

Small business owners are overwhelmed with too many advertising choices, and quite often they aren't fully aware of the mistakes that they are currently making, which may seriously be undermining their market penetration efforts. Every marketing effort consumes time, energy and resources.

Start by stepping back and defining your market; i.e., what info, products or services do people want, and what can or do you provide for starters? Who is your target? Once you know WHO your market is, then begin developing marketing plans that you will be able to maintain committed focus on.

Focus narrowly, and continuously hammer away at key ideas to begin making your brand stand for something. Define what your marketing objectives are, and work on making every dollar you spend generate more than the amount spent on advertising.

Commitment to a plan is the key: Backing it, implementing it, measuring it, adjusting it, sticking with it and being patient are the keys to success. Business is often a marathon rather than a sprint. Stick to plans you can consistently execute.

Here are Some of the Best Marketing Tactics That You Can Use Today

Simplify your marketing plans, if and when you can, to make them truly achievable. Complicated plans often fail for lack of follow-through. Focusing on being new, different or first is smarter than being better or cheaper than your competitors.

Once you define what category you are in—e.g., energy drinks, personal care, luxury home sales, etc.—only then can you begin to build your brand within that category. You must understand where you deliver the best value, and your staff must be able to relay that value proposition as well.

There must be a process that can be followed to effectively achieve your plans. The three P's of productivity are said to be Policies, Plans and Procedures, or SOP's, aka Standard Operating Procedures. McDonald's was built on this. Process liberates by creating understandable centralized strategy that can be disseminated

to outlying decentralized locations for seamless execution.

The above doesn't always involve large amounts of money. Content is often king in regard to online interaction today. Email communication and feedback are critical, in addition to websites, blogs and videos, for gaining and distributing insight. This, in turn, helps in creating significant relationships with your market.

Once you have solid plans to execute, do some research on sites like Jigsaw, Sales Genie and Hoovers online to target key high-level decision-makers who may benefit from what you have to offer.

Begin your dialog by giving them useful information before the sale. This builds trust, educates your prospect and shows that you care. If what you give them is relevant to their needs, you'll then have a high-degree chance of establishing a meaningful connection with them as a result.

Short Story: While flying for the Coast Guard, I was also a real estate agent, an appraiser, an author and an investor. Many young people join the service and end up buying their first home on their first tour of duty.

One of the best ways I found to educate these potential 1st-time homebuyers into becoming my client, was to give them information months in advance, that they could use to see all the benefits of buying their own home.

I wasn't there to sell them. I was there to help them buy right! (What a difference this mindset makes.) My job now was to protect, guide and ensure they made the best choice from what was available in their price range on the market. By writing the book below and giving it away to solid prospects, I positioned myself as the expert 1st-time buyer's consultant.

Here is a copy of that book; it was my Core Story at that time:

<http://www.thecitruscountyclassifieds.com/downloads/2/fsbo-ebook.pdf>

You are free to give this book away as well.

Resources:

Take a break and watch this video. Really! Take a break! Sit back and enjoy my friend, Ted Miller, while he explains the supreme value of having a killer Core Story.

This will take your marketing efforts over the top to success, guaranteed!

http://youonyourwebsite.com/CHI/Core_Story.html

Learn to build your own:

<http://www.empireresearchgroup.com/what-is-a-core-story.php>

Seth Godin's classic Ideavirus Manifesto is an excellent resource and a further example of how to effectively market and advertise in today's consumer-driven marketplace:

<http://www.sethgodin.com/ideavirus/downloads/IdeavirusReadandShare.pdf>

E-mail Communications: As a loyal user of multiple e-mail management accounts at Constant Contact, I can say first-hand that they are the best available service for the money. They are fully featured and your message very rarely triggers spam filters.

Maintaining direct communications with your partners, customers and prospects is an absolute necessity in today's consumer-controlled marketplace.

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Chapter Four

Pre-Emptive Marketing



Today's buying public knows when it's being pitched or sold to, so you must set yourself apart by building some meaningful trust. Consumers want a conversation with the vendor through all the touch points you can provide: websites, email, blogs, phone, face-to-face, etc. All work towards creating an experience with you.

Research has proven that customers are 12 times more likely to buy and continue to do so if you make an emotional connection first. About 90% of businesses provide facts, figures, features and status quotes, which pale in comparison to focused efforts on emotions, beliefs, needs and a history that tells a story.

Instead of telling them all about YOU, try asking "What do you need now?" and "How can I help you get to where you want to go now?" Skillfully listen; then define and deliver.

Start locally; i.e. town or city, county, state, country; then globally. You can't say everything to everybody, so first choose a specific audience within your specific niche,.

Seek to set yourself apart from your competition by being first. Use storytelling, video, Twitter, Facebook, websites, blogs, and e-mail to reach, communicate and deliver relevant content to your audience, while looking for feedback. Your job is to out-work, out-hustle, out-compete and out-smart your competition, using technology and new insights to be first in the minds of your potential customers and clients.

Choosing Your Best Marketing Weapons

Jay Conrad Levinson sets the bar with the following questions, laid out in a simple marketing plan that is comprehensive enough in nature, but not so complicated as to confuse or overwhelm even the most unsophisticated business owner:

Jay's Simple, 7-Step Marketing Plan

1. Tell your prospects, customers and clients exactly what you want them to do.
2. Tell them the unique benefits that you offer that no one else can; this is your competitive advantage or Unique Selling Proposition (USP).
3. Define and refine your target audience. (Who are they?)
4. What specific weapons will you use?
Hint: http://www.magicbullets.com/docs/200_weapons-guerrilla.pdf
5. Know your niche, and become the go-to-expert with content/advice/service.
6. Brand yourself with an identity within your category and tell your story.
7. Decide on a marketing budget; 4% of gross sales towards marketing is the minimum.

Jay is a teacher and visionary strategist like no other; please visit

him here: www.gmarketing.com

Again, don't try to sell to everyone. You have a unique personality, and you need to stick to it in order to build trust through being authentic. This will have the effect of cutting through the clutter, and help you find people who resonate with your mindset, character and so forth. These are the people who get your P.O.V.

You're out to build rapport with your prospects, customers and clients by finding others with whom your values are similar in nature. Again, you cannot sell to everyone, so you must focus in on your core audience and provide supreme value in as many ways as possible. Asking your audience great questions helps you to see what they want and need the most. Sell what people want, not what you want to sell them.

Send out blasts of authentic content, and use video on your websites, blogs, e-mail communications and so forth when you can, always keeping your eye on the results and what creates your biggest returns!

Don't try to always do things better, but rather try being different! Examples: Listerine tastes like medicine, Scope tastes sweet. Home Depot started out being masculine, Lowes catered to the ladies. Red Bull was the 8-ounce energy drink, and Monster came back with 32 ounces using mass appeal. 5-Hour Energy thought differently and took market share away from both of the other drink makers.

Here Are Your Keys to Creating Innovative Marketing Breakthroughs

Start by cleaning up your current operations. Renovate before you attempt to innovate! Let your current customers, employees and consultants tell you what's working right and, more importantly, what isn't! Outsiders often see things that you cannot.

Use technology and social media to get, give and gain critical feedback. Do a search using Google and type this in: “Marketing + Social Media” to see what others are doing to use this cheap and inexpensive technology to dominate their niche markets.

Use technologies to find out what is on consumer’s minds. Then remain focused and think like your customers, instead of as a business owner trying to sell.

Final thoughts: Don’t let the size of your business determine your self-worth. More than a few empires started up from dorm rooms and garages. Premium pricing commands attention, but demands that you prove why you deserve it. It’s an old adage that people get paid for solving problems by providing solutions. The bigger the problem solved, the more you’ll often be paid!

Try to supply high-profit-margin products and services if you have the luxury of choice at this point. It pays better and often forces you to be your best in the process.

Things to Do Differently from Your Competitors to Create Impact in 3 Minutes or Less

First, ask what is currently impacting your business negatively. Focus on a swift course correction while tracking results, to determine what will work better. Use my 10-step guide (below) to help you make decisions in the right order.

**Investigate->Evaluate->Consider->Decide->Execute->
Monitor->Measure->Report->Repeat->Grow**

Seek to gain understanding of what drives your customers’ decision process: dollar values, safety, inter-activity, personal values, service, selection, availability? Find out what they want and start

giving it to them now! Go with the wind, not against it!

Once you know what they want and how to deliver it, compile a list of people who want to hear from you. Then e-mail them your information in five sentences or less and use a [hyper-link](#) to take them to where ever you want them to go next for further information, etc. Always seek to add more buyers to the ones you currently have, while replacing the ones you lose through all manner of attrition.

Families come first, but always stay focused on your business as a very close second. You must pay attention, listen, work, take action and find new and better ways of doing things. Technology diverges constantly, and what was once fresh and new becomes old and outdated. Constantly look for new and better ways of doing things to stay ahead of your competition and maintain your niche command.

Parting Shots

Ask yourself what traditional marketers are doing now that you wish they wouldn't. Realize that blatant selling doesn't work anymore. There are too many choices. You must build a relationship and avoid the fight or flight response at all costs. Selling is an invasion of personal mind space. Respect your customer on an emotional level, using empathy first.

Ask yourself what you're doing now and why. What do you need to do, to step outside of your comfort zone while embracing change? Marketing is not clearly defined, like accounting, taxes and billing. You need to define it and state your value proposition, then drive those points home to beat and keep your competition out of your customer's mind.

Remember: entrepreneurs tend to be right-brained, visual,

holistic, big-picture thinkers. They often need a good left-brained, verbal, logical and analytical equal to help them balance growth and maintain consistent focus along the way.

Remember to always remain open to opportunity and never to take anyone for granted!

In Conclusion

One of the biggest mistakes people make is not knowing why they do what they do!

Look for, and define, the things that provide you with the most benefits and biggest payoffs first. Then put values on them to determine which are your highest, best and next in line regarding payback to you for your efforts. Define your value proposition by finding the one thing that you can do that no one else can. (Or perhaps can, but doesn't promote it.)

Now narrow your focus to get the biggest piece of that pie that you can dominate substantially, so as to be the big fish with distinction. Find your sub-niches and be a force within!

Seek to fully understand what your market wants: quality, benefits, value, appreciation, connection, understanding, emotional attachment, etc. Find out by using social media, e-mail, surveys, direct questioning and any other feedback mechanism you can use, to get their pulse.

Understand how your prospects see life. Seek to understand their perspectives, attitudes and strife. Get to know their emotions and what's most important to them, then target their biggest problems, concerns and emotional hot buttons, to make the biggest impact on their lives that you can.

Learn as much about your market and its customers as you

can, by asking smart, provocative questions that get them asking themselves questions that show you understand. This shows them that you have the answers to these insightful high level questions, and also shows that you care enough about them to ask.

Find a way to show people you have the answers. Storytelling encourages engagement, patronage and trust, but you must know your story and how to disseminate it through videos, blogs, brochures, websites and peripheral marketing materials.

Remember that free, expert content and knowledge gets attention and builds trust; inter-activity builds your connection, and making it enjoyable makes it fun. Once you understand who your customers are, what they need and what you offer, you can begin building marketing plans that outline the steps that are clearly necessary to systematically execute, monitor and measure your marketing progress. Do course-correcting as necessary.

Remember that a simple plan with commitment will beat a brilliant plan with no commitment every time. See Jay's 7 steps to success. Creating doable plans, and consistently sticking to them, is the key.

It's time to decide what you want your business to be. Is it \$100,000 a year...\$1,000,000...more? Do you serve 500...5000...or 50,000? Certainty of your vision helps you build commitment.

Interesting Note: www.facebook.com was started out of a dorm room by a college student; this platform has become the dominant social networking site on the web with 500 million users! Its estimated value is 33 billion dollars! That's with a "B"!

Small business has the advantage of purpose, passion, agility and the ability to zig and zag. Big business has the ability to use time, effort, resources, management, integration and execution to carry out critical functions and course-correct without going under. You will

need to look closely at all of these to be more, have more, give more,

care more and do more with less!

In the end, you must commit to your plans and modify as necessary. Numbers speak volumes, and help you to correlate and make the connections that relate to everything that is happening in your overall business today. You must also spend time on maintaining long-term-objective focus in marketing and innovation efforts for project planning two years in advance. Grow or Die.

Be different, more personal, not so big and cold. Work towards understanding your customers on many levels, while constantly working towards appeal and further distinction within your niche.

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Chapter Five

Hire Slowly & Fire Quickly



Now may not be the best time for you to actually be hiring, but by preparing now, you'll be well positioned to acquire the best employees and/or partners when the time is right. Let's go!

Here's How to Find, Interview and Hire the Top Talent That Will Take Your Business to Higher Levels

The first realization is that most business owners don't know that their business is actually broken. In many cases, the owners have simply taken what they've always done and decided to open their own shop, in essence giving themselves a job as chief cook and bottle-washer. This is known as working **IN** your business, but not **ON** it. Big mistake!

Business owners who become successful realize that ***real businesses are built by design and administered by top talent*** who specialize in systems operations, training, management, finance, product development, marketing, production and so forth. The leader is in charge of vision, corporate culture and communicating the visions, goals and objectives.

Understand first that you have three types of hires that are rated A, B, C:

A stands for your STARS, which number about 25%

B stands for Not-So-Great employees, which number 50%

C stands for Nightmarish Energy Vampires, who sabotage your efforts and number about 25% of your team

Your goal is to put all A's on your team at every position and let **them** do great things!

Don't make these classic mistakes when hiring people:

- Screening from a stack of resumes; this is incomplete and you'll see why in a moment.
- Asking competency questions is ineffective as well: e.g., "Can you give me an example of what you did at XYZ and how that worked?"
- Lastly, relying on references, as anyone can get neighbors, friends and old co-workers to cover for them with artificial praise.

There is a process to finding your SUPERSTAR players when hiring, and four conditions should exist:

Understand that you must first have a great list of challenging things for them to do; this isn't duties and responsibilities, but more about a mission, goals, achievement, advancement and continuous growth.

Realize that “A” players care more about career growth and achievement as opposed to just earning a paycheck.

Be aware that the managers you may have placed in charge of hiring, in most cases do not understand the true process of interviewing to be able to cull out the stars. Give them these guidelines and motivate them to find the best, for obvious reasons.

When writing up the initial job description of the vacancy to be filled, phrase it so that the interviewee looks at your request as a career opportunity, not a J.O.B.

Key attributes of STAR “A” players may include the following:

- They operate from a substantive knowledge base
- They find new ways of doing things to increase performance and/or lower costs
- They are good communicators in high-stakes situations and are influential speakers under pressure
- They employ facts instead of opinions and emotions
- They have clarity of mission, purpose and goals in support of servicing and satisfying customers in meaningful ways.

Note that you also have internal STARS in supportive roles within your company and not just on the public-facing side. Who is leading your marketing department, production, human resources, operations, management and corporate culture? Every single employee will have personal, team and organizational challenges. Having STARS in every position helps to support everyone from the top down.

When hiring STAR employees, here are some important changes to consider in properly growing the business:

First, the business owner must fully understand what the

supreme purpose, passion, vision and goals of their own company are before you can convey those values to a prospective employee. The leader must make the rules and provide the initial plans, policies and procedures, along with the vision, to convey the big picture to potential hires.

The leader needs to ensure that the career-seekers understand your big game plan from the inside out; how the score is kept, what their stake in the future outcome is, how they can contribute, how they fit in and how they can make a difference. Once they have your big picture, they will be able to more accurately gage their ability to contribute and accept a position that lets them grow as an “A” team player for years to come.

As the leader of your company, you must understand what drives each individual interviewee to want this career opportunity! Are they A, B or C material? Before you ever accept an applicant, make sure that they know that you will need direct contact information to arrange in-depth reference calls to their former bosses in the near future, and that before you hire them, these calls will be made and assessed.

Most of the C players will fade out rather quickly when they know their bluff has been called; “A” players, on the other hand, can’t wait for their former employers to sing their praise!

Chet Holmes, in one of the best books on hiring and managing sales superstars, wrote in *The Ultimate Selling Machine* that once you think you have found the perfect applicant, do this one last exercise:

Say to the applicant that you thought they were the best of everyone you’ve interviewed, but you still feel something isn’t quite right; that they just don’t quite have the ability to handle the position you’re offering. You’ll get one of two responses:

1. They’ll say, “Well, O.K., if you really think so, thank you for your time” and they’ll accept your decision and leave. This indicates

that they'll crumble in front of critical client situations, which will lose you business!

Response # 2: The superstars will literally jump on your desk and tell you what a fool you are for not recognizing and employing their talent and ability while you have the chance, and they'll back it up! These people are supremely confident in their abilities and have the stuff of greatness within them. Once they show you that powerful character, that is when you say, "YOU'RE HIRED!"

Recommended resources:

One of the best hiring and training tools available today is Dr. Brad Smart's Topgrading Toolkit. Topgrading has enabled large companies like GE and Honeywell and many smaller companies to be more profitable, in part due to Topgrading. Thousands of managers have doubled and tripled their hiring success using Topgrading methods, and they reap huge benefits with improved job performance, faster promotions, and even more balance in life, since they can delegate to more A players.

Brad's Topgrading Toolkit consists of 7+ hours of high-def DVDs with superior graphics. Brad clearly explains the 12 Topgrading hiring steps, followed by demonstrations of all the methods in a "real life" case study. The Kit also contains a Topgrading Workbook with fun exercises, plus all the Topgrading forms, guides, and quarterly calls with successful Topgraders and Brad.

Brad prides himself on helping his clients with a hands-on approach.

Check Brad's website here: www.SmartTopgrading.com; then call Margaret at 847-265-7415 to order whatever course you need, for 25% off by using "Code 25."

The Six Invaluable Factors: Dave Crenshaw

If you, yourself, are in search of a better position as opposed to the one who needs to hire, then read what Dave Crenshaw has to say about “The Secret to Becoming Irreplaceable” in Chapter 10.

The Three Key Levers That Will Multiply ANY Small Business from the Inside Out

When starting out, it's best to begin with the end in mind. Visualize how your business is going to transform the world. Nobody grows in mediocre circumstances. Use future forward thinking to design your course! It's also helpful to look at past performances, to learn what has and has not worked in the past to capitalize on your experience. But what matters most to applicants is what you're doing now, and what they can do in the now to make a difference.

As the entrepreneurial leader, it is your job to lead, motivate and guide your team. What innovations are you trying to bring forth? What systems are you designing to orchestrate and quantify measurable results? When starting a business, most entrepreneurs are considered the Super Doer, since they are doing it all. But growth demands that you learn to manage other people, to begin letting them be the doers, while you assume the leadership roles of vision, planning and chief cultural architect.

This all leads back to hiring the right people from the start! Ask yourself what this person needs to know, and what they need to be able to do, to be the very best in the position offered. Are they competent, motivated, accomplished and results-driven action takers?

Find these things out early by using the Top Grading chronological tandem interview process. This type of interview uses two people to

conduct the interview, and it seeks to learn how the interviewee has grown over time in their chosen career path.

The interviewers start off by asking what the applicant's first full-time job was, then the second, then the third and, within each, what were their successes and failures. Then the questions move toward asking the person what they think their strengths and weaknesses are, which are then followed by the age-old question as to why they left their last position.

Side notes regarding your leadership role: Ask plenty of “what if” questions. Be flexible, adaptable to change, and know when to say no. Prepare in advance by having contingency plans that allow you to react quickly. Don't hold debates or avoid problems. Invest in improving the qualities of your conversations, in an effort to achieve true communication that works through differences. These actions will help you to communicate better with your core leadership team (board) in helping to design, manage and drive your vision, culture, operations and systems toward hyper-success. Hire the right people!

Common Factors That Help Transform Average Businesses into Stellar Performers

Most people think too small when they first decide to open a business, in effect only creating a job for themselves. Consider dreaming big towards creating stunning transformational world impact. Wal-Mart started in small-town America, but Sam Walton dreamt big and learned from J.C. Penney, J.W. Woolworth and other world-class merchants by working for them and observing best practices, and then incorporating all that he learned into most of what you see today.

Prolific leaders, founders and CEOs know who they are and what they want. They often have visions that are about creating perfection for others through their companies, their teams, their customers,

suppliers, vendors; everything is about inspiring others to strive to make a difference through higher purpose!

These leaders also understand that their employees come first, because they are the ones who will be face-to-face with the customers. They ensure their employees have a stake, know how the score is kept, and understand the business inside and out through constant communication, training, collaboration and feedback.

Jack Welsh of GE had a 90% success rate at putting the right people in the right jobs at the right time. He focused on recognizing trouble signs early. Having manpower plans that foresee future needs helps you to plan your hiring strategically without rushing to fill a position. Jack didn't use last-minute online headhunting services. He hired from within and from references of key industry players that he knew were in a position to spot and recommend real talent. Jack himself was hired that way!

Don't be a one-trick pony. Identify your market, satisfy it, scale your business up, build on it, evolve your systems, and maintain a favorable corporate culture to build longevity that's based upon infrastructure.

How to Identify the Attitudes and Distinctions of Those Who Don't from Those Who Can

Can-do attitudes are found in people who are often committed to pursuing what others deem impossible. Norman Vincent Peale called them possibility thinkers. These people accept challenges and discover truth and possibility. They have a thirst for knowledge. They're passionate. They read, listen and constantly learn from their own mistakes as well as from others. They adapt, change roles, admit and correct mistakes, and move forward.

Doers want to be first. They act quickly to out-hustle their competitors, using their experience, expertise and passion to be proactive in serving the needs and wants of others well ahead of the curve. They experiment quickly by taking action to validate or reject, checking and making changes within days and weeks, not months and years.

Doers are eternal optimists bolstered with resilience that allows them to learn from mistakes, which in turn teaches them to be more successful. They know it's what you learn after you think you know it all that counts the most! These people are not afraid to surround themselves with people who are smarter or stronger than themselves, because it's not about control. It's T.E.A.M. Together Everyone Achieves More.

The can't-doers don't want to learn, grow or achieve. They often have no passion, goals or commitment. They crumble under pressure and seek to avoid it at all costs. They don't adapt, change, learn or grow. They repel people and despise the successful in many cases. Let's just say they are the total opposites of the doers, and move on.

If you happen to know a can't-doer, please forward them this link:
<http://changethis.com/14.PositiveAttitude>

It's true that one's attitude most often determines one's altitude. Look at obstacles simply as stepping-stones towards success, and realize that it takes a ton of ore to mine an ounce of gold. There is no one secret to success; it is a combination that only true passion reveals.

The Most Common Habits of Transformational Entrepreneurs

Transformational entrepreneurs are passionate people who tend to do things based on a higher purpose. Rarely is it just about the

money, if at all. They know who they are and what they want. They're purpose-driven, mission-oriented and goal-achieving, revolutionary, transformation agents of change who continuously read, think, listen and learn from their mistakes, in addition to learning from the mistakes (and successes) of others.

They consistently seek to reinvent, experiment, evaluate and test new ideas by taking specific action to avoid stagnation, and are often found to be future forward-thinking to see where and how they can take existing things to the next level. They are restless dreamers, who understand day-to-day operations, but are never satisfied with the status quo.

These "A" team players and entrepreneurs keep their talent bars high. When an existing "A" player goes to a "B" as a result of an organization's growth, they will go find another higher level "A" to pack and restack their team with higher performers. A's tend to gravitate and congregate amongst their own kind, and they often recruit from their own networks, getting references from the best 20-40 close contacts that they know, who in turn know other top performers that can help carry the load.

These individuals are able to maintain focus to accomplish their major strategies. They build off of interaction, listen to others' ideas, use advisors, attract top talent, discern wisdom, and strike balances to serve their customers, clients, community and world using a socio-economic lens focused on a purpose higher than themselves.

Things to Consider

In an economic downturn such as this, it pays to bring people together to schedule crucial conversations and healthy dialog. Take-aways, cutbacks and downsizing should be addressed quickly, to come to decisions that make sense for the continued success of the organization as a whole. If you, as the leader, are driving a Porsche

to work and laying employees off at the same time, you may decide to start driving a Jetta instead! Publicly sacrifice your own sacred cows when you need to.

The ability to articulate and manage a corporate culture through strategic planning is important, but core values regarding how you treat your employees and customers matter, too. Are you fulfilling existing promises, and satisfying existing needs and concerns? Ask yourself “Are my family, friends, customers and employees happy with my performance?” and if not, ask yourself “Why not?”

Why should people care about business owner success? Possibly to help teach them life strategy, to help them deal with the variety of issues we’ve previously discussed here . Business owners create and provide everything in the world we live in: value, quality, selection, availability, service, circumstance. Society’s success depends on the business owner’s success. They are the engine that provides for and drives the economy.

Avoid costly mis-hires in favor of always hiring sharp people who can help you best manage and grow, through strategically executed tactics. Connections can often refer top talent to you. Remember that “A” players want to be surrounded by other “A” players. Make hiring a process.

Summary

As the entrepreneurial business owner, it is your job to be the chief dreamer in charge of change. You create the vision for your company, you state the purpose and create the mission statement, and you will initially need to design and deliver the systems to make things happen.

As the leader, you must have a firm grasp on the numbers, as they are the most important benchmark that everything else most

often gets measured against. By envisioning with a laser focus what worldly transformation your company will accomplish, you can begin to create plans that are based with the end result in mind.

In real estate, the old adage is location, location, location. In business, it's planning, planning, planning, focus, focus, focus. Progress is made in a sequence of timelines, so persistence in reaching intended targets is paramount.

The real value that you bring is in the thought quality of your plans. Once you have the solid plans, you can initiate, execute and begin course-correcting as you take essential actions towards your goals.

Take inventory of the talents you have and the talents you need to acquire. If you can't learn it, go find people who have it, and show them your plans to get them on board, so you don't have to do it.

Brace yourself to be prepared to overcome adversity. You'll need resilience to bounce back and adapt accordingly. You'll have to create an initial structure, find the right people, outline the functions of the business, and import the technology, systems and management. Then, establish a culture and deal with the mindsets of those who have come on board, in addition to ensuring that you're properly funded to ensure growth.

Offer great career opportunities to grow with the company, to people with experience, competence and motivation. Ask past employers about the new potential hire's strengths, mindset, views and ability to work with others, and let the candidate know that you will be checking with prior employers thoroughly before acceptance. Remember: Don't advertise for skills, duties and responsibilities, but more towards an opportunity to grow in a long-term career-oriented organization.

Take your time when looking to devise your manpower plan. Think ahead and know who you'll be needing in the future as you grow. You cannot rush the hiring process when you want to find top talent. A-team players, top players, will want to know what goes on, how you will earn money, what the mission is and how they fit in. Just say no to B & C players!

Be aware that one (or more) of these three things is usually the problem with employees:

1. They may be late either getting to work or completing the work
2. They may have patterns that don't fit with your model
3. It may be a relationship communication style that doesn't fit.

Focus on one issue at a time and remember the way you treat customers and employees. The standards you uphold and your willingness to accept change will determine the eventual culture that you create.

Success will come in stages, so be prepared to change roles. When starting out, it's all you as the doer of everything. Once underway, you'll become a development coach for your managers so they become the doers, which then frees you up to be the leader who guides, directs, innovates and sets the tone for corporate culture and towards taking your business to higher and higher levels of achievement.

Remember: Be slow to hire and quick to fire. Only when you know what type of person you need, and can test to ensure you have found them, will you succeed.

There are eight distinct personality styles in human (business) nature: Implementer, Conductor, Persuader, Promoter, Relater, Supporter, Coordinator and the Analytical type.

Note: Vicki Kunkel illustrates the benefits of hiring right from the start in Chapter 10 of her book, *Case Study in Attracting and Retaining Employees Who Will Improve Your Bottom Line*.

Hiring resource: Use D.I.S.C. to understand and find the right personalities of people for the job, before you ever begin the top grading interview process.

<http://www.discinsights.com/affiliate/aw.asp?B=11&A=675&Task=Click>

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Chapter Six

Understanding Peak Performance



**Here are a few things you can do right now to
achieve peak productivity for yourself**

Goals, schedules, priorities and distractions are key players on this matter.: It helps when you can create a clear and compelling future picture that is detailed in high resolution, which will help you define the path you'll eventually schedule yourself to follow.

A major obstacle to productivity is a cluttered schedule that can be likened to a cluttered closet or workspace. Schedules are vaporous things; they are somewhat intangible and must be ordered to be effective.

Initially, you'll need to define what you want to accomplish; then break it down into planned steps, while asking yourself how long each

step will take. You must also be realistic when planning and create blocks of uninterrupted time to actually tackle the tasks without being interrupted or sidetracked.

E-mail, door-knockers, telephones and other distractions quite often sidetrack you and sabotage your efforts at productivity. This form of multi-tasking makes everything take longer, and it creates more mistakes and less clarity in the finished assignment. Every time you have to stop due to an interruption, you waste effort and time trying to get back to your original focus. Blocking out time, limiting interruptions, and staying on task according to your schedule is good advice.

Know your strengths and weaknesses. Create a conducive work environment. Outsource or delegate things you're not good at to subordinates who are. Then schedule appropriate time to tackle the tasks you've assigned yourself, to achieve compelling goals.

How to Assess Your Own Productivity Performance

One exercise to begin getting at the root of time management is to understand just how much time you actually have to work with... family, physical fitness, eating, sleeping, work, travel, record keeping, etc. All absorb some of the 168 hours that make up a week. Starting on Monday, begin literally keeping track of every waking moment using a seven-day log. Try to stay focused on doing only one thing at a time, to accurately gage the time spent on various activities.

After the seven-day period is up, go back and look at the results and ask yourself:

What am I spending too much time on? TV, e-mail, computer, the couch?

What am I not spending enough time on? Clients, marketing, sales

What am I juggling that doesn't make sense, etc.?

Generally speaking, we are talking about productivity and that goes back to your work, not your play. So, focus on spotting things that are your most valuable activities regarding developing better business habits; i.e. more sales, better systems, higher productivity. Generally, you will discover, after doing this, that you are spending less than one-third of your work time doing high-value/high-return activities, while blowing two-thirds in the low-value realms.

Family, play, health, etc., are not low-value realms. Procrastination, constantly checking e-mail, multi-tasking, distractions, struggling to make decisions, missing deadlines, feeling overwhelmed, failing to choose to get to work—all are examples of low-value realms.

You may also find, while maintaining this seven-day log, that your time management skills themselves need some work. Use tools to help you begin managing and improving your effectiveness at managing time, tasks and activities. Here are a couple of tools to help:

Getting Things Done: *The Art of Stress-Free Productivity* by David Allen is a book you may find useful.

<http://www.davidco.com/corporate.php>

Here is an exercise template as well:

http://www.magicbullets.com/docs/Time_Management.doc

If all else fails, let Lee Milteer help you banish your time and energy vampires.

<http://www.1shoppingcart.com/app/?Ck=3884582>

Stop struggling to get results, by using your biggest productivity boosters

Entrepreneurial types are, by nature, often right-brained, extroverted big thinkers who see big pictures and few details. They

have new ideas every day, hence concentration and the ability to follow through can be challenging. This is a sign of ADD, as in attention deficit disorder; they love to start, but aren't good finishers.

Setting clear and concrete short- and long-term goals, while focusing on the most important task on deck, is paramount to getting things done. Setting realistic timelines and deadlines that outline projects from start to finish will give you an awareness of your progress.

Being a reactive leader is bad business. You cannot afford to allow constant interruption to derail your well-planned timelines. For this reason, it makes sense to make a list of people, things and situations that you might call interrupters: phones, e-mail pings, door-knockers, etc. Instruct an assistant to hold all calls, turn off e-mail alerts and cell phones, and hang out the "In Conference" sign if necessary.

This is proactively controlling your productivity environment. Also, beware that you yourself may be interrupting yourself by breaking off and doing something unrelated to the task at hand. Take a walk, stretch or move around to get your rhythm back, but don't switch tasks if you can help it. Follow-through is the key, and periodically measuring your progress along the way will help you stick to deadlines. Remember: Sometimes you need to stay in touch but be out of reach.

How to Start Using the Same Productive Habits as High-Producing Entrepreneurs

Successful people are better at controlling their personal and professional lives both internally and externally. They actively make choices, and then focus on creating a clear vision towards getting to where they intend to go.

They spend more time planning and creating personal time management systems that result in much less inner conflict and distraction. This allows them to course-correct and remain focused while following their intended directional paths, be they business or pleasure.

These individuals operate from a positive and proactive mindset that says, “I choose to do this, and the systems I develop will help me achieve the desired results.” This unwavering ability to limit distraction, maintain focus and stick to their plan is fundamental to producing results.

They start their week on Sunday by creating a one-week outlook prior to the Monday morning game. They also keep a three-week outlook calendar to plan for and foresee upcoming responsibilities, meetings, events and deadlines. In a sense they begin with the end in mind and create a roadmap to consistently get there on time.

The above demands that you spend time creating a system that works for you. You are ultimately responsible for handling distractions, interruptions, ideas in your head, e-mail, scheduling and conducting meetings, completing assignments, delegation, business matters, family matters, health maintenance and so forth. Productive people create personal systems that help manage their time. (Strategic time planning aimed at achieving specific goals is the key.)

The Key to Eliminating Procrastination in Your Life

A good starting point is to find out what leads to your procrastinating in the first place. Ask yourself why you are procrastinating. Are there missing pieces? Is it boring? Overwhelming? Not enough time? Entrepreneurs by nature want to do it all, but in reality there is not enough time to do it ALL at one time.

Back to time management and planning we go! You must begin by asking yourself what is MOST important, and begin to prioritize your list of activities to focus on top priorities. Break these activities down into steps to accurately determine the time necessary to do the tasks. Try to schedule and stage these into 1-2 hour blocks of time on your calendar and delegate items that you shouldn't do, can't do or that someone else can do better, if possible.

To determine what is important you might ask yourself, "What is the mission, what is my passion, what specific outcome or goal am I trying to reach?" You must also determine what is not important, so you can dump those items to prevent becoming overwhelmed and task-saturated!

Start by choosing to do something relative to the task of creating a priority list. What will offer the most reward if you do it? Once you have a short list of high-value focus points, begin scheduling and staging time on your calendar, to devote uninterrupted time towards tackling the tasks you've decided to work on.

Make this a proactive decision that you have positively decided to do. You don't have to do it—you want to do it. Eliminate indecision and inner conflict by actively choosing what you'll do. Start by taking three deep breaths (Inhale, Hold, Exhale, three times). Now, focus on what's important and make some time on your calendar to focus specifically on that goal without interruption for a specific period of time. (Visualize your reward for doing it.)

Making peak productivity a concrete foundation of yourself

Making changes in life is a major stressor; understand that it takes, on average, about 30 days to cement a new habit in your routine. You're never alone and you don't have to do it all at once. There are books, tapes, seminars, coaches, friends and associates

and little books like the one I've written here to help you along the way. Just decide that you want to be more productive, effective and successful in 2011, and set aside some planning time to begin doing what's important to you! (Hire a coach if you have to; it's lonely at the top and hard to self-correct.)

Recognize that as an entrepreneurial spirit you are most likely hardwired to jump into fires with full force, but your ability to stay focused and sustain the effort to completion is not a natural talent or a strength that comes easy. Planning, scheduling and tracking, using written calendars, timelines and accountability reviews, can help you overcome the inherent weakness that the less-successful never truly compensate for.

Accountability, repetition and review allow you to see results over time. Don't expect miracles overnight. Take time to reflect on new findings. Visualize new milestones, connect your visions with your mission, hold regularly scheduled meetings, and gradually fine-tune the balances of time spent between work, family, health, sleep, self-improvement and so forth.

Successful people know where they are and where they want to go. They clearly define future pictures, then plan and schedule events to help them get there. They know it takes discipline, self-control, commitment and concentrated focus to get there. They track progress with schedules, journals, planners and calendars to help them remain focused and on track.

Give the people around you a role model that they can respect and emulate. This will help you to remain committed to improving and maintaining these high new standards, by using positive peer pressure that keeps you accountable and moving forward on the performance and productivity tracks of success.

Reality Check

Realize that there is no one clear-cut answer to peak performance and productivity. Know yourself; plan, measure, gage and track to continuously improve, based upon who you are. It will help you immensely to know what determines success for you. Many people are reluctant to ask themselves what they really should be doing, and may come to find, decades later, that the ladder was leaning against the wrong wall.

Think about what is meaningful to you in the long run. What fuels you, energizes you, gratifies you? What brings you the most contentment, happiness and inner peace? Recognize and take note of your natural abilities and talents, to capitalize and maximize returns on your efforts/ Also accept that you are not perfect and will never be able to do it all on your own.

Seek out others who are better than you at certain things and learn what to, and how to do it., Delegate to them the opportunities to excel, using their core competencies and talents while assisting you! Peak productivity and effectiveness rely heavily upon your relationships and the people your surround yourself with. (I'm hoping I find a friend in YOU.)

Suggested Actions

Set up an environment and support system to keep yourself goal oriented. Exercise vigorously on a daily basis, as frontal lobes are positively affected by exercise. Set up your environment to remember what your goals are in the next five minutes, the next day, week and three-week periods. If you don't, you may find something else to do that will make you feel productive, but may not correspond with your highest-valued goals.

Have a high-resolution, detailed picture or place to execute in. Know the most important priority when you're task saturated.

and shed everything but the priority list. Have a basic continuous-improvement process; i.e. plan, brief the plan, execute, debrief, and then use what you've learned from the current project to make the next project better.

You must have clear, concrete long- and short-term goals, have focus, avoid mindless distractions, and delegate appropriately, while also getting out from behind your computer to meet new people. Note: Most successful entrepreneurs also have terrific websites that drive current or potential business, even while they are sleeping! I use Mary Beth House for my own websites. You can reach her by e-mail: mb.house@creativegeek.pro or visit her site and peruse her portfolio: <http://creativegeek.pro>. Tell her I said "Hello."

You never really multitask; it is really switch-tasking. Put more attention into personal systems and always ask the critical overlooked questions: "How long will this take?" and "What is the return on investment?" Then decide, each evening, what critical concentrated task you will perform first thing the next morning. Create a time map, a template or structure to your week and build it around your natural energy cycle and brainpower to increase productivity. It takes 30 days for a habit to form—keep a 30-day habit journal and you'll see the payoff that will keep you on task.

Choose to tell your mind and body when to start rather than worry about finishing. Say, "I choose"—the brain lights up on an MRI when we use that phrase. Keep an un-schedule. Fill in guilt-free play time, sleep time, family time, time working out, meal time, etc. Then fill in your work time around that, with periods of 15-30 minute uninterrupted, focused, triple A, top priority tasks for that week. Remember to breathe!

Time Management

- Something will master and something will serve. Either you run the day or the day runs you; either you run your business or your business runs you.
- Learn how to separate the majors and the minors.
- Don't mistake activities for achievement. It's easy to get fooled being busy. The question is: Busy doing what?
- You can spend time, but you can't bank it. So make sure you spend it wisely.
- Frequently, you need to stay in touch but be out of reach.
- Time is our most valuable asset, yet we tend to waste it, kill it, and squander it rather than invest it.
- Don't spend major time on minor things, nor spend minor time on major things.
- Time is worth more than money. You can make more money, but you cannot make more time
- Plan tomorrow on paper before you hit the sheets.
- Know when to say no. Don't let your mouth overwork your back.
- Time management is a habit of the rich.
- Taking action makes things happen!

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Chapter Seven

Creating Peak Performers



The first realization is that no one can be in their peak performance zone all the time! It's about always trying to do your best on a moment-to-moment basis, realizing that you cannot always control the outcome, but that you can continuously strive for excellence when you're doing what you truly want to do.

Knowing what you want to do is key; does it stimulate, invigorate and exhilarate you, or does it feel like difficult dreaded drudgery? Knowing what brings you personal satisfaction while in a passionate pursuit is another key element in the achievement process.

Every moment cannot be a climactic one. It takes effort to understand the theories behind what you are trying to achieve through your efforts. You'll also benefit by recognizing your inherent weaknesses that often trip you up when critical execution is

necessary. For this reason, **you must make an effort to tackle your weaknesses before you begin to rely on them.**

If, after you have recognized and done your best to overcome your weaknesses, you feel that this area is just not a strength, then that is the time to find another superstar that does possess those qualities, so that you can delegate that drudgery and ineffectiveness to someone who excels and who does derive joy, stimulation, exhilaration, invigoration and satisfaction by accomplishing those tasks.

If specific aspects of a project bring negative thoughts, feelings and emotions, delegate it before those conditions cripple the positive attitude that is necessary to achieve your goals. Note: Negative thoughts can stay with you for 4-5 hours! You must learn to control negatives by proactively changing your thoughts.

Knowing and doing what you do well, and being freed-up enough to do it, will allow you to get and stay in your peak performance zones more often!

Breaking Down Peak Performance into Predictable and Achievable Steps

We have a recurring theme taking shape here, Houston! You cannot achieve peak performance in anything, until you understand what you truly want and where your natural abilities and strengths support that. Inner drive cannot be taught; therefore, for starters, it helps to understand how you operate best.

Find your passion. What do you really care about? Your best odds for success generally depend upon your existing knowledge of a subject and your ability to continuously apply concerted effort, while effectively following through on the use of predictable strategies that have been proven to work.

To begin with, it stands to reason that you should choose a business that you would naturally like to do. It also makes sense to then learn as much as you can about how that business works. Begin with studying other **successful** businesses and their owners to see what works and if, indeed, it is for you! Once you think you've found it, ask the owners and leaders to give you a half hour of their time to explain to you how they do what they do.

Start taking small steps to connect the dots, while exploring your natural affinities, talents and options. It's O.K. to fit in until you find out where you stand out! Once you specifically know what business you were meant to do and why, then you can look at the talent levels necessary to make it profitable. Remember that 80% of your time should be spent on the 20% of your business that generates 80% of the profits! Once cash flow is established, you can focus on growth.

If you choose a franchise, your policies, plans and procedures are already proven to work, and your job will be to market better and repeat the quality that the corporation has already established in the products and services provided. As an entrepreneur on your own, you'll need to be very good at what you do best, and learn to delegate your weaknesses to others who can compensate, articulate and accentuate what you can't.

Remember, entrepreneurs are often great starters but poor finishers. As the leader, you need to stay focused on the long-term while remaining in the present. Finance, operations and production will most likely need to be delegated to specialists in their fields, to allow you to focus on design of strategy, tactics and delegating execution.

The Benefits and Results of Learning How to Achieve Peak Performance While Gaining Access and Course-Correcting

Once you have learned the techniques, methods and principles of achieving peak performance, you can transfer those skills over to everything you do, and you can also begin to teach your team/employees how to do it, too! That is a fantastic statement.

There are case studies where people have started as many as 30 businesses and failed at each of them, but once trained on how to start and run a business *correctly*, they succeeded. This highlights the fact that almost everything is difficult until you learn it, and it takes persistent study and practice to learn new skills.

Understand that it takes faith and courage to accept the challenge to personally grow, but also understand that you learn as you go and being off track is just part of the process. Obstacles and perceived failures are really only stepping-stones along the road of success. You learn from adversity, and most often you learn what does work only after trying everything that doesn't work. This gives you the opportunity to unlearn bad habits that often block the way. Thomas Edison tried thousands of things that didn't work, before he found one that did in creating the incandescent light bulb.

Start by learning how you learn best. Is it from reading, hearing or kinesthetically actually carrying out a physical activity? Once you understand how you learn best, you can go deep into the process of learning one new technique well. Now you'll have the avenue in which to take that new method of learning and apply it into translating and building new interconnected skills in almost any area you choose to crossover.

This is really about your making a transformational difference in your life; it's about learning how to do new things that make big predictable differences. It's breakthrough thinking that demands that

your thoughts and attitudes remain positively focused on deviating from and breaking established bad habits by learning and practicing methods that are proven to work. Then, build your game around these new winning principles to achieve your passionate goals.

Start by visualizing perfect performance. Begin with the end in mind and create 5-6 optimal performance thoughts and emotions in your mind. Write them down. Recite them upon waking and retiring at the very least, to keep the picture in your mind while you actualize the actions throughout your day. Engage others who can support your weaknesses along the way, while you continually build a diverse team of supporting characters to assist you in making your visions a reality.

Make your visions exciting, compelling, infectious and record-breaking. Install positive viruses into your team, your customers, your products, services, promotions and processes. Then, continually innovate, using speed to stay ahead of the curve.

Money is the booby prize; what would you do if money were not an object?

The Most Important Steps and Actions You Can Take to Achieve Peak Performance Now

Initial action steps towards preparing to become a peak performer are as follows:

1. Take stock of your own self-worth, and drill into yourself that you are worthy! You are a good person who deserves to be successful and you have the ability to do whatever you put your mind to. Don't self-sabotage for starters!
2. Reclaim your will to succeed; 20-70 years is your working life, and 45 years is only the halfway point, and it's often the age of wisdoms beginnings.

3. Energize your body; take time to stay fit in mind, body and spirit.
4. Evaluate and monitor your current spending habits to begin managing money more effectively.
5. Tame your mind by setting aside quiet time to reflect and visualize new goals.
6. Listen to your instincts, and pursue intuition when it strikes you.
7. Accept your emotions, and take time to reflect on what causes them.
8. Face your fears by identifying them and working to resolve them.
9. Illuminate your shadow, and take an honest look at whom you really are.
10. Accept your sexuality and direct primal urges towards positive productive pursuit.
11. Heart-felt emotions create more drive than money-driven ones.
12. Service to the world and leaving a legacy are noble high roads to achievement.

Take some time to get off the treadmill of life. Take some time to do nothing other than give yourself some introspection time, be it a day, week or month, in order to allow your instincts to tell you what action to take. What's important often creates surges of energy, excitement and renewed inspiration.

Be relentlessly introspective and embrace your mistakes. This can inspire your growth. Begin keeping a journal, and start by making a list of your best and worst decisions; also note how you feel about these successes and errors of the past.

Be vigilant in determining your own game and the things that you love, while also zeroing in on improvement areas that you will benefit from by mastering through deliberate practice and feedback. New habits take 22 repetitions and 30 days to internalize, and up

to 50 attempts to become comfortable with. Try practicing sales presentations and improving that process, as it will provide cash-flow returns and give you a skill to transfer to your employees, which helps to ensure future growth for starters!

Making Peak Performance Practices a Permanent Part of Who You Are

Start small; simple is powerful because you are more likely to do it. Begin to regularly reflect and rely on your intuition to guide you. Determine in which ways you tend to learn best, and consistently follow your own best practices to get the best results from your efforts.

Seek to free yourself up from drudgery, by delegating the activities that take you out of your natural productive zones. Surround yourself with six to seven superstars on your team and give them your trust, support, time, wisdom, approval and freedom to grow in the areas you have delegated to them.

Live in the moment and strive for excellence in everything you do. Commit to practice and ritualizing better routines that methodically turn what you know into what you do on a day-to-day basis.

Be authentic and maintain your integrity while pursuing your passions toward higher social and moral purposes. Take regular downtime to reflect and maintain your momentum. Remember to enjoy the journey and stay in the moment, striving for excellence in everything you choose to do.

Summary

Ask yourself, are you being true to yourself? Are you following your intuitions, your passion, and doing what you love, or are you just grinding through, instead of truly enjoying the process?

Do you trust in the process of life and growth by focusing on the present while relying on your natural intuition, or do you go from opportunity to opportunity, looking for the answer outside of yourself?

Do you set aside time to breath, relax, balance, rest, reflect and refocus on a regular basis? Do you deliberately practice daily rituals and routines designed to maintain your focus and momentum, while delegating and filtering out activities that take you out of your peak performance zones?

Realize that there are five times more negative words in the dictionary than there are positive ones. It takes effort to actively default to the positive side of life; are you deliberately focusing on positive outcomes as opposed to dwelling on the negative?

In business it pays to be quick to test, committed to quality and continuous improvement, while realizing that consumer's time and attention is scarce. Quality, durability and dependability often overcome price. Unless you're Wal-Mart, don't seek to sell on the basis of being the cheapest. If you're following your intuition, passion and being authentic, you'll have a solid foundation on which to succeed in just about anything that you were born to do.

Use my easy 10-step process as a good guide in helping you remember the process and flow of achievement:

**Investigate->Evaluate->Consider->Decide->Execute
->Monitor->Measure->Report->Repeat->Grow**

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Chapter Eight

How to Evolve Your Leadership Skills as an Entrepreneur



Understand this: Entrepreneurs are generally idea-generators; they are not by nature introspective, detail-oriented, business operators. They are visionaries, pioneers, innovators and risk-taking promoters, but ***leadership demands that you have people underneath*** you before you can actually BE a leader and not just an idea-generator.

These questions focus on becoming the best leader you can, in order to lead your team to stunning success by assembling a perfectly aligned and mutually complimentary corporate structure, where all positions are filled with superstars in their respective fields.

“Leadership demands that you have the ability to intentionally influence others.” That’s a new quote, folks. Implant that phrase in your mind, starting now. In fact, it bears repeating:

- Leadership Demands That You Have the Ability to Intentionally Influence Others.
- Before you can lead anyone else, you must lead yourself.
- Superstar employees never follow anyone who can barely manage themselves!

So your first step in gaining leadership ability is doing a self-assessment. Do a S.W.O.T (Strengths, Weaknesses, Opportunities and Threats) analysis on yourself. Leaders understand where their strengths and weaknesses lie, and they complete themselves by finding superior people to do what they shouldn't or can't. Know your own Strengths, Weaknesses, Opportunities and Threats first!

Generally, there are 22 skill sets that every business needs to fill in order to ensure that every basic business function is covered. Realize that most people generally possess a firm command of only three, while they totally stink at three on the bottom and are just average at the 16 in the middle. Superstars need to be inserted into 19 positions that you are not naturally gifted in. Don't hire clones of yourself!

Don't be discouraged. Remember that as the leader, you must not be the doer of routine things. You are the visionary who understands that it's your job to support a superstar team in every division that will convey and deliver company goals and visions with the same passion, care and intensity that you would if you could. Interview and hire only Superstar A players, to create a top-performing management team that will carry out your strategic visions and help set the tone of your corporate culture.

Stand by for more self-assessment techniques to follow. These will help you zero-in on areas of self-improvement that you should consider working on to become a more effective leader. You can't fake leadership; asking teammates, mentors, coaches, employees,

customers and friends what you do well and what you don't is critical. Use anonymous surveys when necessary to avoid people telling you what you want to hear instead of what you need to hear.

The Fundamentals of Entrepreneurial Leadership

Getting results is your objective. It's organizing your team to enable everyone to achieve the dreams and goals you have visualized for the company, and enthusiastically implanting that sense of exciting mission into the minds of your entire team to help you carry it out.

You are the chief visionary officer whose responsibility to lead cannot be delegated. You ultimately set the tone of inspiring others by setting great examples yourself. Your SWOT analysis or honest personal assessment will show you your strengths and weaknesses in many critical areas. Consider D.I.S.C.-training everyone to custom-fit personalities to the positions on your team. A right-brained, extroverted Type A entrepreneur rarely makes a great CPA.

Holding regularly scheduled meetings with your division leaders will effectively begin to create an environment where every team player delivers honest feedback, understands their position, and adds their valuable perspective towards improving the organization overall on a perpetual basis.

In previous chapters we addressed specific elements of business that must be in place for success to begin. The main ones are marketing for leads and making sales, while retaining current clients and continuing to search for more. Marketing and sales are your lifeblood! Maintaining quality, service, selection, availability, deliverability and so forth are all very close seconds.

We also spoke about creating a company that has a monopolistic stranglehold on quality, innovation, service or something else (your U.S.P.) that you can build a team around.

Leaders regularly schedule strategic planning sessions to discuss and determine exactly where the team is now and should be going in the future, using S.W.O.T. to gather feedback, explore opportunities, address current quality, service, productivity and human resource issues. Leaders hold division managers accountable to bringing them all critical issues and reports that support or threaten strategic plans. Leaders deliver well-planned strategic vision, but rely almost entirely on their organization to carry out the tactics and to report results accurately.

1. What will each team member need to accomplish?
2. Quarterly progress report needs to be documented.
3. Consequences to follow if objectives are not met.

As the leader you must ask, listen, learn, evolve, involve, coach, innovate, care, encourage, support, and facilitate, while learning from your team and at the same time, guiding them to and through mutual growing pains and success stages.

Meeting notes need to be transcribed, so each division leader can carry the word back to their entire division to disseminate top-down directives and feedback to lower ranks. Meetings with Blue Collars should also be documented, to pass floor-level insights and concerns up as well. Division leaders also use steps 1, 2 and 3 above to delegate what needs to be done by when, and by whom at lower department levels.

Use the same superstar meeting structure as above on the employees' level. They may be more specifically task-oriented, but the process is the same. Leader-> manager-> employee-> suppliers; everyone must know their position, have deadlines and be accountable. People who fail to consistently execute must be replaced with top producers regularly if you want to continuously grow. Don't rehire for today's needs, but be thinking of whom you'll need two years in advance!

Examples of Great Leadership

Great leadership has many faces, but actions speak louder than words. Great leaders care about their people, their customers, suppliers, family, friends, as well as others. They often appear confident and exhibit conscious competence that looks, acts, speaks and projects someone who consistently gets results.

A caring, compassionate, hard-driving, inspirational leader who takes time to praise, appreciate, trust and support their teams' dreams is truly the picture of leadership. These individuals surround themselves with people who are equal to or more talented than themselves and are quick to give credit to others.

Leaders know when to listen and follow. They are avid readers and self-improvement artists who have learned to focus on creating clearly-defined, goal-oriented, long-term objectives in order to get predictable results from everything they do. They contemplate, plan, implement, track, review and quickly decide whom to hold accountable while delegating further responsibilities.

Great leaders are masters of influence. They speak with office staff, floor personnel, customers, clients, coaches, mentors, colleagues, and civic groups, at seminars and just about everywhere else they go, to stay connected through thoughtful conversations. They maintain long-term friendships with high achievers in order to grow both personally and professionally while expanding their circles of influence and finding new talent.

Beloved leaders make the tough choices with a soft heart. They quickly replace non-performers with superstars for the benefit of the team. They also look for opportunities to celebrate people by lavishing well-deserved praise for doing something right, as opposed to raining fire when something is done wrong. They understand their mission is to keep the team intact and on track, to achieve everyone's dreams of being successful.

How Do You Stack Up as a Leader?

The direct number of people who follow you is in direct proportion to your ability to lead.

How many employees/members/partners are you responsible for now? Are they each a superstar playing one specific position out of the 22 positions on your team?

The leader is a relationship specialist who understands that people and numbers are two of the best personal and business measurement tools. Ask yourself, “Are my people happy and is the company making a profit?”

Brian Tracy says it best: “Good leadership is effectively measured by numbers.”

Six Metrics to Calculate

1. Market Planning —how many new leads did you get today, this week, this month?
2. How many leads converted to sales?
3. What sold to whom for how much?
4. What was the profit margin?
5. Is the profit margin increasing cycle after cycle?
If not ,get a CPA, ASAP!
6. Number of repeat client sales cycles?

Warren Buffet: “Numbers tell the story.”

S.W.O.T. Strengths, Weaknesses, Opportunities and Threats: Apply each SWOT dynamic to each of the six measures above, one at a time, and ask yourself, “What are my SWOT values?”

Once you grasp the numbers using SWOT, apply it to the human

equation:

1. Employees
2. Customers
3. Vendors
4. Suppliers
5. Competition

Write the answers to these questions down as you address them with your management team. Every division leader should also do monthly S.W.O.T.s with their subordinate division leaders and bring that report to your department head strategy meeting.

Self-assessing your own leadership ability isn't always easy. You can't always ask people who look up to you for guidance to give you the best possible answers; if they had all the answers, they would be in charge! Also, you don't want people to think that you don't have most of the answers, as it goes against the confident appearance factors we spoke about earlier. This is why you have high-achieving friends, peers, mentors, teachers, coaches and other close industry ties that you can assemble as your board of advisors. These people are not employees—they are your mastermind council.

Ideally, you would like to have a superstar mastermind partner for each of your 22 divisions, but you may have to settle for seven members and rely on each of their three strengths for advice. Whatever was not brainstormed adequately should be highlighted at your strategy board meeting with your division-leading superstar management team.

You in essence have your peer group and your management team above to give you very solid confidential feedback and advice directly. You also must create anonymous surveys for your employees, customers, vendors and suppliers to fill out, so they can give you truthful answers to questions only they can answer.

The list of questions you might ask is endless, but some are more

important than others regarding getting feedback as a leader:

- How would you rate my performance in leading this organization, and why? 1-10
- What am I doing right?
- What do you feel I'm doing wrong?
- What can I do better, and how?
- How can I help you do better?
- What do you find most excites you here?
- What is the worst thing about our company?
- What would you do if you ran the company?

Ask about 10 questions and create a reward for those who return the survey.

Once you have the data, you can begin using it to create solid policies, plans and procedures that become everyone's standard operations manual of how things currently get done. Print the guidelines and tab them in clear sheets to be put in binders accessible to everyone in the company to read at your 3rd-in-command's office; you must have your own set as well. New hires must read and initial the log sheet that says they understand current operating procedures and that they are free to make suggestions toward constant improvement.

Create three books and label them

- Policies
- Plans
- Procedures

Note: All employees must review and initial these three books annually as a refresher.

How to Improve and Immediately Multiply Your Leadership

Capabilities and Performance

Here's where you focus on what we've said earlier. Now, start taking the actions necessary to follow the steps outlined above, and you'll instantly begin improving your leadership capabilities and performance! Here's how to catapult yourself into your super-productivity zones of natural ability.

Remember, there are 22 critical talents in business. Basically, you are proficient in only three. About 90% of what you personally should be doing will be in your three proficiency areas. The other 19 areas should be filled with Superstars. Realize that over the course of a month, you can be distracted by 30-40 different activities that matter, so start delegating or eliminating more things, to allow you to focus on your specific three.

Now that you know, you should only be doing the three best things you are good at. Look at those three to find the one thing that is most important within your top three:

1. Leadership role in management
2. Monitor of people and numbers
3. Visionary strategist

One thing we didn't address is that some people just aren't cut out to be business giants. They don't have the higher-level attributes, training, experience or natural gifts to strategically capitalize on, as others may. But also remember that even the most privileged, rich and smart kids that get sent off to Harvard, Yale or Stanford often fail on monumental scales, because they never had the talent or inclination to learn the three basic skills above!

Quick story: Three guys sell T-shirts to upcoming UFC sports fans out of the trunk of their cars at events where sometimes the fighters outnumbered the spectators. In this fight game called Mixed Martial Arts (MMA), your object is to submit or knock out the

opponent. Submission holds make the opponent tap three times to indicate they quit, when faced with either passing out or a broken limb is about to be inflicted. This is known as “tapping out.” Sort of like, “Say uncle, kid, or I’ll break your arm.”

Fast forward. MMA fighting becomes huge and the three guys with brand name “Tapout” gear can’t keep up with demand for the brand/slogan/meme. They have no business structure or ability to command, but they do have passion. They go recruit the guy who orchestrated the era of disco to run their company, while they continue to do what they do best—which is to promote, gather intelligence, and strike deals with fighters and UFC management to wear and sell their gear. They sold over 100 million in gear last year and tripled in size.

Lesson: Hire out what you are not good at! Hire a Superstar partner, even if it means having a partner with you at the top. These three maniacs would have never been able to orchestrate this on their own, but they hired a superstar business manager! ***That’s the billion dollar difference.***

If three guys with passion, living out of their cars, can create a brand off of leveraging a hot trend, and then ride a wave of 100 million dollars in sales, year after year, what’s stopping you? If you cannot answer this question, hire a business manager!

Get this into your head: Leadership is YOUR job! You can’t be a shortsighted inconsequential problem-solver. Expect to encounter small problems (which matter) when stepping outside your comfort zone. But make sure the things you learn are focused on improving your three most important activities needed to lead. When you work on self-improvement, you will be focusing on fixing small problems, but they are your most important problems. Nobody can fix you like you can.

STEPS TO TAKE:

1. Admit that you can become twice as effective as you are now.
2. Gather feedback from everyone you impact now.
3. Start reading, listening, and attending activities on leadership.
4. Find your three areas of focus and apply 90% of everything to those areas. Delegate mis-fitting activities to superstars in that area.
5. Eliminate distractions, focus, take action, analyze feedback, and repeat.

The Most Powerful Effective Leadership Actions You Can Take Right Now

Brian Tracy again comes through with Zero Based Thinking or what he calls KWINK:

Knowing What I Now Know, would I do the same thing I did if I would have seen the outcomes that have resulted? Would I have hired or fired that person, created that product or service, taken that career path, etc? Look at things you should have stopped, eliminated or let go of years ago; take action and you'll feel relief!

Everything you do in business involves time, money and emotion. Knowing what to dump and what to focus on is critical. Look at your current command structure; are you using your 2nd and 3rd command team, executive officer and operations boss properly? Are they even the right people to be in those leadership positions? Are they the best-suited superstars in their fields?

Sharing, delegating and strategic planning are skill sets that a leader must have. If you don't care about these things, then you

probably shouldn't be the lead dog! If you do care, then look at what's standing in your way and what needs more attention, and start taking action!

DISC assessments, personal assessments, S.W.O.T., survey feedback forms, personal reflection, mastermind member inputs all can be used to get a fix on where you are now and where you should focus next. It's proven that when a person uses a coach to approach higher achievement, they succeed 50% more often on average. You don't have to do this alone and probably shouldn't! A coach is the perfect accountability partner; you are paying them to hound you to get what they know you need to do, done!

Tiger Woods has great golf coaches; do you think he should have had a relationship coach teaching him the rules of marriage? Just because someone knows how to build, sell or provide something does not mean they know how to run a business around it.

Summary

When a number of people 80 years of age or older were asked, "If you had it to do over again, and back then knew what you know now, what would you suggest people do differently today?" These were some of their answers:

- Give more thought to what you want, instead of reacting so much.
- Take more risks and don't play it so safe.
- Take time to think in quiet solitude surrounded by nature.
- Be happy now.
- Friends and family.
- Go for your dreams—life is short.

Now pretend that you yourself are 80, 90 or 100 years old and give yourself some professional business advice, and then some personal advice, to see what you would tell yourself 50 or so years from now. Did you do it? STOP. Take a deep breath, take a deeper breath...O.K., now do the exercise. If you do or did then investigate what your gut level intuition is telling you.

Businesses that are fun to work at, and are profitable, are where people will invest their whole self while working for less money and more praise and freedom early on. Built-in incentives will show them that plenty of money will be made in the future if they contribute to the team with enthusiasm and belief in the business today. The early talent that went to work for Sam Walton, Bill Gates, Michael Dell, Google and many others almost always make millions.

Andrew Carnegie made business a challenging game. He used man's competitive nature and challenged his employees to outdo each other in an effort to better the company as a whole and make everyone big winners for being vicious competitors with team spirit.

Andrew's reward was, "You won! Good for you!" and he kept the money! That's amazing; people will work harder to prove they are better, faster and smarter when you lay down a well-planned challenge with future profit-sharing potential, than they will if you paid them some cash today.

Make it fun, and immediately begin rewarding achievers by giving them things like these when goals are met:

- 1) Movie tickets
- 2) Gift certificates
- 3) ipods (nano or better); mp3 players
- 4) Bonus checks
- 5) laptops
- 6) Best performers: PROFIT \$HARING

Hold contests in your departments, pit department against department, and highest productivity boosts in numbers wins. Best idea of the month, best suggestion of the month, perfect attendance, overall votes for most-helpful team player, best, fastest, most personable, etc. Throw down challenges and give rewards frequently.

Make it fun; remember that you will win big by becoming absorbed and obsessed in others' achievements while they build your organization. You must work hard to foster a culture of contagious positive enthusiasm amongst your partners, staff, customers and the general public at large.

Feel that energy above! That is a vibrant place to work! Now imagine the opposite.

Ego, pride and fear can stunt your growth. Let them go; start admitting that you don't know everything. Ask when you don't know something and share what you do know with others enthusiastically to stay positive. Inefficient, negative, self-righteous, critical, judgmental people have not learned to let ego, pride and fear go; therefore they themselves are the first to go when pink slips are issued. If you are the boss, you must root these energy vampires out and gently let them go; be quick to fire and slow to hire when building your team.

Final Thoughts

In order to grow, you must constantly work on improving your performance, as you are either growing or dying at any one time. The better you lead, the more time you will have. By delegating, focusing and being effective, you get more done in less time, leaving room to continuously improve yourself. Entrepreneurs are good at starting businesses; business-leading managers grow those businesses.

If you really want to succeed, you must first find, study and assess your opportunities, to turn what you know into action. You

must be willing to step outside your comfort zone as often as you can, in order to grow. Remember that you have three potential top business talents, ONE of which is superior; you need to identify them and spend more time refining those. Also identify your three weakest abilities to improve them, but still hire them out to superstars.

Self-assessment is tough work. You'll be asking yourself and others a lot of tough questions in order to get clearly focused truth, facts and insights to measure and plan with. Honesty, sincerity, empathy, passion and fear need to be engaged, harnessed and tapped.

Once you've learned exactly what you were put here to do, you can begin to dream big. Don't just think of fast cars and fancy houses filled with cash; you'll never get it that way. You must see the steps you need to take to get those things, and that takes planning and continuous action.

Plans: Start by setting financial goals, gathering numbers, customers, and sales.

Policies: Set some standard rules, begin managing time and people, hold them accountable.

Procedures: Outline how problems are addressed and decisions are made.

Begin holding monthly employee meetings, bi-weekly division head meetings, mastermind meetings and strategy sessions, and hold contests for ideas, performance, suggestions, etc.

Get feedback from the bottom up to see what your frontline floor-level employees are seeing and hearing in the trenches and on the street. Ask them how they feel about their position and what you can do to help them make it better. Find ways to reward them and show

that you're proud of their efforts at helping you achieve the bigger vision.

Learn to ask people who have superior insight to yours questions that you do not know the answers to. Encourage mentors, coaches, colleagues, advisors, mastermind groups and high-level thinkers to give you their thoughts regarding your ideas, strategies and tactics, for starters.

Become more absorbed and more obsessed in fostering the achievements and success of those in your company than you are in your own success, and you will get there faster as their leader.

You must take ***ACTION*** to make things happen!

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Chapter Nine

Fast Tracking Your Business: Accelerators That Drive Rapid and Soaring Success



Unique areas that, when focused on, tend to work best in fast-tracking business towards success.

Consider creating the theme of a team. You can only go as fast as the synergy you create or foster amongst those who will ultimately allow you to achieve heights that you alone could never reach.

Stephen Covey begins by saying, “First things first.” You must first build and establish a culture of motivated and happy contributors, who regularly operate in their zones of peak performance. These individuals need to feel that they are a key component of the organization’s success.

Again, looking at things from a “first things first” perspective, you must first have a somewhat clear goal of what you are trying to achieve, before your superstars can be directed towards achieving those goals. Your initial vision, strategy, focus and direction is the launching pad. Begin with specifics, by being very clear on what you want to achieve and why, keeping in mind that too many choices tend to paralyze those who are being asked to take action.

Clarity, focus, execution: It’s your job to get clear focus on high-leverage activities, and to design an organized theoretical process towards initially structuring your team and their working environment, so that meaningful and satisfying results can be achieved from the start.

No man or woman is an island. Call a meeting with your key players to get the ball rolling. Production before perfection—you have to start somewhere! Ask these people what they are seeing in their spheres of expertise, regarding changes taking place around them. Ask them what they see as the next move towards future growth, and what opportunities they see according to developing trends. Ask how your organization can take advantage of these new developments. Ask them to expose your blind spots, if they see that something or things are missing.

Remember to be tough on the business but easy on your people. Give your people a chance to air their suggestions and insights without fear of reproach. This is more about brainstorming and throwing all ideas and alternatives on the table for discussion, attacking problems, not people. Your goal is to uncover opportunity while fostering high productivity and creativity in a healthy physical and psychological atmosphere that results in success, satisfaction and fun for everyone involved.

Key Elements in Business That Impact Change

This statement is so central to everything in life that it leads in business as well: ***Begin with defining exactly what you want and why...because you cannot hit a target that doesn't exist or that you cannot see!***

It may help you to think about what you care about most in life using your governing core beliefs and values to really become focused and unstoppable. Recognize that when you operate from a moral and ethical position with yourself towards your employees, customers, suppliers and partners, you'll often be rewarded by right living.

This will relieve a lot of stress, and allow you to honestly state your intentions and reveal your true motivations and passions to the people who clearly need to understand what your main reasons are for producing and/or delivering the products and services you provide. Being honest helps to remove barriers, roadblocks and defense mechanisms in discovering new options and opportunities as you jointly challenge assumptions and explore solutions.

Whether you are a revolutionary who wants to change things or an entrepreneur who wants to do them better, it pays to recognize that there should be some give in everything you do. When you give first, it comes back much faster. As the leader and chief strategy officer, you must employ a disciplined approach towards decision-making and judgment calls that will set the tone in changing attitudes in your organization, while helping everyone to adapt to constant change.

Take time out to step away from the daily grind, while you question daily routines and remember that too many choices tend to confuse everyone who is confronted with them. Focus on delivering the best products, services and solutions in limited numbers, so people

can decide and go with solid options that deliver and satisfy on a consistent basis.

Steps to Consider When Attempting to Create Better Processes

Being clear and focused in as many areas as you can will help you immensely towards doing the right things at the right times in all areas of your business. Being clear on what you offer is a good starting point in creating brand clarity and designing the tools and processes to deploy your brand.

Materials, labor, markets, finance, resources and competition are just a few of the areas that can benefit from your developing scenarios on how you can be the best that you can be in everything that you do. Start by taking time to research and gather facts, figures and feedback towards creating comprehensive overviews in areas of concern. Your team will be instrumental in helping you in the discovery and brainstorming processes. Once you feel you have a fair amount of data and some initial questions to ask, it will be time to call a mastermind session with your key players.

Keep in mind that seven seems to be an optimal number of people in these meetings. Try to make it an odd number so there will never be deadlocks when voting. Start off by explaining to everyone that you are going to be asking questions about certain things, in an attempt to look at possibilities and a range of combinations regarding succeeding in different scenarios.

You might bring three or four different problems or questions to the table; e.g., sales, finance, production, and competition. For example, in sales you might begin by posing the question in this fashion: "What would it take to win more sales in this division?" And then write down no less than five possible solutions for further consideration. If you

get 20 possibilities, narrow them down to five and work toward one for starters.

Do the above for all four questions that you have. Once you've discovered and decided on an agreed-upon approach, implement it and monitor results to evaluate its potential for incorporation into your current operating procedures.

This is one method towards creating and establishing one process; it's called maintaining a standard of constant improvement. There are many more that you can consider, but this is a high-leverage process that should be undertaken early on. Tony Jeary has 24 processes for you to examine when you really want to get serious:

http://www.tonyjeary.com/index.php?page=our_process

Here is a nice outline to use when setting up your mastermind council meetings:

http://www.lehighvalleychamber.org/uploadedFiles/Partners_and_Councils/Masterminds%20Guidelines.pdf

How to Continuously Get Better at What You Do

Clarity, focus, questioning, discovery, realization and action are some of the master keys to gaining ground in the quest to continually improve upon existing conditions in the spheres of your company's influence in the marketplace.

Sales are critical to the success of every business, so it pays to begin focusing your initial efforts at getting better on that high-leveraged activity first. Begin by gathering data on what and where your customers are buying; then look at ways to enhance their experience, by analyzing the sales process to enhance value.

Notice that some products and services outsell others by large margins. Work towards eliminating poor performers, to allow more room to focus on and enhance the best of what you offer. Instead of asking people what they want, it is better to watch what people do instead! Oftentimes, people don't know what they want and will have a hard time telling you. Watch, track and analyze what they do instead!

Imports, new technology, budget cuts and labor costs can blind-side you if you're not paying attention to them; look at these areas to maintain perspective. Try not to allow the appearance of negative trends to be your signal that something is wrong, but rather remain proactive in discovering what it will take to maintain your edge in successfully beating your competitors on a consistent basis.

Call in an expert who can help you zero-in on successful as well as failure areas. These individuals can bring new perspectives towards finding and overcoming obstacles that you may be too close to, to see.

Use the expert to define 6-8 objectives or strategies, along with the actions necessary to execute potential plans over 90- to 180-day periods. Follow the plans, track the results, and address progress with another meeting in three-month intervals to analyze progress. Once you're clear on what's working, double your efforts on focused objectives and execute what you have found to work best. Continue this process on a regular basis for constant improvement! Get clear and execute! Visit www.JayAbraham.com. Jay is a master business strategist. (Jay, you are the greatest, thank you so much.)

Keys to Overcoming Hurdles Towards Successful Change

You must be willing to step out of your comfort zone if successful change is to take place. Things must be done differently and better

if you want to improve in anything! Behavior is the hardest thing to change, due to the fact we are programmed to default to what is old and comfortable. Fear not, for when you begin ***taking small steps in the right direction***, change can begin to feed on itself and grow into tremendous momentum.

Here's how to start: Be reflective, stop and take time to think about what is needed, where the biggest problems and opportunities in your high-leverage area lay. Decide upon whom will be your initial board of advisors, who can help you think about new actions to take. Slow down and get their feedback to begin the process. Pride will sink you. Don't be stubborn in the face of failure. Be humble and listen, while you explore breaking stagnant trends.

Examining your own values is a great place to start. Why are you in the business you are in? What was your original purpose in creating the product or service you now offer? What will inspire you to overcome the inertia of the status quo? Instead of purely focusing on money, you ask yourself: "***How can we make a difference?***" Then carry that theme throughout your organization to inspire change! People follow inspirational leaders who are out to make a difference.

Start small! Too much change will only confuse your workforce. Let people see and feel the change, then acknowledge the individuals who are on board and have contributed towards making noticeable improvements by embracing it. Take these people aside and compliment them on their individual strengths, to reinforce their new behaviors while you constantly focus your efforts at bringing your whole organization around to this type of behavior. You must change the behavior through positive reinforcement on a gradual and consistent basis. Reward in all its forms is the greatest motivator. Men die for ribbons in combat. It doesn't necessarily take a plasma TV to encourage stellar performance.

Now, once you know how it's done, you can incorporate these changes into your policies, plans and procedures to show future

employees how it's done. This is also the record you'll use to reinforce the new behavior for sustained long-term results.

Keys to Implementing What is Important on the *Fast Track*

Start where you are. Don't remain paralyzed by feeling overwhelmed by the process of instant improvement. Stop looking for the one best and greatest solution that will solve everything at once. It doesn't exist! Realize that this is a process of gradual improvement that begins by constantly remaining focused on improving upon your highest leverage activities on a daily basis.

You don't need all the answers to get started...actually, you don't need ANY! Start by dumping pride in favor of mutual collaboration amongst a key advisory team. Don't have one? Start there! Look at who in your organization are the most intelligent and begin pulling them together in weekly meetings, to begin implementing small changes that matter today.

"Good enough" is sometimes fine. Just institute a disciplined process of resolving to constantly get better. Initially, ask the newly formed team, "What can we do today to become more productive in X? What are our major obstacles in doing X?" Start asking questions, such as who, what, where, when and why. Admit that you don't know it all, admit that you don't have all the answers, and admit that you need their help. Ask them what they would do and accept their answers without criticisms for starters.

Once you begin getting that feedback, start reviewing your notes for further goal-oriented action steps that can be implemented gradually on a daily basis towards getting better and better each and every day. You don't need all the answers. You're testing hypothesis and exploring new opportunities and alternatives towards continuous

and measurable improvement against past results, on a constant basis to stay one or more steps ahead of your competition.

Ask your department heads to call similar meetings with floor personal in their departments to get feedback from the frontlines. You'll be surprised what paradigm-shifting comments come from the least-likely sources. Ensure that your managers are easy on their people, and to thank them for their contributions without criticism. Allow anonymous responses to be contributed that bypass the department heads' direct view to root out bad managers as well! Saboteurs can seriously stunt your growth by killing morale.

Burn this into your memory and live by it: T.E.A.M. Together Everyone Achieves More.

Summary

Instead of soaring success and fast-tracking your business to monumental ground-breaking success, maybe we should just say, ***stretching to be better with every new day***. Sounds a bit more doable, doesn't it? Remember that good enough is often just fine, and refusing to accept the status quo is really the basis of constant improvement.

Passion and endeavoring to achieve a higher purpose are two powerful motivators that can help you overcome the forces that tend to keep us rooted in our comfort zones. All growth comes at the point at which you step outside your comfort zone toward inspirationally challenging entrepreneurial pursuits that are designed with making a difference in mind.

Defining what and why you are passionate about your products and services is critical. Before you can infuse that attitude across your workforce, you must be able to clearly define it yourself! That passion should be powerful enough to cross all boundaries and permeate your organization's culture, from employees, customers,

suppliers and the world at large. What does your brand stand for? What do you stand for? Why are you here? How will you make a difference through what you want to do? (I really hope this manifesto does make a difference.) I hope it helps you to help others and thereby help yourself. Please pass this manifesto on, so it can do its work.

As the leader, coach and head inspirational guidance counselor, it is your job to infuse the drive to be better throughout your organization. You must be the one who institutes the change and raises the expectations, by setting reasonable, achievable goals that will make a difference to everyone, from employees, customers, suppliers, strategic partners, your town or city, state and eventually the world, if you take it that far.

Remember that less is often more, so start small and work towards the bigger picture, always doing more than expected and praising others along the way. Keep it fun, be humble, and give others credit and appreciation along the way. Innovate, Inspire, Implement and Impact the world in some way that leaves it better than where you found it.

The days of the vertical hierarchy are over. Today is about orchestrating wide sweeping networks of raving fans that are inspirationally motivated to help you make a profound difference in the lives of everyone your

organization touches along the way. Make yourself and others happy by pursuing a value-based passion that makes a difference!

Additional Notes:

Creative thinking habits:

- **Associating** – a cognitive skill that allows creative people to make connections across seemingly unrelated questions, problems, or ideas.

- **Questioning** — an ability to ask “what if”, “why”, and “why not” questions that challenge the status quo and open up the bigger picture.
- **Observing** — an ability to closely observe details, particularly the details of people’s behavior.
- **Experimenting** – innovative people are always trying on new experiences and exploring new worlds.
- **Networking** — creative people are really good at networking with smart people who have little in common with them, but from whom they can learn.

Coaching vs. Consulting – How Do You Decide?

Knowing what to do and actually making it happen can be two very different things. We all know about sports coaches. They work with athletes to unlock hidden potential and help them achieve peak performance. For years, Oprah struggled with her weight, alternately shedding and gaining pounds. She gained control and found success when she found the right coach.

The focus of coaching is on YOU: your dreams, your potential, and your success. Coaching is very personal. A good business coach looks at your vision and your business with the goal of finding what suits you best. Sometimes there are limiting beliefs that need to be examined and changed. You may want to change certain habits to maximize your success. A good coach can help you do that. Coaching is a close relationship focused on bringing out the best of what is already inside you.

The focus of coaching is for you to create a plan that moves YOU forward. Your coach facilitates and partners with you to make that plan truly your own. Your coach encourages, supports, applauds, empathizes, and sometimes pushes a bit to help you move to the next level with your business and your life.

Consulting works best when you know what you want to do, but don't know the best way to make it happen. A consultant comes into the relationship as an expert. You can have the consultant do most or all of a project, after working with you to clarify exactly what you want as a successful outcome. You can also work together in a learning partnership, where the consultant teaches you specific skills and techniques. This works especially well when you plan to take complete responsibility for the project once your consultant has left.

Use consulting to accomplish specific goals where outside expertise makes you successful or helps you achieve success more quickly. You might use a consultant for web design, streamlining operations, developing or optimizing marketing and sales plans and procedures. Your consultant may teach you specific skills, like time management or how to manage marketing and sales. You can work with consultants in many ways. One might be a partner who works closely with you over time. Another may work with you for a brief time to accomplish a specific task or set of tasks.

The focus of consulting is to complete a specific project. Your consultant brings expertise and experience that is new to you. Together you work through decisions that must be made. YOU control all of your business decisions, while your consultant provides guidance, additional information, resources and options based on prior knowledge and experience.

As an example of how coaching and consulting differ, let's assume you want help deciding how to sell your product. A coach will help you examine your feelings and actions when it comes to selling. Together you will look to see if anything is holding you back and make decisions on what works best for you. Your coach is there to help you examine what happened when something doesn't work, in addition to celebrating your successes along the way.

A consultant will show you various sales methods and techniques, explain how each works and what varies between them. You choose

how much of the work you will do, and what you want your consultant to do. You may have your consultant create sales materials or work with you to design and teach you a specific sales process.

Your consultant will cheer the success of what you create together. Your coach will cheer your growth as a person and as a business owner.

Which is best for you? It depends on your personal needs and preferences.

A **business** mentor guides you. They don't tell. An accountant responds to your demands, and looks back in time at what has occurred. A lawyer watches your back for you, but you need to let them know what dangers lay ahead or are left behind. A marketing person will present a message about you or your **business**, but you need to know what that message is about.

Write down what you want. Let them know when you want it. And be specific about the outcomes.

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Garrett Lambert
T.J. Sally
Kathy Tarochione

Just pick a topic...and GO DEEP with the expert to allow THEM to get it done (DELEGATE WEAKNESS).

Here's what's included in the 2013 2nd Edition of the *Little Giant Series*:

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Affiliates and Joint Venture Marketing
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Let's **create**, **package** and **position** your knowledge; then use social media, public relations and technology to deliver your education through videos, books, articles and courses. We'll use affiliates and joint venture partners to help you get everything done leaving you to focus ONLY on delivering what you were *born to do*.



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Chapter Ten

Master Keys to Identifying and Leveraging Further Potential Resources



Chapters 1-9 have asked you to consider implementing a tremendous number of individually specific action items. This chapter creates a new foundation for you, by using this manifesto's existing network of superstars to begin leveraging your efforts. It is about understanding and using leverage to its maximum effect.

Remember that we practice what we preach in this book, and everyone involved with this project understands and adheres to the advice it contains! This network is here to assist you in implementing any number of the specific strategies and tactics that have been discussed (so far!). It's time to connect you with your newest team of experts and advisors to exponentially leverage your efforts.

Chapter 10 explains specific methods that you can use to supercharge your efforts by leveraging the expertise of individual specialists in their respective fields.

In addition to the individuals mentioned in chapters 1-9, I believe you'll find the following experts' advice, suggestions, resources and personal assistance to be of supreme value to you as well.

Chapter 10 will be followed by a list of additional people and resources available to you on the web today. (Note: This book lists roughly one percent of my personal online Rolodex. When you need someone who is not listed, please contact me for an introduction to other trusted specialists who are willing to help you along the way. I agree to be a weak tie for you. In other words, a networking partner who is willing to introduce you to his private list of talented, connected and influential people.)

Solemn promise:

If you are ever disappointed with the performance of anyone I introduce you to through these pages, I want you to know that I personally will be here to make sure things turn out right: Contact me should the need arise: dauito@tampabay.rr.com

(P.S. My wife is a former consumer protection agent who doesn't take kindly to people being mislead!)

Now, lower your trust barriers to allow these qualified experts the opportunity to help you exponentially accelerate your rate of progress. The more you trust, the faster and further we all will go. Focus on what you want, not on the things you don't want!

Scrap, remove, dump, and discard all negative fear and negative thoughts at this point. Substitute faith, confidence, trust, belief and conviction in their place! Keep your mind's eye focused on what you want, and believe that you can achieve it.

Home-stretch insights of a few friends who are specialists in their fields. These contributors offer some very good perspectives and suggestions in showing you how to leverage your efforts by taking very specific actions using today's technology.

How Network Science Can Speed Up Your Success by 10 to 20 Times



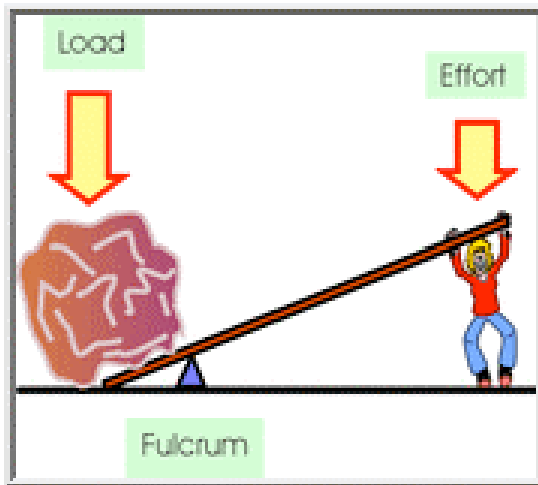
Marshall Thurber, J.D.
William Seidman, Ph.D.
Greg Bundy, B.S., P.D.

Recall the most influential teacher you had growing up and then think of the most successful movie actor or actress in Hollywood. Which one added the most value to you? Obviously, the answer is your teacher. Why then do successful actors and actresses make so much more money? They certainly don't add as much value.

Principle 1: Understanding the Theory of Leverage

The answer to why actors and actresses make so much more money than your most influential teacher is leverage. Leverage is a theory. A small force applied over a long distance has a greater impact than a large impact applied over a small distance.

The simplest device for creating leverage is the lever. A lever is a stick, which rests on a fulcrum near one end. When you push the long end of the lever, the short end (on the other side of the fulcrum) only moves a small distance out, but with a much greater impact. With this device a human can easily lift several times his or her weight. Leverage is a universal theory that applies regardless of the type of fulcrum or lever used.



Perhaps Archimedes' most famous quote was: *"Give me a lever long enough and a fulcrum on which to place it, and I shall move the world."*

Archimedes (287 BC – 212 BC) was a mathematician, physicist, engineer, astronomer and philosopher born in the Greek seaport colony of Syracuse. He is considered one of the three greatest mathematicians of all time, along with Newton and Gauss. As a result of his involvement defending Syracuse against the Roman siege in the First and Second Punic Wars, Archimedes became famous. He is reputed to have held the Romans at bay with war machines he designed. Once, Archimedes demonstrated the power of leverage by moving a full-size ship, complete with crew and cargo, by pulling a single rope.

Now, getting back to the most influential teacher you had growing up versus the most successful actors or actresses—despite the fact that your teacher added far more lasting value than the movie star—your teacher had very little leverage. Your teacher stood in front of relatively few students. In contrast, the movie star makes the movie once and thousands of copies are made. It is watched by thousands of movie fans in theaters and millions more on television and DVDs.

The relatively low-lasting value of the movie star has far longer reach (a much longer lever, so to speak) than the high-lasting value of your influential teacher. The leverage of professional athletes is the same. They are watched by thousands live in the stadium and millions more on TV.

The success formula is quite simple: The higher the value (force on the lever) times the distance of the reach (length of the lever). the greater the impact (financial success). High value without reach produces low financial reward. It may not seem fair; it is, however, the way the eternal principle of leverage works.

Leverage is the first principle/theory of speeding up your success by 10 to 20 times. You must create leverage. Without it, you are destined to emulate your most influential teacher: high value with low financial reward.

Principle 2: Understanding the Theory of Change

The second principle of speeding up your success by 10 to 20 times requires the understanding of the theory of change.

Shortly after the beginning of the 20th Century, the famous American financier J.P. Morgan made one of his infrequent public appearances. He was testifying before a U.S. Congress committee. Nearing the end of his testimony, a young congressman asked the elderly genius, “Mr. Morgan, what will the stock market do?” Morgan paused for a moment and calmly replied, “It will fluctuate.”

This type of change is called *cyclical* change.

In the desert of Alamogordo in the early morning of July 16, 1945, a blinding flash turned night into day. At that moment, the nature of warfare was permanently altered. There was no going back. Future relations of all nations were irreversibly altered.

This second type of change is called *structural* change.

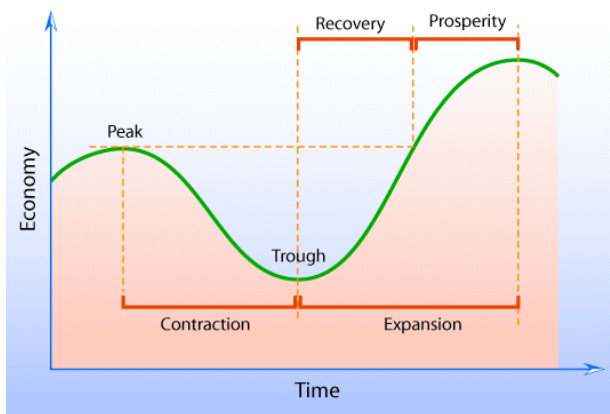
Understanding and being able to identify these two types of changes are critical to speeding your success. Depending upon the type of change, your response needs to be very different. The type of change J.P. Morgan was referring to is cyclical. It refers not only to the stock market, but also to many other types of activities.

As the name suggests, cyclical changes fluctuate in patterns that repeat over and over again. The early rotation around the sun that produces day and night, the cyclical beating of the heart, the phases of the moon, are all very predicable cycles.

Less predictable, yet still demonstrating the cyclical dynamic, are certain types of human behavior. These changes generally fall within certain boundaries. For example, the information that comes from the exterior of the human body provides the necessary data to

maintain a body temperature of 98.6 degrees. Similarly, the stock in a grocery store is replenished based on inventory levels. The same is true of interest rates, as they fluctuate based upon economic circumstances.

Unlike structural change, these cyclical changes do not create fundamental alterations. Instead, they create adjustments that are almost always temporary. Failing to understand cyclical change can produce costly errors.



Business cycles are what their name implies: cycles. There has never been a recession without a recovery. In the United States there have been over 40 cycles of recession and recovery since 1790.

Human behavior also exhibits cyclical change. Enrollment in law schools increases and decreases and the same is true for medical schools and nursing programs. Granted, these demand-supply cycles vary greatly depending on the type of occupation, its size, and the amount of training needed. However, these changes are clearly cyclical.

The same is true for organizations. They cycle between poles of centralization and decentralization. While companies may parrot their desire for stability, the reality plays out differently. Most companies want improvement of some type—one that allows them to be more productive. At some point, continued movement in one direction doesn't bring the desired return. The company leaders (or their successors) begin a counter movement until that direction no

longer produces the desired benefits. When that happens the cycle begins all over again.

The same is true of democratic governments. Alternatively, the voters embrace liberalism and then conservatism. Like companies, when democratic policies in one direction fail to bring the desired outcome, political leaders emerge with a counter movement, which over time no longer produces the desired result. The cycle then repeats. The same is true of fashions and fads. Men's ties get wider then narrower; women's skirt length moves higher and then lower.



Once you have determined that you are dealing with a cyclical change, your success requires that you evaluate its position within the cycle. Two dynamics are involved in this assessment. The first is *pace*.

Question: From 1935 to 1950, how many times did the prime rate change? Answer: Three times. How many times has it changed in the last 15 years? Obviously, it has changed many more times than three. Hence, the pace of change has increased. The same element (pace) is within all cycles. The cycle has a pace and is either increasing, decreasing or remaining constant.

It is very difficult to predict the pace of cyclical change exactly. Hence, it must be looked at in terms of probabilities. You must perform a probability-weighted analysis to determine the appropriate pace. The better you can determine the probability that the pattern will repeat, the better you can predict when the cycle will start to reverse.

The second dynamic of cyclical change is *magnitude*. Granted, economic cycles vary considerably, yet these rates are normally within certain narrow boundaries. Even when they go outside of these boundaries, they are never in any sense completely unbounded. Interest rates can only go so high before they must retreat because of economic forces. The same is true for skirts. They can only go so high or so low before the direction must reverse.

While both pace and magnitude are not easy to discern (the best one can do is to deal in probabilities), to increase your success you must ask the questions. To increase your success 10 to 20 times you must constantly assess the position of the cyclical change. What is the pace of this cycle? What is the magnitude of this cycle, and how close is the cycle to its upper or lower boundary? Remember, a great answer is no answer to someone who has never asked the question. Understanding cyclical change, and assessing both its pace and distance from its boundary, will dramatically increase your probability of success.

The mushroom-shaped cloud in the desert of Alamogordo in the early morning of July 16, 1945, is an example of a completely different type of change. It's called *structural*.

When this type happens, you have no vote. You are forced to embrace it. The world is not going to return to pre-nuclear age, no matter how many or how intense the protests.

When the automobile was created, there was violent opposition. Anti-car activists



tore up roads; they ringed parked cars with barbed wires, and organized boycotts of car-driving businesspeople and politicians. There was a huge religious movement against the car. It was called the "devil wagon" in that most were black and the things that could

be done in the back seat were clearly immoral.

It doesn't matter what you or anyone else thinks. When a structural change takes place, you must embrace it. You may love your beautiful horse, Bessy. That is fine; keep her *and* learn how to drive. If you don't quickly embrace a structural change, you have very little chance for sustained success. The horsepower of the automobile overwhelmed the benefits of Bessy, no matter if she is the most powerful horse on earth.

This is true of all structural changes. They change the future forever. The quicker you embrace a structural change and take a leadership position, the more successful you will be. Where are the 78 records? Where are the LP albums? How is the typewriter business? All the king's horses and all the king's men are helpless in the face of a structural change.

Structural changes are only replaced by other structural changes. They never revert to the old method. CDs will never be supplanted by LP albums, just like 78 records could not supplant LPs. Only a new structural change that adds more value will replace CDs.

A quick quiz: Are the following changes structural or cyclical:

- The telephone
- The fax machine
- The computer
- Stem-cell research
- The Internet

While some may question whether stem-cell research is structural, we believe all the above are structural changes. Like all structural changes, the successful strategy is to embrace them and take a leadership position to channel their direction.

Very few would argue with the conclusion that the Internet is a structural change. It has changed and will continue to change the economic order. Like all other structural changes, those who both understand and embrace this change will prosper. Those who don't will be as effective as those who are still using horses as their primary mode of transportation.

Principle 3: Understanding Network Science

The Internet has three distinguishing characteristics. First, it is global. Second, it is predominately intangible (it deals with communication, information and relationships), and most importantly it creates networks. Networks are the dominant dynamic of success for the 21st Century.

It's not about computers. Most of the consequences of stand-alone computers have happened. They have sped up our lives by managing words, numbers and pixels. Where new value is being created, is in connectivity. An example is the fax machine. One fax machine is worth nothing. When you have two connected, there is some value. Each time another fax machine is added, then the value of all the machines is increased. This network effect is transformational. Unlike traditional economic theory, which is based upon scarcity (the traditional definition is the allocation of scarce resources), the network economy is just the opposite. The more you share, the more you value what everyone in the network has!

Traditional economics is based on hard goods. The more scarce the goods (*e.g.*, oil) the higher the price. In the new predominately intangible economy, both the value and the quality increase as more intangibles are shared. Sharing is having more. This reality may initially seem to violate your natural inclinations. That's what happens when one is introduced to a structural change. It's a similar experience to those who had to learn how to drive a car when they were accustomed to riding a horse.

Networks are the gasoline of the future. No matter how beautiful your new automobile may be, without gasoline it goes nowhere. No matter how dynamic your offering is, it will not succeed without a network. The deeper and wider your network, the faster your dynamic value (DyVal) will be accepted, and the less likely others will be able to copy it.

If you want to increase your success by 10 to 20 times, you must understand:

- What a network is
- How to create one
- How to optimally grow one

To do this, you must understand the fundamentals of network science.

Looking at network science from a leverage perspective, there are three basic components needed to move a heavy object. You need a fulcrum, a lever, and effort exerted at the end of the lever. The longer the lever, the less effort is needed to move the heavy object (in this case the heavy object is increasing your success by 10 to 20 times). The further the lever is from the fulcrum, the easier it is to move the object.

In the 21st Century, your network is the lever in leverage. You still need a predictable system (the fulcrum) and the dynamic value (the force) to succeed. However, it is the length of the lever that reduces the effort.

Networks are not network science. Just like soup;—you know when you are sipping soup, and you also know when it tastes good. That doesn't mean you are a great chef. A great chef understands the dynamics within the soup that make it so exquisite. The chef understands food theory. He/she understands how all the ingredients interact and is able to *predict* the extraordinary sensory experience.

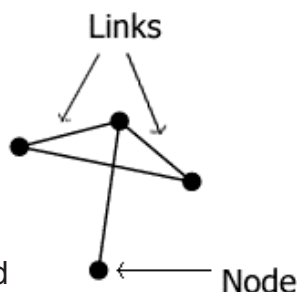
To succeed in the 21st Century, you have to become a network chef.

The Internet is a structural change. To succeed in the 21st Century you must embrace it. You have no vote. Just like you had to learn how to use a computer (an earlier structural change), you now have to learn how to use networks. To predictably increase your success by 10 or 20 times you must, just like a great chef, learn theory. Understanding network theory is the oxygen for success in the 21st Century. Only with an understanding of network theory can you predict future performance.

All networks can be quantified and described with the same terms, because they follow the same laws. Whether it be a social network of friends, a network of the web's five billion web sites, the biological network of a food chain, a business network, the network of a city, or the intra-cellular proteins network, they all operate with the same theory and follow the same laws.

By understanding network science you will know how networks function and grow. You can then develop strategies to build your network. Remember, the larger your network, the longer your lever. The longer your network lever, the easier and faster your success will be.

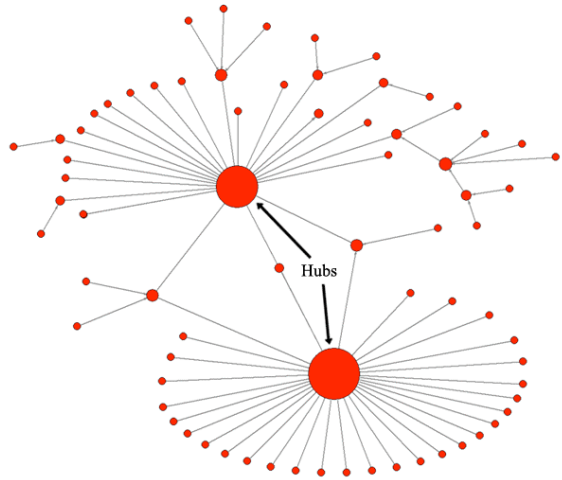
The first step in understanding network science is to learn the basic terms. The most fundamental building block of networks is a *node*. A node is a noun. It can be a person, place or thing. For a node to be a network, it must be connected by a *link*. Two nodes connected by one link is thus the smallest possible network.



When you have three or more nodes all connected to each other, you have a *cluster*. The larger the number of nodes linked together, the larger and more visible the cluster is. A hub is similar to a cluster,

except that a hub has many more links.

If every document on the Internet were linked to your web page, then in a very short time almost everyone would know you and what you offer. Unfortunately, 90% of all web pages have 10 or fewer links. A few (e.g., Google, Yahoo, Amazon) have a million or more links.



Increasing Returns

It is a mathematical fact that the value of your network increases as the square of the number of its members. In other words, as the number of nodes in your network increases arithmetically, the value of the network increases exponentially.



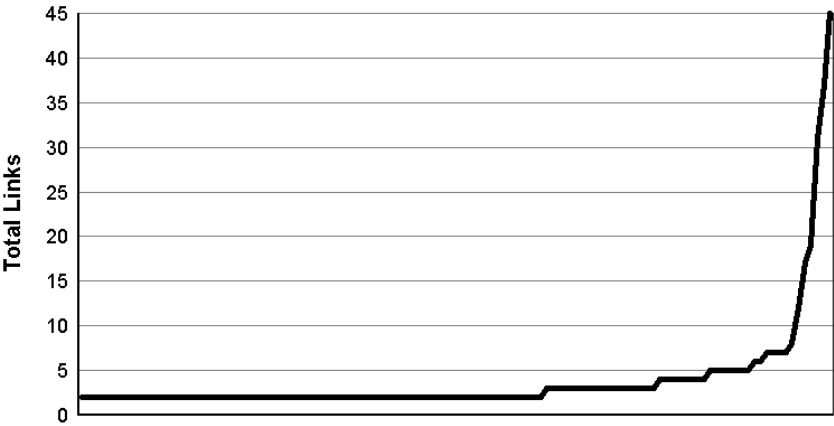
For example, there are 14,857 airports in the United States. Which option would you select if someone gave you a choice of receiving \$10 for every passenger landing at 20% of all the US airports (assuming these airports are chosen randomly) or receiving \$10 for every passenger at the top 12 US airports? (The choice: 2,971 airports chosen randomly or the top 12 airports rated by passenger volume.)

Take the top 12 (Atlanta, Chicago, Los Angeles, Dallas/Ft. Worth, Denver, Las Vegas, New York [JFK], Minneapolis/St. Paul, Houston, Detroit, San Francisco and Newark). On average you would receive 2,200% more income by picking the twelve hubs. Why? They are

hubs. The impact and power within a network is found in the hubs. All networks that are created by preferential attachment (as opposed to random networks) create hubs and they can only be understood after you have learned the power curve theory of network science.

The power curve is very different than the standard bell curve commonly used in statistics. In a power curve, there is usually one large hub. This one hub is closely followed by two or three somewhat smaller hubs, that are then followed by dozens that are even smaller. The size of these clusters diminishes very quickly.

Preferential attachment is what creates power curves. The Internet is a power curve (because people choose to attach themselves to one site over another). So are the equally intricate webs of chemistry that underlie the workings of a cell. They show precisely the same architecture as that of the Internet and the World Wide Web. The same power curve is found in food webs, where species link up with one another by virtue of predatory-prey relationships. Businesspeople create a power curve by virtue of sitting together on the boards of directors of major corporations.



samples of written and spoken language. These samples come from a wide variety of sources. Recently, they studied the linking relationships between 460,902 words in the English language (they considered the words “linked” if they appeared close to each other in the English language). The same power curve was discovered. The words a, the, and at are the English language’s “word hubs.”

What does this all mean? It means that to speed up your success by 10 to 20 times, you must make you or your organization a hub. You do this by connecting yourself or your organization with other hubs.

To become a hub you must first create or align (which is often faster and easier) with unique dynamic value. How this is done is the subject of another paper. What we are assuming here is that you have done this. To become a hub, you must feed the web. Networks are nurtured by making it as easy as possible to participate. The more the network is used, the more it grows and the more demand there is for it.

What is the most cost-effective way to become a hub? Give dynamic value away for *free*.

Microsoft gives away its Internet Explorer web browser for free. Qualcomm gives away its popular e-mail program. Thomson, the eight-billion-dollar-a-year publisher, gives away its precious high-priced financial data to investors on the web. Millions of copies of McAfee’s antivirus software are distributed free each month. Java was passed out free by Sun Microsystems.

Why do they do this? Because it is the quickest way to create a network hub.

Apple Computer’s superior operating system lost to Windows because it did not share its operating system. Sharing it freely would have created Apple as the hub instead of Microsoft.

Another example is Citibank, which pioneered the use of 24-hour instant cash at ATMs. Citibank blanketed New York City with their proprietary machines. At first it was highly successful. Smaller competing banks started their own proprietary ATM networks, yet initially found that they couldn't compete.

Then the smaller banks changed their strategy. Led by Chemical Bank, these smaller banks banded together to form an *open* ATM network called Plus. It didn't matter what bank you used. If you had a card from any bank (except Citibank), you could get money.

The "sharing is having more" network theory kicked in. Suddenly, any ATM was your ATM. This handy Plus offering attracted more and more customers. Quickly the sharing team overwhelmed the once-dominant Citibank ATM system. Citibank had no choice. They were forced to jettison their proprietary machines and join the "sharing is having more" network.

Important network science principle: *A small piece of a rapidly expanding pie becomes a much bigger piece.* Remember, with each new link the value of your network increases exponentially.

Companies that embed themselves into the social network of an industry by creating lots of contacts (links) to other companies, suppliers, industry magazines, customers, government, and workers grow quickly. The bigger their network, the more likely new nodes entering will link to them. This feedback loop gives preference to the large nodes. What happens is the successful become even more successful. The node with the most links gets even more links.

At some point, the network will undergo a phase transition from "just a bunch of separate companies" into an industry. The core companies become institutionalized. Their internal standards become the industry's standard. When this happens, they own the industry.

In a network economy (which the structural change of the Internet has created), companies that pursue a “business is war” or “win/lose strategy” are now at a tremendous disadvantage. They are focusing on winning rather than on creating links. As a result, newcomers don’t link to them. When the business cycle downturns, these “business as war” companies have a very difficult time. It doesn’t matter how much dynamic value they may have.

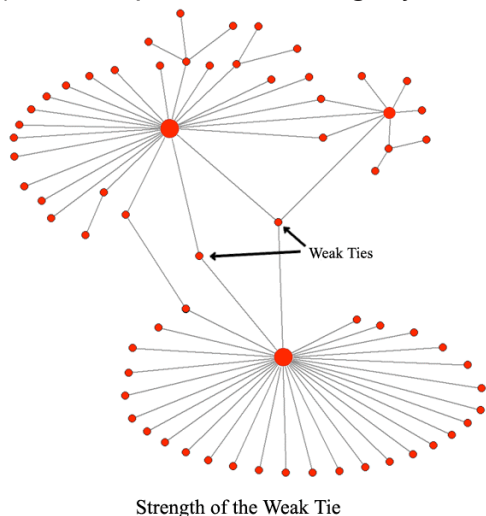
The Strength of the Weak Tie

In addition to speed, networks thrive when they focus on making their links as diverse as possible. In the late 1960s, Granovetter, a sociologist now at Stanford, studied how people found jobs. Until then, it was generally assumed that society was homogenous.

Granovetter discovered that society is not homogenous. It is made up of groups of closely linked people (clusters), who are linked by one or two weak connections.

Granovetter’s paper, entitled “The Strength of the Weak Ties,” is recognized as one of the most influential sociology papers ever written. It demonstrates that weak contacts are twice as effective (28%) as strong contacts (17%) when a person is finding a job.

This may seem counter-intuitive. It would seem that close friends would be better at providing job leads. However, humans tend to gather within groups of similar interests. For example, if a tennis instructor wants new students, there’s no point in asking his network of



friends who are tennis instructors. He will find more students by asking people in clusters that have nothing to do with tennis: church groups, knitting clubs, and so on. Those clusters have a much higher probability of needing a tennis instructor.

Each weak tie brings you into an almost virgin network. When you link into the weak tie network, it expands your network rapidly.

Remember: The speed of network growth is at least as important as dynamic value.

Threshold Theory

If you were going to start a new religion, you probably would not attempt to launch it in Rome. The threshold (how easily the person can be influenced) is too high. Creating a hub quickly requires finding networks that :1) Need your dynamic offer and 2) Are easily influenced.

Watts Wacker, in his book *The Deviant's Advantage*, points out that all new hubs start at the fringe (i.e. those with the lowest threshold). They then move to the edge and then to the realm of the cool. After the realm of the cool, they move to the next big thing and finally the network moves to social convention. Important point: not every network that starts at the fringe makes it to social convention. However, every network that does make it to social convention started at the fringe.

High-Threshold Networks

How does one link with those who have high thresholds? How does one entice them to join your network? The answer: Use an influencer. An influencer is an individual who has a strong link to someone within the targeted network. If that influencer makes the request instead of you, the high threshold is reduced.

For example, if I wanted to meet a certain head of a hub who was a devout Catholic, I would probably get a meeting if the Pope called and recommended that this be done. As a general rule, the higher the threshold, the fewer influencers there are to the hub of that network.

Summary

If you want to speed your success 10 to 20 times, you must rapidly create leverage. Leverage has three components: 1) The lever (in this case the network), 2) The effort (your dynamic value) and 3) The fulcrum (the predictable system). Neither dynamic value nor the predictable system is addressed here. For purposes of this article, we focused on network science.

- For optimal results, make an offer that embraces a relatively new structural change. It works best if the structural change is either at the “fringe” or the “edge” of adoption.
- Decide what part of your offering you are going to feed your potential network for free (or as close to free as possible). Remember, with each new link the value of your network increases exponentially.
- Identify the networks you want to create links to.
- Identify the hubs within that network .
- Start making your free or near-free offer to the networks with the lowest thresholds (usually on the edge or fringe). Feed them immediately.
- Find the weak ties into as many diverse networks as you can identify, and feed them.
- Should you need to link to a “high-threshold” network, find an

“influencer” who can reduce the threshold within that network. Focus attention on the hub(s) of your identified networks. Share with them freely.

- When you do the above, the speed of your success will be 10 to 20 times faster than following traditional 20th Century methods.

To learn more about the power of network science, positive deviance, and other Success Secrets of the 21st Century, join us at:

www.positivedeviantnetwork.com

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Just pick a topic...and GO DEEP with the expert to allow THEM to get it done (DELEGATE WEAKNESS).

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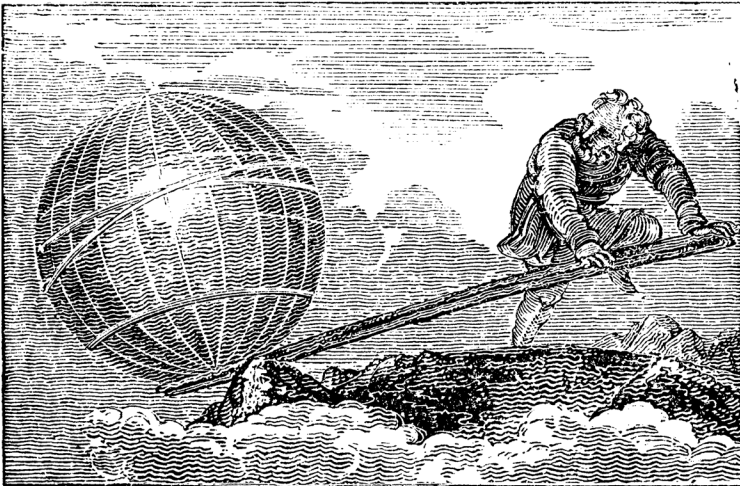
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Your Book

The BIGGEST Lever and BEST Marketing
Tool in Your Arsenal



By Doug Crowe

Instant Celebrity

Let's face it: the "experts" who get the publicity, fame, credibility and major media exposure are the professionals who've published their book.

With tens of thousands of competitors in your field, the top 5% have a book that exponentially increases their following and presence in the marketplace.

The top 1% have a best-selling book, a public profile, recognizable brand and bankable value. Being an author can catapult your enterprise and reputation onto a national and international platform that will outlast your lifetime.

Strategically creating high influence and a broad reach requires not only a book, but also a sophisticated marketing, focused promotion, and seamless distribution plan.

Like most professionals, however, you're busy. You've no doubt thought dozens of times, "I should write a book." If only you had the capacity and the time to manage such a large-scale undertaking.

You know a book would elevate your business and your brand to rock-star status. But the reality entails...

- Many months or years from start to finish.
- Endless hours of painstaking writing, revisions and proofing.
- Finding and collaborating with an editor for months after the initial writing is completed.
- Attracting a quality-publishing agent who's properly connected in the right space.
- Managing a dedicated team to deliver your design, layout, proofread manuscript and PR.
- Securing a publishing deal with a significant publisher.
- Hiring a team to promote a national and international

marketing campaign.

- Hiring freelancers or staff to support all those moving parts and unknown variables.
- Allocating several hours every day for months on end, even after your book is published.

The process CAN be intimidating. However, thousands of business owners take on this challenge every year. Most of them never finish (or even START!) their book.

...and that's the GOOD news!

You see, since it DOES take a Herculean effort to write, edit, publish and market a book, the notoriety of being a published author instantly elevates a published author to rock-star status. It doesn't matter if you didn't type a single word (I record most of my books); the expert status of being published is an automatic game changer.

For ideas, tips and resources on cutting out 90% of the headaches, and getting your book created with less than a half a day of YOUR time, check out the little-known resources available at www.3hauthor.com.

Longevity of Your Book

Creating a book about YOU, your company or your brand is an exciting undertaking. It also requires a tremendous amount of thought and work. It is BECAUSE of the scope of this effort that creates the longevity, prestige and leverage you desire.

Longevity is perhaps one of the most powerful attributes at your disposal. If you compare a book against any other kind of impact or "leave-behind" with a customer, nothing compares.

Brochures: Sure, they are glossy, impressive and tell your story.

The time and money you put into creating them may be massive, but ask yourself these questions: “How many brochures from YOUR vendors do you have sitting on your coffee table?” and “How many times have you opened up and completely read someone else’s brochure?” The longevity of a brochure (the time it remains in a customer’s mind) is less than 10 seconds, on average. To make matters worse, sometimes your brochure isn’t read at all! According to marketing maven Seth Godin,

“The thing you must remember about just about every corporate or organizational brochure is this:
People won’t read it.

“I didn’t say it wasn’t important. I just said it wasn’t going to get read.

“People will consider its heft. They might glance at the photos. They will certainly notice the layout. And, if you’re lucky, they’ll read a few captions or testimonials.

“At its best, a brochure is begging for someone to judge you. It says, ‘Assume that because we could hire really good printers and photographers and designers and writers, we are talented [surgeons, real estate developers, whatever].’ And more often than not, people do just that.

“At its worst, a brochure solves a prospect’s problem (the problem of: what should I do about this opportunity?) by giving them an easy way to say ‘no.’ ‘No,’ she thinks, ‘I don’t need to talk with you... I’ve reviewed the brochure.’

In short, a brochure lasts a few seconds, if you are lucky. Your book, even if it’s mediocre, will last quite a while. People have a real aversion to throwing away books. It may have to do with our culture of freedom of the press in this country, or the disgust in our stomachs when we read about groups who ban or burn books. In any event,

books tend to stick around, and the covers grace our bookshelves and coffee tables long after they are read (or not read).

If your book is useful, entertaining or otherwise provides good value, it can even get passed around or read more than once. That cannot be said for any other leave-behind or brochure. Sure, the pen you gave away with your logo on it may stick with a client for a few months (if it works), but a book can last a lifetime...or more.

Prestige of Your Book

Even if your “free pen” stays on a client desk for a month or two, the prestige of a book is without challenge. Nobody looks at your business card or brochure and says, “Thanks! What a high-value thing you’ve given me.” More likely, you, your company and your message were forgotten within moments of your gracious gift.

Value and prestige have a tremendous effect not only on the longevity of your impact on a client, but they also add to the thought and care you leave behind. If your competitor sends a “thank you” note, s/he will be perceived as more caring than one who does not. When you leave your book behind, your degree of caring soars above a “thank you” note or Christmas card which is discarded quickly, and the impact dissolves almost the very second it arrives.

If you want to double or triple the impact of your book, make it a **USEFUL** book for your clients. This style of your book does not have to be a “how to” manual or innovative business concept. Your story, how you came into business, the challenges you faced, and what you learned from your journey can provide tremendous value to your clients.

Many business owners are reluctant to share their challenges along with their successes. We often shy away from our past challenges, because we don’t want our potential clients to see us as

weak (even in the distant past).

Nothing can be further from the truth.

You don't necessarily have to share your bankruptcy and meth addiction in your chronicles, but the more you can relate your life as a person, the more the reader will connect with you.

We do business with people we know, like and trust. Hiding the truth, or avoiding important facts, never establishes trust. Your clients will trust you MORE as you let them know you are a real person and NOT just a faceless corporation. We love to hear about the success of a company, but we devour books about the entrepreneur who overcame his challenges and built the company.

If your company is still in the growth phase, GREAT!
Let them know.

Transparency is the new buzzword of the business world.
Be honest. Be open. Be yourself.

Stories are more interesting than just facts. When you tell your story, don't embellish, but it's O.K. to be dramatic and share your ups as much as your downs. The more interesting your book, the higher the value.

The prestige of being an author is often perceived as MORE impressive than being on the cover of a magazine. Cover stories are about a person's company or journey. A book is the telling of that journey, and with YOU listed as the author, you truly are a celebrity.

Exponential Leverage

There is leverage and there is MASSIVE leverage. With the proper application of your lever (your book) and an ongoing fulcrum

(media, exposure, etc.), your book cannot just be a lever, but an absolute game-changer for your business.

By following a focused and consistent path of media, promotion and service, your book can land in the hand of hundreds of thousands, even millions of people. While marketing messages have the capability of doing that instantly with enough cash, only a book gives you the prestige of an expert and the longevity of being a published author.

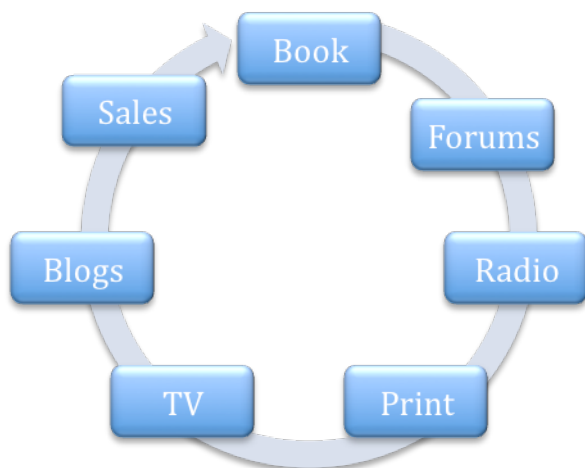
Buying a Super Bowl TV ad lasts 30 seconds. Newspaper, radio, and even that fancy brochure of yours are amongst the thousands of other messages your prospects receive on a daily and even hourly basis. Only your book can cut through the clutter and deliver what your clients TRULY are searching for...a solution, not a sales pitch.

Sure, there are sales methods and clever “advertorials” that attempt to give your prospects the solution they want. However, anyone with a 3rd grade education knows that, in the end, you are trying to sell him or her something. Your book, on the other hand, is 180 degrees from that method of communication.

With your book, the prospect has ALREADY given you their money for your content. They are not being solicited AFTER they have interacted with you (You better not embed too many upsells in your book!) They have forked over their hard-earned money with only one idea in their head: “Can the \$20 I paid for this book entertain, inform or educate me, to bring me closer to what I want?” What do they want? The same thing everyone does...love, wealth, health and happiness. If you can combine any number of these (while keeping the book consistent), all the better.

Want to have tighter abs? Read this book on how an overweight schoolteacher transformed her body and became a part-time aerobics instructor! (Health combined with wealth and happiness.)

The leverage of your book should take on multiple facets not only of your reader's life, but yours as well. When your book not only enhances your reputation, but also provides you a new platform for speaking, being interviewed on the radio, or selling your core product, you win.



The more you expose your book in multiple media channels, the more OTHER media channels pick you up.

The more you are referenced on other websites and sources, the LESS work you have to do to promote yourself. You see, media producers are a bit lazy, and it is far easier for them to NOT check you out and verify your credentials. The only way to do this is to have someone ELSE check you out! You've seen this before, where a person is quoted as an expert on some topic and all of a sudden they appear on multiple TV and radio stations.

This is not just smart work on behalf of the PR person or author, it is also a natural flow from the media to trust other sources. These people are extremely busy and usually on very tight deadlines. Saving 15 minutes can be crucial.

Start with your own blog. Get published and offer your reviews, comments and opinions on as many other RESPECTED sites as you can.

When you subscribe to the radio interview guide from Bexsi (available at <http://www.bexsi.com>), you can be interviewed by top radio personalities as often as you wish. The more you link to THEIR station sites and interact with them, the more you become an insider.

Giving Your Book Away

Huh? You just invested eight months of your life, \$25,000 in proofing, graphics, layout, design and expenses and you want to give away your heart, soul and your child for FREE? Are you crazy?

That depends.

Giving away ALL of your book in EVERY available format does cheapen the message and dilutes the value. I would not recommend giving away a printed copy for free to anyone without any quid pro quo. Many people give away samples or bundle their book with OTHER offerings as a way to add value.

Strangely, digital downloads of many books are upwards of \$47, \$97 or even more, even though this format is virtually free for the publisher. The exact same book rarely fetches over \$25 if it is available at all in stores. The price and value of the book relates to one undeniable fact: How well does your marketing perform?

If you are good, really good at developing and expanding the pain of the problem your book solves for the reader, you can charge more. This is true in fiction and non-fiction alike.

The hardback copy of the last Harry Potter book will likely be more expensive than the soft-cover version a year or so later. Why?

It has the same content. The words don't change. And what about the movie? You will be able to see a full (probably 3D) version of the book for around \$10! And that movie cost WAY more to produce than the book. In fact, if you wait a year or so, you can see that EXACT same movie for \$1 by renting it from Redbox!

Your book has value.

It can be permissible and even encouraged to give part or all of your book away for free, providing you abide by some or all of the criteria below:

1. Give away a portion as a "sample" of the value of the rest of the book.
2. Give away the book in full as a "bonus" to your other products or services.
3. Give it away because there are compelling links to other products inside.
4. Give away a small number of copies to encourage others to buy.
5. Give away a small number of copies as part of a sales contest or promotion.
6. Give away the book as a pdf instantly, while waiting for shipment of the book.
7. Give away the book as a course manual.

Making Money ON Your Book

Of course, the idea of selling a million copies and receiving a \$1 for every copy would make you a millionaire. There are hundreds of stories of how a book made authors an "overnight" success. Mark Victor Hansen and Jack Canfield (and hundreds of others) used their first book to launch a series. By creating a framework that you can duplicate, you not only ensure the longevity of your brand, you can

create additional income streams as an ongoing profit center.
Below are more examples:

- Guerilla Marketing
- Automatic Millionaire
- <Mentioned authors above>
- Harry Potter
- Or even brands like...
- John Grisham
- Steven King
- Clive Cussler
- W.E.B. Griffin

Upsells, Teasers and Raving Fans

Your book can be the most powerful sales brochure in existence. So often, business owners try to use clever copy, compelling sales arguments, incentives and “freebies” in order to capture the loyalty of their clients.

It is always best to use your OWN experience as a guide. When you last made a significant purchase, reflect on your thought process. Did you get a referral? Did you take a test drive? Did the reputation of the company seal the deal?

Would you more likely take financial advice from a company with a slick and compelling sales campaign or from a known author whom you saw in the media?

When you use your book as the foundation for your message, you not only elevate your status, but you can continue to educate, inform and sell to your fans some additional products or services.

It’s an up-sell if a fast-food place asks you if you want dessert after your meal.

It's a brilliant marketer that describes the award-winning ice cream creation BEFORE the meal!

Deliver good content, above all else. When you do that, so long as you continue to deliver value, you can continue to turn a one-time customer into a long-term client and raving fan.

Become an Overnight Media Celebrity

Spread your book across the country at the speed of sound! Becoming a popular guest on radio and TV shows worldwide takes consistent effort and a unique message. You may not want to speak publicly about your book, but people want to hear about it! If you are nervous about public speaking, there are “work-arounds” for that. Contact us at www.bexsi.com for more information.

For most business owners and professionals, the idea of talking about their vocation, avocation or passion comes effortlessly. Your book is merely the beginning of a game-changing shift. Getting press will be the start of something new and wonderful for most of you. You may not make it on “The Today Show” right away, but many first-time authors have. The good news is, with just a little push on a consistent basis, you can get enough media exposure to accomplish your primary goal of becoming a recognized expert in your field, and elevating you and your brand higher than your competition.

Before you map out your campaign strategy, understand that public relations (PR) has changed...dramatically.

The dynamics of PR in just the past few years has not simply changed, but has transformed to such a degree that publicists worldwide who have NOT made the shift are going out of business in record numbers. Historically, there used to be at most three TV stations, perhaps up to a dozen radio stations, and a single newspaper in town. If you wanted to get publicity, there were gatekeepers and

an entire industry of agents, producers and PR firms whose sole mission was to get THEIR clients their precious five minutes of fame. That was the system for decades.

It's all but gone now. Instead there are 500 different TV channels being delivered via satellite, cable and the web. There are over 1,000 radio stations that might be heard within your one-mile radius. Many of these are available on satellite radio, and many thousands more are available on the Internet. Print media?...forget it. Newspapers and magazines are not dead...yet. With an unlimited supply of blogs and online media sources, there is no limit to the number of outlets for the printed word.

A few years ago there may have been only 20-100 media outlets to focus on. Today the number is actually infinite.

Where do you begin?

Follow the outline and details below on taking your book and media campaign to any level you desire. Your first objective is NOT to sell a ton of books from doing interviews, but to bring credibility to you and your book. It is this credibility that will create a surge of MORE media attention and future sales of your book, seminars, products and services. Your book and its message is the conduit. Making a million from your book may be a long-term goal, but you don't need to sell a million copies to make a million dollars! (NOTE: See our report called "Archimedes Lever" for more information on leveraging your book to making millions with your brand.)

Here is an outline that can allow you to get the media exposure you desire, elevate your brand, sell more books or other products, and seamlessly add exceptional value to your business.

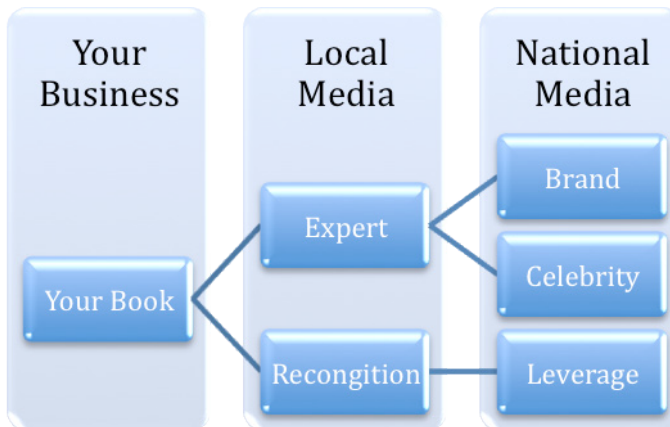
- A) Create a book about you or your brand, message or business.
- B) Use your book's message as a conduit to leverage the media.
- C) Establish yourself as an expert.

- D) Leverage national brands to elevate you to celebrity status.
- E) Sell more products and services with less marketing and sales costs.

The end result is to make more money and create a better lifestyle for you and your family. Throwing money at marketing, sales campaigns, etc., can be exhausting and risky!

Using the media not only is FREE, but the credibility of being a guest on a radio show has 100X the value of being an advertiser on the show. It requires more work, but less money!

The outline for utilizing the media as your marketing partner requires some effort, of course.



You HAVE to Have a Website

Fortunately, you can begin for FREE with your own website. Having a WordPress site for you, your book or your business is so easy to set up and virtually free of charge. Don't think for a second that installing WordPress cheapens your brand or image. There are million-dollar enterprises that use this user-friendly service to create

unlimited web pages for you. There are thousands of sources to set up your website, blog and other online real estate to reference your book. Below is just ONE of those paths. (See resources at the end of this report for links.)

1. Register your book title, word for word, as a web domain.
2. Register your name as a web domain.
3. Get a hosting company and have a programmer install WordPress.
4. Put photos of you and your book on your site.
5. As the media interviews you, add their logo to your site.
6. Get reprints or recordings of your interviews and link them to your site.
7. Blog consistently about the message of your book.

In addition to blogging about the message in your book, it is acceptable to add VALUE to other people's websites and blogs. By adding comments with your digital signature, you build what are called "backlinks" to your website. Google and other search engines rank sites by the amount of other sites that link to yours. The more people who link to your site, the higher your site appears in the search engine rankings. There are dozens and dozens of other SEO (search engine optimization) tricks, and companies who charge thousands for this service. The purpose of this report, however, is to focus on using the media (digital, print and broadcast) to elevate your image and brand. See resource section for more SEO ideas.

Get your website up and put your book on it. You can sell your book directly or simply link to www.amazon.com and let them sell it for you. You may still be responsible for shipping and handling, so be sure to pick a strategy (selling and shipping yourself or outsource) that suits your business and goals.

Be a Guest on the Radio

One of the easiest methods to gaining media exposure is to do radio interviews. Getting booked on the radio isn't as difficult as it may appear. Consider the fact that there are thousands of radio stations across the country, and nearly all of them are on the air 24 hours a day! That is a ton of content that has to be filled every day, and producers are always looking for new and interesting guests to feature.

The producer's job is NOT to make you famous. Their job is to keep their listeners interested in what you have to say, in order for them NOT to tune out during a commercial. That's it!

Therefore, the better you become at doing compelling, interesting and value-added interviews, the more you will be booked on shows. Many authors will do interviews over and over again on the same station IF they know how to make the host of the show look good.

Of course, producers and hosts of these programs realize you are doing the interview for publicity, and they almost always give you a chance to plug your book and/or company. If they forget to ask, it is not considered bad form to simply interject your website at the end of the interview. (For a complete program on learning how to be a stellar guest, contact us at www.bexsi.com.)

You will need the following items to start your radio campaign:

1. Bio on you and your relevant experience
2. Compelling headline and story concept
3. Book sample and book overview

Once you have the materials, you can contact radio producers or have them search for you. (Doing both is good!) Register for Steve Harrison's Reporter Connection for media who are seeking guests.

He also has a trade journal called *RTIR* that producers use to seek out guests. (See resource guide.)

Once you start doing a few interviews, always get audio copies of the interview and the logo from the station. Get permission to put both on your website. See the resource guide for a list of sources of radio producers who want to share your story!

Blog Radio

Broadcast radio still has more prestige than Internet radio, but popular bloggers and some broadcast personalities are making the move to put their shows online. Don't overlook this outlet for getting media exposure.

In fact, many authors have used this venue to start their OWN radio program! While this may seem like starting a whole new business (it can be), you could always have a weekly radio show where you were the host and interviewed a guest each week on a topic that was important to you, your industry or your demographic.

Being a radio host would add to your credibility, and by interviewing people in your industry, you add to your own brand along the way.

Once you start interviewing others, post those audio files on your website. When your guests do the same, exchange links to increase your SEO. If you want to add further SEO, transcribe the interviews and allow your website visitors to read or download them.

Video and TV

Television has changed forever. This visual medium has gone from half a dozen channels to thousands of satellite and cable stations. With the proliferation of YouTube and dozens of other video sites, the actual number of "channels" is now unlimited ...wow!... where do you start?

Start with recording short, compelling and relevant videos and posting them online. There are now dozens of sites that host videos . You can have your videos show up on ALL of these sites by going to a single site called TubeMogul. Currently the service is free.

You don't have to put your face on the video to get started, but it is good practice. The more practice you get with speaking publicly and on camera, the easier it will be to do live interviews on TV in the future.

First of all, broadcast television is not dead. People still tune in to popular shows and news, and even local television stations are readjusting to the Internet...not rolling over and dying like some newspapers.

In order to be a guest on TV, you will have to be able to "spin" your message in a timely manner. In other words, your message, on its own, probably isn't powerful enough to garner the attention of TV producers. Most of them are looking for topics that are in the news TODAY!

Is it election time? Maybe a politician is reading your book, or your message is in alignment with a campaign. What about holidays? Do you have a book about relationships? Spinning your message to Valentine's Day is easy. Keep it loose and flexible. The better you can become at adapting your message to the news, the easier it will be to contact a producer and let him/her know that you can add VALUABLE content to their broadcast.

Bexsi has a resource directory that includes thousands of names, phone numbers and e-mails of radio and TV producers and hosts all across the USA. Drop us a line and we'll get you a copy.

Blogs

Blog is short for web log, and this medium to deliver news and content has taken off like a nuclear explosion. Because of the ease and proliferation of blogs, they have become as common as grains of sand on a beach...millions of them look the same, and millions more are nothing more than cheap advertising gimmicks.

Blogs that draw and KEEP good quality visitors (called “traffic” in internet-speak) deliver quality content on a consistent basis. The more relevant, interesting and consistent the blog posts are, the higher the blog ranks in the search engines. With millions of blogs and hundreds of thousands of pages on any particular subject, getting your blog post to rank on the first page of Google or Bing is coveted and requires something most people aren’t willing to do.

Give good, relevant content away for free, on a consistent basis.

There are dozens and dozens of basic principles that pull the blog post to the top of the search engines. Much of the algorithm used is proprietary. However, there are a few basics that can work for you.

1. Consistently blog.
2. Write brief, relevant, and interesting content.
3. Add pictures, audio and video (called vlogs) to your site.
4. Keep the content fresh and newsworthy.
5. Encourage comments from others.

The more someone quotes YOUR blog and offers to re-blog your post or create a link to your page, the higher your post will rank.

OPB — Other People’s Blogs

Other people’s blogs are another way to gain publicity for you.

Many blogs allow you to put your “signature” in your comment. This allows the reader of your comment to click on your signature and that link goes directly to your blog. This works **ONLY** if your comment is relevant, interesting and **NOT AN ADVERTISEMENT!**

People are marketed to death nowadays, so the farther you can remove yourself from self-serving copy, the better.

Additionally, choose blogs and stories to comment on that not only **ALLOW** your signature (many do not), but are highly ranked blogs or websites. Posting a comment on a high-traffic site like Yahoo News will get more views than Bob’s Chicken Farm blog from Pocatello, ID.

Joint Venture

Joint venturing (or JV) is a sure way to build additional credibility, add to your list, and increase your sales and branding. There will always be people and companies with more experience and a larger customer database than you. Seek them out and make sure you contact them in a personal and professional manner.

DO’S

- ☐ When possible, call them on the phone. E-mails will often end up in the spam filter.
- ☐ Get a referral introduction from someone **THEY** know and respect.
- ☐ Ask what you can do to help **THEM**, before you ask them to help you.

DON’T

- ☐ Be a pest.
- ☐ Ask for help without giving in advance.
- ☐ Tell them anything that you can’t do or haven’t done.

This is where your competitors or similar businesses who are vertically integrated with you can be a tremendous lever for you. If you are a Realtor in Florida, partnering with Realtors in other states or a title company in FL makes good sense. If you are lawyer who has offices in three states, you may JV with process servers in those states. You can even JV with identical companies that don't service your area, and the two of you can become stronger because of your alliance. Instead of creating a competitive environment, you create co-opetition.

JV arrangements can leverage more than just a brand or an offer. Many high-profile companies have in-house media and media relation departments. Consider the following scenario:

- A) You send out a press release announcing the publication of your book.
- B) A Fortune 500 company announces the publication of your book (along with a corporate purchase of 5,000 copies).

Of course, if a radio or TV producer wants to report on this news, they will almost always go with the trusted source...the one with a household name.

Before you can contact GM or Coca-Cola and ask them to partner with you, you will need to do your homework.

Therefore, the trick is to LEVERAGE your media by aligning yourself with people and companies that have more experience, name recognition and money than you. There are entire courses dedicated to this strategy. See the resource section for details.



We Do It ALL For You

What if you could share your unique life story, philosophy and success strategies through a book that:

- ☐ Is compelling, unique and highly marketable.
- ☐ Gets you and your message out to the world effectively.
- ☐ Is written, published and market-ready in about 90 days.
- ☐ Has a built-in publishing deal from the start.
- ☐ Will be distributed on www.amazon.com and dozens of other sites.
- ☐ Is made available digitally on Kindle and iPad.

What will the above exposure and activity do for you AND your business?

Using proprietary Bexsi™ technology and the personalized human interaction from us, YOUR book and a personalized marketing machine can be up and running in just a few weeks.



Without disrupting your schedule or investing huge amounts of time, you will overwhelm your competition with your new celebrity status as an author. Your book will provide you with the notoriety you deserve, elevating your brand and position light-years ahead of your industry competitors. You'll have authored your very own book (hardback, soft cover, Kindle and/or iPad) with ease, speed and economy.

Your celebrity status as an author is not only guaranteed, but your physical soft- or hard-cover book will be delivered to you in less time than you think. Packages include:

Your Book

Process:

Your commitment of time to this project is measured in hours, not years, and includes completing a tailored questionnaire, scheduling an interview with our staff, and furnishing a handful of high-quality digital images. Our team takes over from there, quickly delivering a polished and published professional book, authored by YOU!

You'll receive 50 copies of your book that you can proudly display, distribute or sell. You'll always have the option of buying additional copies of your book, whether for sale, to be given away, or used

as high-impact branding tools that highlight YOU as the expert in your field *e.g.* for journalists and other media outlets, speaking presentations and beyond).

Guarantee:

Your book is as important to us as it is to you...here's proof.

If you aren't 100% thrilled and excited about the book we create for you after your final draft, we will refund your investment in full... no questions asked. Our confidence in our process and work product is as unique as you are.

For more information and a private consultation to see if you qualify, contact us at 800-708-2757 or doug@dougcrowe.com.

Resources

www.3hauthor.com

www.godaddy.com

www.contentrobot.com

www.tubemogul.com

www.youtube.com

www.bexsi.com

www.rtir.com

www.reporterconnection.com

www.helpareporter.com

www.plannedtvarts.com

www.dougcrowe.com

Create a book about your brand

Domain registration

Great support to install WP

One-stop distribution for videos

#1 place for video viewing

Interactive continuity product

Be a guest on radio programs

Daily requests for experts

Portal for reporters and experts

Founder, Rick Frishman

Consult with a media insider

Don't forget to mention this reader discount code "Dan Auito" to receive a \$1,000.00 discount on the normal fees to produce your own book while leveraging the 3 hour author network.

The Secret Marketing Strategy That's Turning Small Business Owners into Millionaires and How You Can Use It



Dennis J. Sullivan

What if you could send an offer for a promotion knowing, I mean really knowing, that you would get a terrific response rate?

What if you could promote to a crowd of people, and every single one of them already knew about your products and services and couldn't wait to see what you have come out with next?

What if you had a crowd of followers so loyal to you, that if faced with a choice between your product and a competitor's, they would choose yours every time and put thousands or even millions of dollars into your pockets?

What if, what if, what if...

Sound too good to be true?

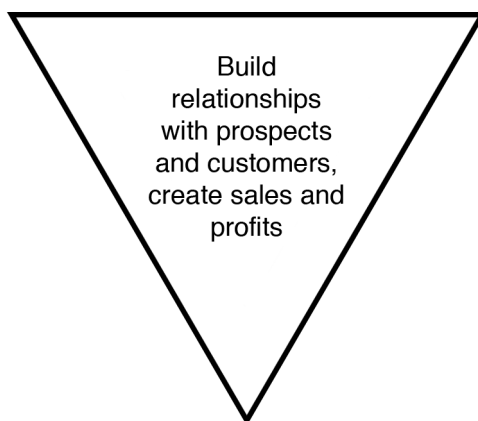
It's not. It's how some of the most successful business owners are marketing their products, even in this economy, and they're achieving amazing results, because they've taken the time to develop a loyal crowd of followers who are hungry for what their business has to offer.

The marketing textbooks call it Customer Relationship Management. Marketers call it Relationship Marketing. But I like to call it "Funnel Marketing."

Think of the process I'm about to describe in terms of a funnel. At the top of the funnel, at its widest point, is where you bring in the largest crowds of people. Then, as you develop a relationship with the crowd of followers, you offer them products and services!

Over time, the relationship with your prospects deepens, and you can offer more expensive products, which means more profits for you!

Marketing Funnel



Of course, not everyone will be interested as you move them through the funnel, so the crowd will naturally narrow. That's okay.

You can't be all things to all people. But you don't just kick them out of your funnel. You can move them into other funnels using the same process. The key to successful funnel marketing is to always have a next step that your prospects and customers can take with you.

The ONE Question That Has Single-Handedly Generated Millions of Dollars

Amazon.com does a terrific job with this idea of next stepping—one of the most important ingredients of the funnel marketing Model.

As soon as you select a book that you want to purchase, Amazon.com immediately recommends three or four other books that other readers who bought the same book purchased. Before you check out, they're already offering other books! It's an automated way of an order-taker behind the counter at McDonald's asking, "Would you like fries with that?" That one 6-word question asked by teenagers

every day has brought in millions of dollars in additional sales for McDonald's.

Amazon.com simply created software to ask the same kind of question. Type in John Grisham's newest book, *The Confession*, and suddenly that \$15.49 book offer becomes a \$50 offer package!

Plus, Amazon.com stores the information about your purchases. So when a new book comes out under a similar topic, or by the same author, Amazon.com sends an e-mail about the new book as one of its recommended readings.

Amazon.com has created its own funnel marketing. First, they offer a wide selection of products: books, music, electronics, home and garden products, etc. Then, as you move through one of their categories, you're placed into a funnel. And at every step Amazon.com offers another product, so there's always a next step.

Google uses a similar marketing funnel model with its paid search ads. If you own a ski shop in Kingsville, Maryland, for example, and want to promote your business on Google, you can use its paid search ads. If prospects search on the keywords, "snow ski Maryland" they would be valuable to you because they may be potential customers. Prospects who Google "snow Dynamic skis Kingsville" would be even more valuable to you as they move through the funnel, because they're much more targeted.

By now, you're probably asking ...

"Great ideas, Dennis, but how do I apply these principles to my business?"

Glad you asked. Because the Google and Amazon funnels are nice analogies, but they only go so far. Most businesses don't have nearly the variety of products that Amazon.com or Google has to offer. But the concept of putting crowds into specific funnels, and always

stepping them up into another targeted product, is very similar.

So how do you generate a large crowd as a small- or mid-size business? And how can you create a next step for your prospects and customers if you only have a few products?

I'll show you exactly how to do it.

To put the idea of funnel marketing into context, I think it's important to understand how much of this came about—and actually led to the rise of a \$250 million company.

As the Internet was taking shape in the 1990s and e-mail was becoming a more common communication tool, Bill Bonner, owner of Agora Publishing, was e-mailing friends from Paris about life in France, his musings on politics, the U.S. economy and his traveling the world.

His writings were so interesting that his e-mail list of a few hundred grew into a few thousand and eventually evolved into tens of thousands by 1999, and he turned his e-mails into a formal e-letter he named, *The Daily Reckoning*.

Even today, the e-letter's purpose is to “show you how to live well in uncertain times.” And it aims to make each article “the most entertaining 15-minute read of your day.”

The Story Behind the Rise of a \$250 Million Company

While continuing to publish *The Daily Reckoning*, he also continued to manage his publishing business that he began in Baltimore, Maryland. Bonner used the e-letter to tell his followers about new products and services he was launching, including financial newsletters, financial research, health newsletters, books and so on.

Today, the company publishes dozens of e-letters, newsletters and related products and services, and all follow a similar model that have helped the company grow to one of the most successful publishing companies in the world.

I was fortunate enough to spend a couple of years managing the editorial and marketing of the health division at Agora, where I got to see the power of funnel marketing firsthand, and leveraged it to grow the division in just a very short time.

There are several lessons learned here that are important, before we go too far...

LESSON #1: Put the most powerful word in marketing to work for you!

First, the most important thing to keep in mind, when trying to attract a crowd of followers, is to use the most powerful word in marketing. It was the most powerful word thousands of years ago and it still is today. That word is free. In fact, it's so powerful that you usually see it in all caps and bold, so that it says: **FREE!**

There's still no better way to attract a crowd of hungry prospects than to give away something—and not just *anything*, either.

That leads me to my second point...

LESSON #2: FREE doesn't mean it isn't valuable. Only give away something others would be willing to buy!

It's always best to give away something of value, something people would gladly pay for but are grateful to receive it if it doesn't cost them anything.

Although Bonner gave away *The Daily Reckoning* at no cost, he still promised that it would be “the most entertaining 15-minute read of your day.” That’s not easy. In fact, it’s a tough commitment to live up to every day. My point is, that even though he’s giving away something for FREE, he still offers value—and his followers LOVE him for it.

He created a loyal group of followers who were already interested in what he had to say. So when he told them about a new product Agora was launching, or a new book they were publishing, he had a hungry crowd ready to devour it.

Here’s a third and very important point to keep in mind...

LESSON #3: It’s not easy to give away something for FREE!

Giving away something for FREE is not always easy, especially when you’re asking prospects to give you their e-mail address and sign up for something. I’ve found that many people are just as protective with their e-mail address as they are with their Social Security number or credit card account number. In some cases, people are even less likely to give you their e-mail address than their credit card number.

We live in an age when everyone is much more careful about their privacy, and the last thing people want is a bunch of junk e-mail (spam) every day in their in-box.

But if you follow Lesson 1 (offer something for FREE!) and Lesson 2 (make sure that something is considered valuable by your prospects), you’ll create a crowd of followers hungry for your products and services.

2 Product Development Strategies... and the One That Works BEST Every Time!

That's why I'm a big believer in creating a great product or service first and foremost. There are two ways to do this.

1. Create a product or service, and then develop a marketing and promotion campaign afterwards.
2. Develop a marketing and promotion campaign first, and then create a product or service that fulfills the offer.

I've worked with both strategies over the years, and I've always found that the second strategy (develop the marketing first and then develop the product or service) always works best.

7 Killer Questions You Absolutely Must Ask

Too many times I see entrepreneurs develop what they think is a great product or service, but it doesn't answer a fundamental want or need in the market. They spend all their time working on the product creation, without giving any thought to how it would be promoted. They never ask, until it's too late, the seven killer questions they should have asked from the beginning:

1. Who can best benefit from the product?
2. Why would they want it?
3. What problem does it solve? (Or desire that it answers.)
4. How will it help them?
5. Will it make their life easier?
6. Will it help them save money?
7. Will it make them more money?

If we learn anything from Business 101, it's that all products or services address a fundamental want or need, whether it's to help

us make more money, alleviate a fear or anxiety, make us feel better about ourselves, or simply fulfill a basic need, such as hunger, shelter or clothing.

In fact, you can take this strategy a step further and market the product or service first and then develop it—after you’ve received enough orders. This is a great, low-cost way to test a product before you build it. You can either market it as if it already exists, or develop a prototype, and then build more when you’ve received enough orders to move forward.

WARNING: Don’t cash the checks or process the orders until you’ve made a go/no-go decision. Usually, you want to make that decision within three weeks of accepting orders. If it’s “a go” then go ahead and deposit the checks and process the credit card orders. If it’s a “no-go” simply return the payments with a letter thanking your customers for their interest, and kindly explain that you didn’t receive enough orders, but you’ll be coming up with a new and improved version and will notify them as soon as it’s ready.

Your FREE offer (the first step in your funnel) is also a great low-cost, low-risk way to test marketing ideas to see whether you get the response you need. For instance, we often test book titles and marketing hooks using our FREE offers. And if it gets a good response, we’ll develop a paid product around the same theme.

Step-by-Step Guide to Building Your Own Marketing Funnel Model

Enough theory. Let me walk you through the marketing funnel model and show you exactly how it works and how to do it yourself. Pay attention, because I also have two WARNINGS to share that will make all the difference as you develop your own model.

Let’s say you and I own a ski shop in Kingsville, Maryland. There are three ski resorts within 45 minutes, and some of the best skiing

on the East Coast can be found within a 3-6 hour drive. During the spring and summer months, we sell water skiing equipment; we're just minutes from the Chesapeake Bay and its rivers, where thousands of people water ski on the weekends and on holidays.

For our purposes, we want to just concentrate on marketing to snow skiers and creating a funnel for them. Some of these people may also be interested in water skiing, but the key is to keep your funnel focused and not cast your net too wide. Remember, you can't be all things to all people. You can still market water skiing equipment to your snow skiers later, but let's first deliver value to the snow skiers and get them into our marketing funnel model.

We all know that snow skiing can be expensive. And our biggest challenge is finding enough people who are willing to spend hundreds or thousands of dollars to invest in equipment.

To get them into our funnel, we want to offer something for FREE, simply to get prospects to raise their hands and say, "I'm interested." That's all we're trying to do at this point. So we can offer the following FREE report, *"Top 10 Best Places to Ski for Less than \$50 a Day."*

We can advertise the FREE report on Google for those who type in keywords, "ski, Maryland, best resorts, snow" and also type in our town and surrounding towns, and we only run the ad during the fall and winter months. We can advertise on radio, television, on our own website, at outdoor events and even via a postcard campaign. We can promote it on the websites of the 10 local ski resorts we name in the report. We can allow the resorts to place ads on our site and, in exchange, promote our FREE report on their site.

Avoid the Single, Biggest Mistake Most Business Owners Make

This is important. but most businesses never bother to take this step: Promote it to your own customers! Who are your best

prospects? That's right, your own customers. Too many times, as business owners we're so concerned about getting new customers that we ignore our best prospects—our past customers! This is, by far, the biggest mistake I see marketers and business owners make.

So how do we collect this valuable information? The best way to do this, is to offer the report on your website, where prospects have to give you their e-mail address to get the report. Be sure to have them confirm their e-mail address so they "double opt-in," which will help you avoid spam complaints as you market to your list.

Again, our goal is simply to get qualified people to raise their hands and say they're interested, so we can develop a list that we can market products and services to later. And we can promote our services via e-mail or direct mail, which are two of the cheapest and most effective ways to advertise.

Of course, in our FREE report we'll want to also promote our equipment line and apparel, which leads me to the next question we have to ask ourselves.

We've Got Our Prospects Hooked...Now What?

The next question we must answer is this: What is the next step we want prospects to take with us? They've raised their hands and said they're interested in skiing. We're building a qualified list. What do we want them to do next?

Most people aren't going to immediately spend \$1,800 on a new pair of skis, boots, bindings and snow gear. So the next step is to offer a \$49-per-day special on ski rentals. It's a low-cost, low-risk way for a prospect to take the next step with us. And even if a prospect is a more serious skier who already has equipment, this is something that he or she can pass along to friends or family members, to get them involved in skiing.

Then, we can offer a Starter Ski Set for \$399, which includes everything a skier would need to enjoy the slopes without spending thousands of dollars and feeling intimidated trying to find the right equipment.

Next, we can offer Weekend Getaway Packages for \$599 - \$999 that are profitable for the store and also encourage customers to come back to the store to purchase gloves, hats and jackets before heading out on their trip.

After that, we can offer more expensive skis, boots and equipment as they come out.



As you can see, with each step in the funnel we're stepping prospects up into a more expensive product or service (which means more profit for us!) and with each step they're trusting us more and more with their purchases.

Do we expect every customer to take each step as we present it? Of course not. Nor do we have to wait for a prospect to take the second step before asking them to take the third step. Rather, we have a specific campaign with each step that we think makes sense for customers, and also makes sense for us in terms of profitability.

There's nothing stopping us from also offering apparel, new equipment offerings and special sale packages. The key is to have a well-defined strategy that moves your customers through your marketing funnel model, so you can best monetize your list.

That last phrase is important, "...so you can best monetize your list."

**Remember I Promised to
Give You Two WARNINGS?
Don't make a move until you READ THIS FIRST!**

WARNING #1: It's not just about generating leads. We have to make sure that we get a return on our initial investment and that we're making money on the names we bring into the funnel.

How? There are several keys metrics we'll want to monitor.
They are:

☑ **CPL** (Cost per Lead)= Total marketing costs in dollars / Total number of leads generated). This figure shows how much we spent on marketing and advertising to bring in the names into the marketing funnel model.

☑ **Open rate.** This figure shows how many people opened an e-mail promoting a product or service.

RPL (Revenue per Lead) = Total amount spent by leads in dollars / total number of leads generated).

PPL (Profit per Lead) = Total amount spent by leads in dollars - Total marketing costs in dollars / total number of leads generated).

These are just some of the metrics you'll want to track regularly as you evaluate the performance of your model. You can also break these figures down to the source, so you can see, for example, how your leads are performing, based on responses from ads you placed

on Google compared to ads you placed on ski resort websites.

Generating leads is good. Monetizing them is the goal. So if you're bringing in lots of names who aren't buying, generating more leads won't solve the problem. You'll just go broke faster.

The solution is to test various offers, to find the hooks that will reel in your hungry buyers.

WARNING #2: The Secret is in the Sauce

If you just see the model as a way to next-step your prospects and customers, you've missed the point. It's all about developing a relationship with your prospects, by first getting them to raise their hands, then giving them good, valuable information or a product or service they can use.

One of your goals is to build trust. You want your prospects and customers to see you as a trusted advisor—a person they can go to who understands their pain (skiing is expensive!) and has solutions to offer (get started with a low-cost starter kit), while also making it easy and convenient to do business.

It's easier said than done, right? That's why you'll want to regularly communicate with your prospects. Remember what Bill Bonner did (and does)? He sends a regular e-mail with information that's useful and entertaining to those readers who would find it valuable enough to take time out of their day to read.

In our ski shop example, we can send a regular weekly e-mail talking about snow conditions at various resorts, tips on how to shop for the right equipment, skiing tips to help skiers manage the terrain on the expert slopes, best practices to stay warm outside, best foods to eat that won't make you feel tired, and so on.

This is a great way to build a relationship with your prospects. The key is to give more, and ask less. The temptation is to constantly send promotions. But after a while, your best prospects will start to tune you out. And all that money and energy you put into generating the leads will be for nothing.

So be sure you're always providing value to your prospects. It really is the secret sauce you'll need. To help you build your own model, try using the Marketing Funnel Model Wizard.

The Marketing Funnel Model Wizard

Answer the following questions to help you build your marketing funnel model. Then, in Part II, fill in the model based on your answers.

1. Who are your best prospects?

2. What are your best prospects hungry for the most right now? What do they need? What is their single biggest challenge? What's keeping them up at nights?

3. What can you offer your hungry prospects that will help them fill that want or need you identified above?

4. What can you offer for FREE! to help you generate leads and reach more hungry prospects? (Remember, this should be something your prospects find valuable enough that they would gladly buy from you.)

5. What can you offer prospects next, at a price point that's less than \$50, so you can begin to convert your prospects into buyers?

6. What products or services can you offer next that your prospects want or need? List the next steps you want your customers to take with you and the price points.

Product/Service	Price
<hr/>	\$ <hr/>
<hr/>	\$ <hr/>
<hr/>	\$ <hr/>
<hr/>	\$ <hr/>
<hr/>	\$ <hr/>
<hr/>	\$ <hr/>

7. What is the ultimate product or service you want your customers to purchase from you?

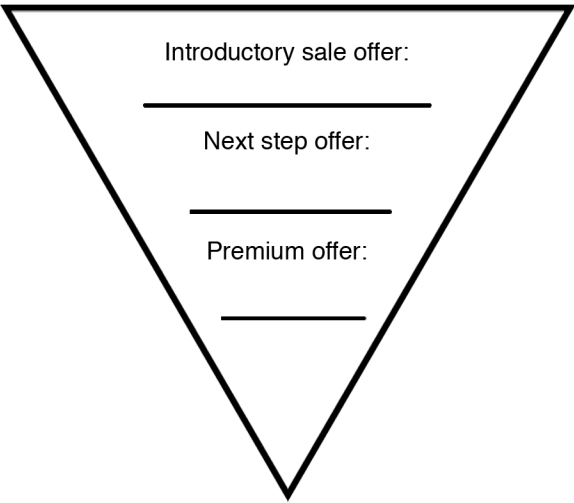
8. How will you continue to build a relationship with your prospects and customers? Will you offer a weekly or bi-weekly

e-letter? A series of videos? A FREE how-to course?

The Marketing Funnel Model Wizard

Please use the answers to the questions from Part I to fill in the blanks below as you complete your marketing funnel model.

My Marketing Funnel Model for: _____
(Write your best prospects here)



Note: Use this same process for each of your market segments, so you have a marketing strategy for each.

Take-aways to consider:

- The funnel marketing model is an ideal strategy to generate leads, build relationships with prospects and customers, and “next step” your customers into

profitable products and services.

- Look for ways to engage your followers and keep them interested in what you have to say, so they see you or your company as a trusted advisor.
- Put the word FREE! (the most powerful word in marketing) to work for you, by giving away a product or service to generate qualified leads.
- FREE doesn't mean it's NOT valuable.
Only give away something others would be willing to buy.
- It's not easy to give away something for FREE!
- It's always easier to sell a product in which you've developed a marketing campaign first, and then create a product or service that fulfills the offer.
- Before you develop your product, ask yourself the 7 Killer Questions.

1. Who can best benefit from the product?
2. Why would they want it?
3. What problem does it solve?
4. How will it help them?
5. Will it make their life easier?
6. Will it help them save money?
7. Will it make them more money?

- Don't ignore your best prospects: your past customers!
- Monitor your progress by tracking metrics such as Cost per Lead, Open Rate, Revenue Per Lead, and Profit Per Lead.
- Be sure to always add "the secret sauce"— a regular e-letter or message that keeps your prospects interested in what you have to say.

Resources for Developing Your Funnel:

InfusionSoft.com – This one of the best all-in-one marketing and customer database tools you can purchase.

ConstantContact.com – This is also a good lead gen and e-mail management system, but it doesn't have the features InfusionSoft offers.

iContact.com – Another good lead generation and e-mail management system.

AgencyofRecord.com – An excellent website development platform that doesn't require any coding knowledge and doesn't require a webmaster to build a site.

eCoverBox.com – A very good graphics and design firm that can create eye-catching book covers and images to use when creating a FREE offer.

ThePubGuru.com – Led by yours truly, we provide strategic marketing consulting, copywriting and website development for small and mid-size business owners who want breakthrough solutions.

About Dennis J. Sullivan

Dennis Sullivan is known by many as “The Publishers’ Guru,” earning him the nickname “the pub guru,” despite wildly exaggerated stories (only a few of which are true) saying that he enjoys a pint or two at the local pubs by Baltimore’s harbor.

Dennis is a hard-working, passionate marketer, with a relentless appetite for discovering solutions for his clients and delivering breakthrough results. He’s created numerous marketing funnel

models for clients and helped them build lists of qualified leads, boosting sales as a result.

An award-winning writer, speaker, professor, business coach and guru to some of the biggest names in business, Dennis treats every client as if they are the only one.

Backed by more than 20 years of experience, writing, marketing and turning around businesses, Dennis serves a variety of companies who truly want to grow.

Contact him today to see what he can do for you.

Phone: 410-529-8854 or e-mail: Dennis@ThePubGuru.com

Tell Dennis you read it here for preferential treatment!

Marketing Your eBook Product or Service Like an Online Rock Star



By Gene Ramos

Lets get down and dirty and cut through the fluff. What I've included here is all about you and making you money online. So Let's Rock!

So, you have your eBook or product ready to sell online and your website ready to sell it. If you don't have a website or online marketing and branding plan now, no sweat; that's what we do at www.buzdog.com. What I want to give you here is what you can do to sell more stuff by using online marketing tools as an additional marketing stream as well as giving you an idea of what we do for everyone of our clients, some who now turned online rock stars.

There are several great strategies you can use, most of which won't cost you a dime, like Facebook, Hub Pages, YouTube, Press Releases, Ezines and many more not mentioned in this report.

Write Short Articles

You can write relatively short articles that talk about a subject in your niche, and use them to promote your eBook. I'm talking about articles of about 300 words here, not even 500 words. Almost anybody can write something that short.

Here's the strategy:

- **Write your article or hire a writer at <http://www.Elance.com>.**
If you hire somebody, it won't cost you very much, because the articles you need are short.
- **Include a link to your eBook website in your resource box. Always do this.** That's the whole point! Link to your site, and do your best to include your targeted keywords in the link text, like this:

- **Blast the article to lots of article sites.**

You can use <http://www.Featuring.com/articletraffic> to do this. Your article might not be approved at article directories like EzineArticles.com, because they typically like articles at least 500 words long, but there are tons of other sites that will accept your short articles.

Short articles are quick, easy and free. And article marketing is still a great way to get targeted traffic for your eBook, company or organization.

Viral Videos That Sky-Rocket Visits

Audio and video are extremely hot on the web right now. You can ride that wave by creating your own viral video.

The easiest way to create video is to buy yourself a cheap webcam (Google “cheap webcam” to find a ton to choose from), record your video, and post it to <http://www.YouTube.com>.

You’ll need to sign up for a free account. Once you do that, you can upload your video by filling out their simple form.

You’re limited to 10 minutes and 1,024MB, but that’s a pretty long video. Here’s how to fill things out and get going:

- **Enter your title.** Do your best to include your keyword here, since that will help search engines rank you for that keyword.
- **Enter your description.** Be brief. Include your keyword at least once, but focus on making this a sales pitch for your video...get people interested in it.

- **Select your category.** There are only 14 to choose from, so pick whichever one is closest to your niche.
- **Enter your tags.** These are what the form says they are —keywords!

After that, you have the choice of uploading a video by selecting the file from your hard drive (wherever you put it), or letting YouTube record your video straight from your webcam with the **Quick Capture** feature.

So what should you put in your video? It's pretty simple:

- **Include helpful free information.**
This could be a subset of what's in your eBook.
Make it something very helpful and meaty, but leave them wanting more.
- **Include a URL for your eBook, company website, etc.**
Tell the viewer how they can get more information at your site, and then show him your URL.

That's all there is to it. If your video is informative and entertaining, it could go viral and get you a ton of traffic...which can lead to sales.

Press Releases

Many people assume press releases are just for big companies. Not true. You can use press releases very effectively to market just about anything, even if you run your business as just one person out of your kitchen.

This is one marketing option that isn't free, though. What you'll

want to do is use a site like <http://www.PRWeb.com> to distribute your press release.

This site gets interest from some big names, like Google, CNN and local and national news networks throughout the world. These companies are always looking for fresh content and news, so creating a press release may get you some very big publicity.

PRWeb.com has various types of press release packages you can purchase, but even the one with the lowest price gives you some great distribution (see the list to the right).

If you want to create a press release for your eBook launch, you need to keep a few things in mind:

- **Press releases have to be newsworthy.**

If it's a tired old "announcement" about something that's been around for years, no news outlet will pick that up, and you'll waste your money.

- **Your press release needs to be exciting.**

If it's boring, nobody will click through to your site for further information. Think of a press release like sales copy, but without being an overt sales pitch. Don't fill it full of exclamation points, but make the language engaging.

- **You need to use a "formula" for writing a press release.** News and content organizations that look for press releases want to see certain things. If you don't give them what they want, they'll simply reject your press release, end of story. Don't worry; it's not hard to give them what they want.

Here's how to structure your press release to get it accepted ... and read by lots of people...

Use a Headline That Grabs Attention in 80 Characters Or Less

Include a short sub-headline (without quotation marks) that keeps interest up, perhaps mentioning a benefit of your offer.

Your first paragraph should start with your city, state (or your name or company name), month, dd, yyyy. Just like that. Follow that with an announcement of the main facts, including links to your site and the main benefit you offer.

Your second paragraph should expand on the first. You might include why your product, service or information is newsworthy (what pressing problem does it solve? Why is it important?).

Your third paragraph should talk about why your company or website is the place to go for information about your topic. Again, no hype, just the facts.

Your summary paragraph should very briefly review what you covered in the press release, and emphasize your main benefit again.

Your About/Contact information should be similar to the resource box for an article you publish online, but shouldn't include an overt sales pitch like you would include at the end of an article. Focus on who you are and why you created your website.

Include a link to your site after that paragraph.

Finish up with three hash marks (###) to tell whoever picks up your press release that they've reached the end.

Remember, press releases are meant to be a little more formal than other types of marketing, but you can still get some great traffic from them.

Forum Posts Related to your Topic

Posting to online forums is one of the best ways to get free advertising for your eBooks, whitepapers and reports. The key is your signature file, or *sig*.

Of course, that assumes you post in forums that let you have a sig that includes promotional material. Always check before you do this.

If your forum is okay with you promoting your own site in your sig (signature tag), all you have to do is come up with something compelling to get people to click through to the site where you're selling your products and services. For example, you might say something like this:

Once you have your sig created, you'll need to post in ways that are most likely to get your sig link clicked. Here are a few suggestions:

- **Comment on threads from popular posters.**

These are usually people whose threads get lots of comments, and they usually have made lots of posts themselves. If you post to their threads, your sig will get more exposure.

- **Comment on threads tightly related to your topic.**

Don't post randomly. That won't help you at all. Find threads that talk about your topic, and post to those. If you can't find something absolutely related, get as close as you can.

- **Make your post helpful.**

Offer real information for free. You don't have to spill all the beans in your initial materials, but don't just post "I agree" or other things like that. Give good information, and people will be much more likely to click your sig link for more.

- **Don't promote in your post.**

That's what your sig is for. You might occasionally tell people to check out your sig link for more information, but keep that to a minimum.

You should try to find 3-5 high-quality, busy forums in your niche to post to regularly (the ones you used for market research are great possibilities). Post to each one a few times a week, and you'll get yourself a nice steady trickle of traffic. It won't be a ton, but it'll be regular and targeted. And free.

Even better, search engines love forums, because they have lots of fresh content. If you use your targeted keywords in your posts, you'll probably start seeing those posts rank pretty high on Google for those keywords. It's like getting a free traffic bonus.

Facebook Social Ads

Facebook is one of the most popular social networking sites on the web. You'll find the home page at <http://www.Facebook.com>. It's also fast becoming an online marketing powerhouse. That's because Facebook invites businesses to create pages there.

All you have to do is create a page for your business, and you'll be ready to go. You can tell people about your business, and even promote things there. Creating a page is simple. You just follow

the wizard Facebook gives you, which starts with identifying your business.

Or, if you prefer, you can set up a page specifically for your product or service, using the **Brand or Product** page category.

It's up to you, how you do it.

Once you have your page set up, it's very smart to use Facebook's relatively new **Social Ads** feature.

The way Facebook works is to have people sign up as "friends" of other people in the Facebook community. The business angle is similar, except people can sign up as "fans" of a brand or product or company they like

Social Ads let you put ads in front of the friends of people who sign up as fans of your business page. When they say something nice about your product or page by writing a review, you can pay to have Facebook notify their friends with a Social Ad. That's like broadcasting social proof that your product is good. It's powerful advertising.

Setting up an ad is simple. Facebook walks you through the process with their four-step wizard.

Notice that last page, the one called **Set Budget**. No, Social Ads aren't free. They're very much like Google's AdWords pay-per-click program—you pay when somebody clicks on your Social Ad. There's a wizard page that lets you set that up.

Fortunately, Facebook lets you set your daily budget and the price you're willing to pay for each click. This will take some experimenting to get right. Because of that, I would call this a more advanced marketing technique. But if you set aside a little money to experiment, you could find yourself getting excellent targeted traffic

from Facebook.

HubPages

One of the most exciting Web 2.0 sites to come along in recent months is <http://www.HubPages.com>.

This site is really taking off in popularity, and search engines absolutely love it.

HubPages lets you create your own web page (they call it a *hub*) at their site, but...and there's a very important point...they don't want you to create what they call an "overly promotional" hub.

So if your hub is just a thinly veiled commercial for your products and services, you'll get banned pretty quickly. You'll need to be a little more creative than that. And here's an excellent hub at HubPages itself which tells you how you can create a safe hub that lets you market your offer subtly, in a way that won't get you banned:

In that hub, they'll point you to an example of a promotional hub that won't get banned.

Here are a few key points to remember:

- **Make your hub informative.**

Focus on providing information about your topic.

For example, you don't have to put your entire Diets for Dachshunds system on your hub, but you could offer a sample chapter and present it as a hub article.

- **Include pictures.**

You can pick some up for cheap at <http://www.istockphoto.com>.

People in the hub community like pictures. If you don't have

any, they'll be bored and won't read your hub.
It's that simple.

- **Don't link to your site too much in your hub.**
A link or two is all you should have.

It's near the end of this article, and it doesn't scream that it's a promotional link at all. That's the way to do it.

Signing up for a HubPages account is easy. Just click **sign up** on the home page to get to the page where you can create your account. Then it's as simple as creating your first hub.

Don't worry about making your hub perfect. Focus on providing good information. The goal is to get your hub approved, and get it up and running. Once it's there, search engines like Google will pick it up, and you'll start getting free traffic from search engines and from your hub.

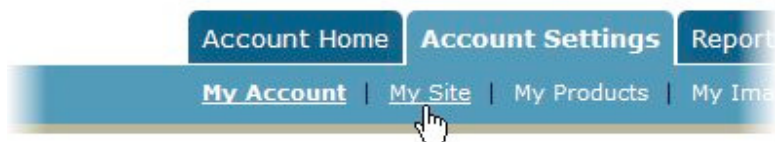
Affiliate Programs

One of the easiest ways to market your products and services is to recruit an army of affiliates to promote them for you!

But that might be a challenge for somebody just starting out. The solution is to get your product listed in *affiliate networks*, which publicize that your product is available for promotion. One of the most popular is <http://www.ClickBank.com>, which you've already seen in this book.

Remember, when you sell your products and programs through ClickBank, you become what they call a *publisher*. That not only lets ClickBank take credit card payments for you. You also get an extra bonus.

As a publisher, you let ClickBank include your offer in the ClickBank Marketplace, where anybody who wants to can sign up to promote it. You don't even have to do anything special, except to set the commission percentage you'll give affiliates. You can do that by clicking the **My Site** link on the **Account Settings** tab inside your account:



That takes you to the page where you can set the commission percentage for your site, which will apply to all affiliates who promote your products for you (you can't set different percentages for each affiliate).

As of right now, your commission percentage can be up to 75%... and you might want to consider that.

Remember, the goal is to get sales you wouldn't otherwise get on your own. Does it really matter that you only get to keep 25% of an affiliate sale? Not really, because that's money you probably wouldn't have gotten otherwise. Always keep in mind...

A small percentage of an affiliate sale is better than getting nothing for no sale at all.

Beyond ClickBank, you might also consider entering your site at Allan Gardyne's site, <http://www.AssociatePrograms.com>. His directory of affiliate programs is legendary, and you can get your site listed there for free. All you have to do is go to this page and fill out the form for approval:

<http://www.associateprograms.com/directory/suggest-link0.html>

Joint Ventures

You have heard the term *joint venture* (or *JV*) before. Let me define it for you, so we're sure to have the same understanding:

A joint venture (or JV) is an agreement between two or more individuals or businesses to partner and create mutual benefit.

Most often, the mutual benefit is profit.

There are lots of different types of JVs, but in your case, what you'll be looking for is a partner who will promote your product or service in exchange for a cut of the profits.

Actually, that's only part of the story. Most sought-after potential JV partners get literally hundreds of requests like this every single week of the year. Every day their e-mail inboxes are full of people asking, "Will you promote my stuff?"

So you'll need to go a little beyond that in order to have a potential JV partner sit up and take notice when your proposal comes through. The easiest way to do it is to make a real proposal. Don't just drop somebody an e-mail and ask him to promote your widget. Be subtler.

The process goes like this...

First, you have to track down an e-mail address for potential partners you might want to contact. As you're doing your market research at ClickBank, check each site's pitch page (remember, that's ClickBank's name for the sales page) to see if there's a way to contact the website owner. If there's a contact form or an e-mail address, you're set.

Second, send that person an initial email something like this:

Subject: [potential partner name], may I send you a proposal?

Hi, [potential partner name,

I came across your website at [his URL] while I was doing research the other day, and I was impressed.

It's a great site. I love the way you [include something you liked about the site. Well done.

I'm always looking for people who like to do things right online, because I see them as potential partners.

After seeing your site, I wanted to introduce myself, and tell you I have something to propose that I think you're going to love.

I'm sure you're busy, and that you get loads of proposals all the time, so I'd like to get your permission before I send you one.

May I e-mail you what I have in mind?

Thanks very much for your time.

Sincerely,

[your name]

That's a great way to get the ball rolling. You're sort of buttering up the prospect at the beginning, by complimenting their website. People love that, as long as you don't lay it on too thick.

If you get a positive response to that e-mail, it's time to send another e-mail with your actual proposal. As I said before, you want to propose something more than just having this person promote, let's say an eBook, for some commission percentage. I suggest you include the following elements in your proposal:

- **The name of your eBook and what it's about.**
This gives your potential partner some context for your proposal.
- **A link to download a free review copy.**
This is an absolute must. If you're not willing to let a potential partner read your e-book, they probably won't promote.
- **What you'll offer your partner.**
Definitely include your commission percentage, but also include anything else you'll give your partner to reciprocate his promotion for you.

Your proposal e-mail might say something like this:

Subject: potential partner name, the
proposal I promised

Hi potential partner name,

Thanks for your interest in my idea. I
don't want to waste your valuable time,
so I'll get right to it...

I've just finished an e-book called your

e-book title. It's all about your topic].

I'm pretty proud of it, I must say. You can download a free review copy here (please keep this URL private):
[Your direct download link]

What I propose is simple:

1) You promote my e-book to your list for a 75% commission (I'm selling through ClickBank, so they'll pay you every two weeks).

2) I'll add a promotion for a related product of yours to my Thank You page, so every single customer will see it.

3) I'll promote another one of your products at a later date to the buyer list I'm building with the e-book.

Let me know what you think of that arrangement. I think it's a win-win for both of us.

Thanks again for your time, and I look forward to hearing from you.

Sincerely,

[Your name]

You'll probably get a JV partner or two to bite on that. Remember, JV partnerships are partnerships, so spend some time coming up with good stuff you can offer a partner. They'll love it.

Combining Marketing Strategies

Now that you know several different marketing strategies to get your e-book, product or service in front of lots of people, it's time to take it to the next level, by combining the strategies.

There are probably as many different combinations as you can imagine, but here's one scenario that illustrates how you might combine strategies...

First, write a few short 300-word articles to distribute with <http://www.Featuring.com/articletraffic>.

Then take one of those articles and rework it into a nice meaty forum post, to start a thread on one of your forums.

While you're at it, go ahead and add a similar article (reworked again) as a hub page for your offer at <http://www.HubPages.com>.

Next, from your hub page, point to your viral video at <http://www.YouTube.com> to get some cross-traffic going.

When you start getting some buzz about your offer, create a press release for <http://www.PRWeb.com> to talk about the attention it's getting.

See how that works?

There's almost never a time when combining strategies will hurt you. Most of the time it will help. All of these marketing strategies help

you create content at various sites with your keywords somewhere in that content, and many of them help you get high-quality links back to your site. Search engines will love that, which is yet another benefit of using the strategies in combination.

Do It All Again!

Once you've created and started selling your first e-books, products and services, you can use the foundation steps in this system to do it again...and again...as many times as you want.

Many Internet entrepreneurs got their start this way, and they've built huge corporate empires.

"If you're looking for **the 'secret formula' for guaranteeing profits on any product or service you create**, this is it. The team at BuzDog.com absolutely transported me from online newbie to knowing more of how to not only market online, but have the belief again that there are truly online marketing rock stars who believe in me and my project, and who have become more than just a business to work with... Thanks guys, you always make my day."

- Paige Dakota, *Malibu California.*

Thanks Paige, we think you Rock as well!

Remember, as you're expanding your business empire, don't forget to... Drop us a line, Buy us a Beer, Take us out to Lunch, Pamper us with Lavish Gifts, or just ask questions on how we can help build a online marketing strategy for you.

That's what we do on a Daily Basis.

We can create websites, landing pages and videos.

Attention Marketers... Stop Trying to RE-INVENT THE WHEEL!

52 Online Business Experts Show You What's Working Now

Get the 2013 Little Giant Book of Business TODAY!

This complimentary book review offer is by invitation only!
If you're reading this, then the natural law of attraction has done its job.

Dear Marketer,

Congratulations! You're about to gain **EXCLUSIVE ACCESS** to the country's **Top 3% Club**

52 "A" Players and Talented Entrepreneurs are here to **INSPIRE** you with pure **originally written articles specifically for your eyes only**, hand-picked to help you get what needs doing **DONE!**

We want you to have this book at **NO CHARGE**. There is no barrier to entry. You see, nobody ever gave us access to 50+ trusted mentors at one time so we've **made it our mission** to provide every expert **ON DEMAND**.

These experts will help you **DEFINE, REFINE and DESIGN** your products, offer, lead capture systems and sales funnels.

Dan Auito
Tracy Repchuk
Jim Britt
Sue Rice
Carol Dodsley
Michele Scism
Barbara Grassey
D'vorah Lansky
Lynda Cromar
Kim Garst
Dennis Yu
Rosh Khan
Melonie Dodaro
Flynn Penoyer
Diane Creston
Sally Falkow
Kelly Harris

Lee Goff
Debra Diamond
Tyler Carty
Tamara Patzer
Jody Colvard
Kim Miller
Nick Porrini
Lori Cummings
Nancy Fox
Christopher Van Buren
Oliver Olsen
Allen Bisconti
Brian Galvan
Heather Seitz
Phil Stone
Ray Higdon
Carla Ferrer
Henry Griner

CherylAnne
Bob Christian
Marla Dennis
Nicole Munoz
Alan Reed
Tammy Levent
James Talerico Jr
Debe Fennell
Tonya Seay
Joe Lawrence
Stephan Nurse
E. Wright Davis JD
Kellie Frazier
William Winship
Garrett Lambert
T.J. Sally
Kathy Tarochione

Just pick a topic...and **GO DEEP** with the expert to allow **THEM** to get it done (**DELEGATE WEAKNESS**).

Here's what's included in the 2013 2nd Edition of the *Little Giant Series*:

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Inspiring You to Greatness
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Public Relations
Tech Solutions
Video Training, Education & Support
Affiliates and Joint Venture Marketing
Email Marketing 101
Multi-Level Marketing - MLM...Is it Right for You
Marketing 101
Small Business Financing, Structuring and Angel Investors
Real Estate, Technology and What's Working in 2013
Mastermind Calls and Harnessing Smart Crowds
Saving Homeless Animals is Everyone's Business

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Investigate->Evaluate->Consider->Decide->Execute->Monitor->Measure->Report->Repeat->GROW

Let's **create, package** and **position** your knowledge; then use social media, public relations and technology to deliver your education through videos, books, articles and courses. We'll use affiliates and joint venture partners to help you get everything done leaving you to focus **ONLY** on delivering what you were *born to do*.



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Email:



Leverage Automation Technology to Your Advantage



By Bruce Norton

I have been in real estate for more than seven years now. I am also a serial entrepreneur. I started working with computers in 1978 when I bought a Radio Shack Color Computer II. I was really high tech, because instead of using a cassette tape recorder to store data, I had not one, but two single-sided 5.25" floppy drives. I have been working with and programming computers ever since.

I started my first business-to-business computer consulting company in the early 1990s. It was during this time that I learned just how critical leveraging automation technology really was. I was a one-man show, with more than 50 clients pulling me in different directions. To be truthful, it was only through using the same technology I was providing to my clients that I was able to pull it off. It was in 1999 that I sold the business to another company.

If we fast-forward to 2003, when I started investing in real estate, I found that in order to do more than just a couple of deals per month, that I would need to put my computer geek hat on once again and use technology to put automation systems in place, so I could get everything done that needed to get done. Before long, I became the go-to guy for short sales and other foreclosure-related investing. In 2005 I became a national speaker, and added training students to my already-busy calendar. In 2006 I started negotiating short sales for investors all over the country. At my busiest, my team and I had no less than 250 active short sales on our desks at any given time!

(Don't tell anyone, but as far as this aspect of the business is concerned, team and I were actually just my virtual assistant. The only way we were able to pull this off was through automated systems. Our systems also made us look much larger to the general public than we actually were. As a result, doors to various lenders were opened to us that would not have been opened otherwise. Finally, in the beginning of 2010, one of my mentors approached me with a problem. He had 300 websites that needed to be maintained, and a webmaster that went rogue on him. This was the start of RealWebGeeks.com.)

The key to be able to effectively manage the various aspects of these businesses is our ability to leverage technology and specifically automation technology to our advantage. My part in this book is to help you to better understand Infusionsoft's Infusion technology. And I will do that, but we cannot talk about Infusion without talking about systems. It is the systems that you have in place, or don't have in place, that will make or break you. The single most important part of your business is your systems. And, these systems must be the right systems. Having the wrong systems in place, or having incomplete or broken systems, will break you. Adding technology to the wrong systems, or having incomplete or broken systems, will break you much more quickly.

The problem is that if you are like me, you aren't wired that way. As entrepreneurs, we are focused on getting the product or service to market as quickly as possible. And, if we miss some things along the way, we will fix it when we need to. This isn't a bad philosophy. In fact, it is often a necessary philosophy. But at some point we need to address the idea of putting effective systems into place. *The E Myth Revisited* by Michael Gerber is about this idea. In his book, Gerber writes about a baker who was very successful, but could only grow to a certain point. She just could not get beyond that barrier.

The reason she could not continue to grow was that she did not have systems in place that could be duplicated. She was an integral part of her business, and as a result she could not move from small business owner to large business owner. Without her in the day-to-day operations, her business would fail.

She, like other entrepreneurs, liked doing what she was doing, but didn't like doing it for someone else. She believed she could do it better if she was the boss. There is no doubt that she learned why her previous employer had systems in place.

In *Ready Fire Aim* by Michael Masterson, the author writes about the various stages of a business. In its infancy, it is started and the

entrepreneur is busy doing what he loves doing. But there comes a time where the business plateaus. And when it does, it cannot continue to grow, unless and until the entrepreneur creates the systems necessary to be able to take himself out of the picture and have the business continue to thrive. Obviously, I am simplifying the concept here, but Masterson puts it best in the Afterword where he writes:

“I am writing this from the deck of a ship at the port of Seattle. We’re about to embark on a 10-day journey up and down the Alaskan coast. I have brought my computer, but I will not use the Internet on board. Nor will I activate my cell phone.

“My consulting business? I am not worried about it, because all of my clients’ businesses are being run very well without me. I am going to spend a few hours a day writing fiction or poetry or something for my next book on business . . . but when I do that, I’ll be doing it because I want to.

“I don’t have to work hard anymore. I work only when it’s fun and easy.”

So with that said, if you haven’t launched your business yet, what are you waiting for? Get your business out there, and start doing what you love to do. Don’t worry about all of the details yet. Just get the stuff done that you need to get done in order to launch. If it isn’t perfect yet, it is still okay. If Microsoft had waited until it was perfect, we would not be using Windows today. We would still be on DOS. Just remember to make it right for your customers and clients. In fact, go way beyond what you need to do to; just make it right.

Now that your business has hit the ground running, it is time to work on marketing and fulfillment. This is the first area where you want to start putting automation systems in place. Even though we all know there are automated systems in place, we still like to think we are special. Automating e-mail is one area where you can automate without sounding automated. Don’t try doing this with Outlook, Outlook Express, or anything where you will get shut down

and labeled as a spammer. You want to use a specialized e-mail marketing solution, such as Aweber or Infusion.

Aweber has one very solid advantage, while Infusion has many others. Because of Aweber's very strict opt-in policy, they have one of the highest delivery rates in the industry. They constantly monitor delivery rates and work with the various groups who maintain spam lists, to ensure high delivery. Strict policies are both Aweber's greatest strength, as well as one of their weaknesses. With such strict policies, Aweber is not as flexible as some users need. As a result, the information marketing power marketers either use Infusion, or a combination of Infusion and Aweber.

While Infusion cannot boast delivery rates as high as Aweber, Infusion's strength is its flexibility and integration of shopping cart, merchant systems, affiliate tracking and ease of electronic fulfillment. In addition to its ever-expanding list of built-in tools and systems, Infusion also has a very robust application-programming interface (API) that can be used to expand Infusion's capabilities even more. As much as I will be writing about how to use Infusion, I will not be able to cover all of its capabilities here.

As I stated earlier, repeatable systems are critical to a business. If you have a broken system or a system that will break, it will break even faster when you add automation technology to it. It is for this reason that any campaign you have must be laid out in detail.

Step 1: First Things First

You may be reading this because you have a widget that you want to sell, or that widget may be in development. And I will assume for the purpose of this chapter that your widget is going to sell for \$997.00. If you simply put your widget out there for people to find and buy, you will fail miserably. Sure, some people will find it, but to be successful you need to make people understand that they need your widget, and then drive them to your sales page. The other problem

is that if you don't have a list to mail to, there is no good way to mail information to them. With the laws that are on the books today, you even have to be extremely careful about buying lists from list brokers. And more often than not, even if you do get a list from a list broker, it is probably stale.

Your list is your key to success. Once you have a strong list, you can keep going back to it time after time after time, to provide them with a more advanced widget or a different widget that they will want to buy from you. So, if you don't have a list yet, and buying or renting a list isn't a great idea, how do you grow your list?

The first thing you need to do is to figure out exactly what problem your widget solves. You may be thinking that your widget really doesn't solve any problem, but I would submit to you that it at least can solve one problem.

Let's take a look at a different product, flowers. You wouldn't think flowers solve problems, but they can. If you are a man and you have dated a woman at least once, you know that relationship problems do arise. In fact, there are some things you do that drive her absolutely crazy. You also probably know that the rules can change from day to day, and as a man you simply cannot keep up with the latest changes. No matter what you do, there are times when you will be in the doghouse. But there is a bright side. Most of these issues can be resolved with an apology. And, if that apology is accompanied by a beautiful bouquet of flowers, making up is often assured. The largest segment of buyers of flowers is men in some form of relationship. So now, if you are a flower shop owner, you now not only have identified the problem your product solves, but also your target buyer.

Now, as a man in a relationship, you have to admit that you don't always know you have a problem. We can be a little dense when it comes to the hints our other halves send us. If you don't agree with me, ask your other half and she will set you straight. So now the flower shop owner needs to educate the man in a relationship that he has a problem. This is where the white paper comes in. The flower

shop owner may want to do a white paper about women who seem to be distant in committed relationships, or women with unexplainable mood swings. It doesn't have to be incredibly long or even profound. It only has to make it clear to the male reader that even if he doesn't think he did something wrong, that he probably did, and that finding out what he did and apologizing for it is key to solving the problem.

The flower shop owner not only puts out the generic "flowers for sale" marketing, but he also creates a web page about women with unexplainable mood swings, and tells the reader that there is a white paper on it that is FREE.

Just as a side note, consumers love that four-letter word that begins with the letter "F" . . . FREE! Now this next part is important:

All the reader has to do is to fill out a form with his first name and his e-mail address, and he will receive this critical and insightful white paper that will help him with his relationship.

So now we have the first step in this marketing process.

You may be thinking: While it is nice that the flower shop owner is helping men in their relationships, but the white paper is not selling flowers. The truth is that the purpose of the white paper is *not* to sell flowers. The purpose of the white paper is to grow the list. The list is more valuable than the flowers. The flower shop owner is now beginning to grow his list of his target buyer. And that target buyer has given the flower shop owner permission to send him stuff.

Step 2: A Little Romance

The next step in selling these flowers is romancing the list. You wouldn't approach a strange woman, ask her to marry you, and expect her to say, "Yes." The same is true with your growing list. You need to get prospects in the habit of reading and learning from you.

Give them testimonials from men who have apologized and saved their relationships. Give them hints on other things they can do to help their relationships. The idea here is to give away real information that can help them. You want to build a relationship with them not unlike courting them. A man courting a woman has the end purpose of a long and lasting marriage. Courting your list has the end purpose of repeated sales over a long period of time.

Step 3: Introduce An Add-On Solution

Now that you have developed a relationship with your list, it is time to start to close the deal. As the flower shop owner sends out the romance e-mails, he begins to introduce the idea that apologies are good, but apologies with a gift are even better. “There is nothing more romantic than a single rose,” he says. And in fact, if the reader would like to try this particular technique, the flower shop owner happens to have a beautiful arrangement consisting of a single rose with some baby’s breath in a simple but beautiful white vase. And of course, it comes with the plant food so the rose doesn’t die quickly.

Also, in one e-mail, are instructions on how to care for roses— that the stems should be cut a little every day, and that the cuts should be done at an angle with a pair of sharp scissors or shears. The flower shop owner may also send out a flower secret in a separate e-mail that explains that the rose will glisten more and have a better appearance if you simply spray a little mist on the flower portion of the rose.

As men start to purchase this single rose from the flower shop owner, he is now starting to develop his “A” list. This is the list of buyers. This list is the list that you want to protect. As you become more involved in building your list and marketing to it, you will find that there are others who want to market to your list. They will typically offer you an affiliate relationship, so you get paid on the number of people on your list that convert for them. You will want to think long and hard about whether or not you want to market these

opportunities to your “A” list. Sometimes you will and sometimes you will not. Now, there is nothing wrong with marketing these offers to just your “B” list. There are people who will not buy from you, but will buy from someone else. You cannot predict who will and who will not. All you know is that your “A” list buys from you and you want to protect that relationship.

Step 4: Close the Deal

Now that you have your growing list and your growing “A” list, it is time to close the deal. The flower shop owner sends out an e-mail to his entire list, reminding them that Valentine’s Day is rapidly approaching, and that nothing expresses love better than a large bouquet of one or two dozen roses. The price of a dozen roses is only \$90.00 or the special bouquet of two dozen roses is only \$150.00. Then the flower shop owner sends another e-mail to his “A” list, explaining that since they are on his “Preferred Buyers List,” they are entitled to a 10% discount if they order in the next five days. This is where you finally sell your \$997.00 widget.

Step 5: Follow Up

As I said earlier, your list is more valuable than your product. That is because your list is still alive after you close the deal. So now, you want to follow up with your buyers, get testimonials, and use those testimonials in your future marketing. What should that future marketing look like?

Review the previous steps and study the diagram on the next page. You’ll see a precise process flow of information, interaction and relationship building.

Automating the Process with Infusion

The first thing you need to do, once you know what you are going to have on your first sales page, is to create the opt-in form. Remember, this is the free white paper. This page should be relatively simple. It can be a headline with a few bullet points or you can add a short video. The purpose of this page is to aggravate their pain, and convince them you have the solution.

To create the opt-in form...

First, login to your InfusionSoft application, click “Setup,” and then “Web Forms.” Then click “Add a Web Form.” Give the form a descriptive name that will be meaningful to you. It is also helpful to add a description, but it is not required. If you have another form that you would like to use as a template, you can check, “Create this form by copying an existing form.”

Then click “Create this form” and you will be presented with another page.

For the purpose of this form, we only want the first name and e-mail address. So all you have to do is to click on the first link. You can choose any of these options, or you can start from scratch. In most cases you don’t need to start from scratch.

If you chose “Add First Name and E-mail Address,” your screen will change and be personalized. At this point, you should save the form. Then click on the second tab, “Set up Thank You Page.” Here, you have the choice of editing a page that is hosted in your Infusion application, or one that you develop outside of Infusion. If you choose to show the “Thank You” message, you will have the opportunity to edit it. Simply click on the “Edit” tab and the center of the screen will change to an editor similar to most word processors.”

In this screen you can edit your "Thank You" page like you would with a word processor. If you know html, you may want to put in specific code that you cannot do with the editor. If that is the case, you will want to use the "Source" tab, which will give you a screen like this.

The next part of the "Thank –You" Page tab is, in my opinion, one of the most important. It is the e-mail confirmation message. This is where you can create a double opt-in request. What this means is that the person who filled out the form gets an e-mail message confirming that they requested information from you. You will want to make sure you do this. It will improve your delivery rate.

Once you have done this, you should save your form again. Now it is time to go to set up "Actions" by clicking on the third tab. You will find it helpful if you have already written out what your "romance e-mails" will be, and when they will be sent. Once you are here, you will want to choose an action to add. Normally this will be to start or stop follow-up sequences.

If you don't already have sequences set up that you want to use, you will want to click "Create new sequence." When you do, you will be presented with another screen.

Give your sequence a descriptive name that will be meaningful for you. Then, add a description. You will want to put it into a category. If you don't already have a category set up, add one. Again, you can create this sequence by copying one that already exists. I am making the assumption that you will be working with a third-party developer to create your web pages. It is for this reason I am recommending you do the opt-in form before you create the steps in your sequences. If you were developing your own web pages, I would encourage you to create the steps in your sequences first. That way, everything will be complete when you create your opt-in form, and you can turn your attention to your web pages after you create your opt-in form like you are naturally going to want to do. If someone else is developing your

web pages, you can be working on the steps at the same time they are working on your web pages. I will go into creating the steps in the next section of this chapter.

After you have chosen the sequence to start or stop, there are some other options you can choose as well. I will not be going into detail about these options here. Make sure you save your work.

The last tab of creating the opt-in form offers various options that are beyond the scope of this chapter. If you are having difficulty with spammers getting into your form, you will want to enable CAPTCHA. If you want an e-mail when someone completes the form, you can enable that option as well.

Again, you want to save your work. Your next step is to test the form to make sure it is working properly. If you are developing your own web page, you will want to click “Save & Gimme the Code.” If you have hired a third party to develop your web page, click “Email code to my webmaster.”

At this point, while your webmaster is working on your web page, you will want to be defining the steps in your follow-up sequences.

The Follow-up Sequences

To create the steps in your follow-up sequences, click on “Setup, then “Follow-Up Sequences.” If you created the sequence in the last section, it should be listed in the list of follow-up sequences. If not, you will want to click “Add a Follow-Up Sequence.”

Now that your sequence is created, you will want to click the name you gave your follow-up sequence, which will bring you to this screen.

Start by clicking the drop down next to “Add as step that.” In most cases, you will select “Sends an Email.” But you could also send a fax, a voice broadcast, a fulfillment list, or any one of a number of other possibilities. For the sake of this chapter, we will choose “Sends an Email.”

Once you are here, you can create a new e-mail template, or choose one that is already written. You can choose when to send the e-mail. You probably want the first e-mail in the sequence to go right away, but the next e-mail three days later, the next one three days after that, etc. Give your step a name. I would encourage you to use a naming convention that includes the sequence name. In this case, it would be RWG-TestSequence-FirstFollowup or something like that. If you want the step to run, make sure Active is selected. If you decide you don’t want the step to run, but you don’t want to delete it, simply choose Inactive. If you are adding a step to a sequence that some people may have already started, you will want to put in the number of days after they finished the sequence you would want to send the e-mail. At this point, you can hit “Save,” or “Save & Create the Email.” We are going to choose “Save & Create the Email.”

You use the editor like you would any other word processor. You can use ~Contact.FirstName~ anywhere you want the recipient’s first name to appear. If you want to send an HTML formatted e-mail, I suggest you select “HTML & Text for Email Type.” Then, if the recipient does not allow HTML formatted e-mail, he will still be able to read the e-mail.

Once you are finished creating the e-mail, you can attach follow-up sequences and expenses. As always, make sure you save and test your work. Once this is done, you will want to get back into your follow-up sequence and add the next step to be executed. You will want to do this for every step you want to follow.

Obviously, I Have Only Scratched the Surface

I haven't talked about merchant accounts, shopping carts, fax blasts, voice blasts or affiliate programs. Actually, I haven't even gone through everything you can do with just the automated e-mails and opt-in forms. And, if you want to learn the API, we could write two or three books just on all the things you can do with it. There isn't enough time or room to go into everything. My goal here was to give you the tools you need to get started and to encourage you to start building your list. Hopefully, I have accomplished that goal.

I want to thank you for your time. Clearly, if you are reading this, you are serious about starting your business, or growing the business you already started. This already makes you very special. Most people don't have the courage you have already shown. If you haven't already learned this, you will. Starting and running a business is all about the team. There simply aren't enough hours in the day for you to do everything you need to do. Your team will make or break you. Some of the people on my team are attorneys, title companies, Realtors®, and of course my indispensable virtual assistant.

In addition to all the other people on your team, if you are not a true computer geek, who knows how to program and integrate disparate systems into a single unified process, you need to have one on your team. Whether it is just to answer questions, or to manage your entire infrastructure, I would like the opportunity to help you reach your goals and dreams. Every business owner understands that true success is based on the success of others. That concept was first put forward by Zig Ziglar many years ago, and it is just as true today as it was then. Contact me at the e-mail address or phone number below, and my team and I will do everything we can to assist you.

If you are looking for a company who speaks YOUR language to consult with you and develop your web presence, or even just to integrate Infusion into your business, RealWebGeeks is your answer. Not only do we do web development, software development,

third- party integration, information technology management, and information technology and business consulting, we are also business owners. We are entrepreneurs and serial entrepreneurs who have been where you are now. Our business expertise is in IT and related industries, real estate, sales and marketing, information marketing, the financial and lending industry, and various aspects of the medical industry. ***“We focus on technology, so you can focus on sales.”***

“[Bruce] knows what he is doing. He has the technical competence, and the team behind him. But most importantly, if you are an information marketer or in that business, he really knows how to speak our language and how to develop websites that sell. And that is what it is all about if you are in that business.”

Sherman Ragland
Dean of the Realinvestors® Academy
Upper Marlboro, MD

“... such as myself, is able to sign on to a tutorial then follow directions, which seemed straightforward if not easy...let’s just say you’ve got something. And you need to stay in the good graces of that software programmer who made it a piece of cake. Please extend my kudos to Bruce.”

-Pam Cox
Forestville, MD

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Just pick a topic...and GO DEEP with the expert to allow THEM to get it done (DELEGATE WEAKNESS).

Here's what's included in the 2013 2nd Edition of the *Little Giant Series*:

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Stop Working So Darn Hard And Live Your Passion



By Daven Michaels

Self-help guru's sell a lot of books telling people how they should live their passion, follow their bliss, fulfill their life purpose, and while I wholeheartedly agree with this in principle, I know it is not as easy to do as they often make it sound.

Entrepreneurs have and continue to experience two self-induced crippling diseases: 'do-it-all-myself-itus' and 'take-on-too-much-itus.' Some of the symptoms that you might recognize include stress, overwhelm, working long hours, working for minimal wage (for themselves), and extensive multi-tasking, which most entrepreneurs feel they have to do in order to operate their business. Many often take pride in how well they multi-task. The reality is that multi-tasking is not only counter-productive, it is actually detrimental to your brain function and stressful. Let's face it, if you are an entrepreneur and reading this, you have probably experienced the effects of trying to do too much yourself and taking on too much. Am I right?

The other common challenges that entrepreneurs often share with me is their challenge to make money, do what they actually enjoy (their passion), or that they are not able to, or don't have time to, live the life they desire. Even when entrepreneurs don't share these types of challenges, I know these are all common problems. How do I know this? I have had these same challenges over my 30-year entrepreneurial career.

There is a practical solution, and unless you have really have been living on a deserted tropical island, I am sure you have either done this or heard about it. What I am referring to is a modern -day phenomena known as outsourcing. In my book I explain how I learned to leveraging the global workforce to expand my business, and how I eventually ended up establishing and growing 123Employee, a Philippine-based outsourcing company with over 350 virtual employees at the time I am writing this, working from two facilities and a third facility that will open in the next few weeks.

When I started 123Employee, with just a few key employees, I knew the demand for overseas employees would become a big industry; what I underestimated was just how big it would become. One of the reasons why the outsourcing industry exploded was the impact of the book *The 4 Hour Work Week* by Tim Ferris. In his book, what stood out for most people was the concept to make more money by outsourcing, and the ability to create and live the lifestyle entrepreneurs desire.

Today, as CEO of 123Employee, our objective is not only to help our clients save time, reduce overwhelm, and make more money, we also look to help our clients create the life they so often desire.

Over 3 Decades of Experience

Several months ago, I sat down with some of my key advisors, mentors, and executives at my company and decided that we needed to do more than just provide an outsourcing service. Many personal development trainers talk about making more money, working less, turning your passion into prosperity, having more time and freedom. Many sell great info products. Here at 123Employee, we have to do more than talk about it, we have to perform.

The media and many of my fellow associates have labeled me the “Super Entrepreneur.” I don’t about the word “super,” but I have been an entrepreneur since the age of 15. I have been able to create a successful businesses in the designer clothes retail industry; electronic music; live event promotion for crowds as large as 20,000, which led to an award-winning career as a music producer, TV and film producer; and most recently as the CEO of 123Employee, a premier outsourcing center in the Philippines with over 350 virtual employees.

I have taken my lifetime of creating successful businesses, my knowledge of successful outsourcing, and my desire and passion to

help solopreneurs and small business owners achieve greater levels of success, and created a simple process to help our clients achieve better results by delegating their business and marketing tasks.

Is Outsourcing for You?

If you are still wondering if outsourcing is for you, consider the following three fundamental questions, which form the foundation for why learning how to delegate and outsource your business and marketing tasks are critical to the success of your business and your lifestyle.

Question 1: What is your Passion, Purpose and Path?

Question 2: What is the BEST and HIGHEST use of your time?

Question 3: What is your "Hourly Time Value"?

(Monthly income \div 4 \div 40)

Are you living your purpose, working on your passion? Far too many entrepreneurs start their own business to pursue their passion, only to get bogged down in design, websites, marketing, and bookkeeping. If you find yourself working **in** your business, and not **on** your business, you are not focusing on the highest and best use of your time. In addition, you might be spending time on tasks others can do for you for \$5-\$10 per hour. So, If you are spending your valuable time on \$5-\$10 per hour tasks, are you working for yourself for \$5-\$10 per hour? Think about it!

3 Reasons to Outsource

There are three practical reasons to consider outsourcing:

- 1. EXPERTISE:** Outsource tasks you don't know how to do.
- 2. INCOME GENERATING:** Outsource lead generation, marketing and social media activities to generate more income.

3. TIME SAVING: Outsource your time-consuming tasks, such as business process and customer support tasks, so that you have more lifestyle time, or you have more time to generate more revenue for your business.

Prioritize Your Projects

The first step in creating an outsourcing strategy is to prioritize your projects or income streams. Make a list of all your projects and income streams, and prioritize them in order of importance. Far too many entrepreneurs have several income streams they are spending time on, yet not one is being effectively monetized. My suggestion would be to select one and focus on it, until you see the financial benefits you desire.

123 Delegation Table

Once you have prioritized your projects, create a delegation table for each project/income stream as follows:

- 1) Take a blank sheet of paper; you might want to turn it so that it is in landscape.
- 2) Create four columns on the sheet, and label as follows:

Column 1: List the Tasks YOU HAVE TO DO

Column 2: The Tasks you HAVE TO outsource to others

Column 3: Tasks you are doing that could be done by others

Column 4: Task you would be doing if you had more time or money
- 3) Divide the columns into "Marketing Related Tasks" and "All Other Tasks"

- 4) Enter all the tasks related to a project/income stream into the table as follows:

What I HAVE to do	What I HAVE to outsource	What I AM DOING that I should be outsourcing	What I WOULD LIKE to outsource to benefit my business
Marketing Related Tasks	Marketing Related Tasks	Marketing Related Tasks	Marketing Related Tasks
All Other Tasks	All Other Tasks	All Other Tasks	All Other Tasks

Notes:

- ☐ Review column 1 and ask yourself if YOU really have to do those tasks, or could you delegate if you had the resources?
- ☐ Mark the task that HAVE TO BE DONE at your business premises (obviously these cannot be outsourced).
- ☐ Column 2: The tasks in this column represent the tasks you HAVE to outsource, because you don't have the expertise or skill set. This will often include website design-related tasks, software development, design, database development, etc. These are probably tasks you may have outsourced in the past. (Often we fall into the trap of wanting to learn these tasks so we don't have to pay someone else. Is it worth it?)

- The tasks that are in column 3 represent the task you are **paying yourself** \$6 per hour or so to do! Think about it, if someone else could be doing them for \$6 per hour, and you are doing them \$6 hour, you have employed yourself for \$6 per hour! Would you do these tasks for anyone else for \$6 per hour? So why do for yourself?
- Column 4 are the tasks you know you should be doing, but are not, to enhance your business.

Which Tasks to Outsource First

Deciding what to outsource first can be confusing. Where do you start? In an ideal world, it would be great to outsource EVERYTHING you don't have to or don't want to do. However, there is a practical process that we use to help people decide what to outsource first:

1) Must Outsource Next

There are tasks or projects you **MUST** outsource next, in order for your business to proceed. It could be the creation of a website, lead capture page, sales page, copywriting. In most cases the **MUST**-do list are things you are not able to do, or don't have time for and have to hire someone to do them for you. In many cases, these tasks may be project- based.

2) Marketing for Increased Revenue

The next set of task I would outsource should lead to the generation of more sales. This would mean:

Option A) Hiring someone to generate more leads for you

Option B) Delegating the bust task you are doing, so that
YOU can generate more sales.

We often advise our clients to implement an outsourcing strategy to hire someone to generate more leads via Internet marketing, social media or telemarketing. While this might apply for many businesses, there are some instances where our client is a great salesperson himself or herself and simply needs more time to make calls, attend networking events, talk at events, etc. In this scenario, we would look to identify tasks you are doing that can be outsourced so that you have more time to do what you are BEST at!

Questions to ask yourself:

What can I outsource to others so that I can BETTER USE my time?

What tasks can I outsource to generate more leads?

Can I increase sales by hiring a bigger sales team?

3) Outsource your dislike list, not good at, and boring list

Once you have outsourced "must do & marketing tasks," you can outsource your "dislike," "not good at" and "boring and mundane" tasks you really do not want to do.

Make outsourcing an asset, not a liability, as quickly as possible!

Be Great at Being a Good B.O.S.S.

Once you have identified the tasks to delegate, for each task we highly recommend creating systems and instructions.

Create your instructions as **B**asic **O**perational **S**equential **S**teps, to ensure that your Virtual Assistant has the information and training to successfully do the tasks on your behalf.

Instructions can be as simple as writing the steps in a word document, audio recording of phone calls, script trees, creating training videos using screen capture software, or creating Q&A documents that your VA can use to reply to your clients.

6 Pillars of Successful Outsourcing

We will often explain to our clients that there are six pillars to successful outsourcing:

1. Client: Your ability to manage and communicate.
2. Client's Business: Is your business positioned for success?
3. Tasks: The tasks you desire to delegate relative to the VA you hire.
4. Instructions: Your ability to instruct your virtual employee.
5. VA: Your VA's skill and ability to perform the said duties.
6. Expectation: Managing expectations vs. the skill level of the VA you hire.

If there is a weakness in any one of the pillars, the outsourcing relationship can crumble. However, when all six pillars are carefully considered before and during the relationship, and the VA is well managed, the outsourcing relationship will not only work, it will lead to greater business success.

From Blueprint to Life Benefits

The process I have shared with you will help you create a strategic outsourcing blueprint, which you can systematically implement for each one of your income streams. My mission is to help entrepreneurs bridge the gap between being self-employed to business owner, from working **in** your business to working **on** your business, from struggle to success. I know the information I have shared with you, when implemented, can be one of your key blueprints for creating a

new wealth and freedom lifestyle. Wishing you much success in your future endeavors.

Visit: <https://123employee.infusionsoft.com/go/sp/DanAuito/>
for further assistance.

In our next segments:

David and Vicki bring you back into questioning what your value proposition is, and also ask you to ask yourself some further clarifying questions along the way.

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Just pick a topic...and GO DEEP with the expert to allow THEM to get it done (DELEGATE WEAKNESS).

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The Six Invaluable Factors



By Dave Crenshaw

Author of ***Invaluable: The Secret to Becoming Irreplaceable***

Are you Invaluable?

In terms of your value as a human being, clearly the answer is yes.

In terms of the marketplace, however, you will likely find a very different answer. Are you someone that others in the market can't live without, or are you easily replaceable?

Every day, the market you work in, regardless of the industry, asks you this question: "Are *you* invaluable?"

Did you answer the question satisfactorily today? Well done. Get ready to answer it again tomorrow.

As the speed of innovation and information ever quickens, so does the need for you to have clear answers for this "invaluable question." It is no longer enough to simply have a job. It is no longer enough to simply advertise and attract customers to work with you. Loyalty to employees, to brands, to personalities and to media disappears the instant one's attention is switched to new, shinier options.

The Burden of Now

Can you feel the increasing burden of this demand to perform, to attract, to inspire, to bribe, to incite, to entice, to titillate, to just plain grab whatever you can from whoever's in front of you at the moment? This burden will only increase with no imaginable end in sight. The marketplace has become a never-ending marathon sprint with little time to sleep, eat, or drink, let alone spend time with family, friends or hobbies. This burden is at once both fleeting and crushing.

Yet some have learned to play by a different set of rules. They have a system to rise above the chaos. You can see it in individuals who continue to succeed, while others around them struggle for survival.

You can see it in companies that attract and retain customers with ease, while other companies battle for market share.

Those that shine have made themselves Invaluable. They have set themselves apart from the rest by providing genuine, infinite value in a world filled with hype.

The Six Factors

I wrote my most recent book, *Invaluable*, primarily with the individuals working in a business in mind. This new book teaches—through parable—how employees, managers and CEOs can work together to make each other Invaluable, and in turn, the company as a whole. *Invaluable* shows the process of becoming irreplaceable on a very personal, individual level.

Through years of working with businesses of all industries and sizes, I've uncovered a list of six Invaluable Factors that are universal to any business in today's market. You can apply these Invaluable Factors to become irreplaceable at work, regardless of your position.

This brief eBook will give you a quick overview of the Six Invaluable Factors we cover in great depth in our Invaluable Personal Coaching program. Although this covers the topic in general, you should still be able to find a useful action you can use now to improve your value in each of the Six Factors. After reading this eBook, if you wish to enroll in our starter program, the Get Time Boot Camp, or inquire about bringing Invaluable Personal Coaching to your company, please visit www.InvaluableInc.com or e-mail question@InvaluableInc.com.

#1 – Demand

Demand is something you have very little control over. It is something that is determined by market forces outside of you, which

include advancements in technology, changes in culture, the weather, the country you live in, and so on.

Because Demand is not something you can control directly, it is critical for you to become a student of it. What does it mean to be a student of Demand? It means to seek to understand current and future market trends, and then work to align your actions with those trends.

Keep yourself informed of what cultural and economic forces are causing the demand for certain services and skills to change. Stay on top of the latest technological advances, particularly within your industry. New technology is often a signal of upcoming changes in Demand.

Most importantly, though, study the trend of Demand within your company. Examine the trend for sales of certain products and services within your company over the last two years. (Your marketing, sales, or accounting department should be able to supply those numbers.) Which products and services have you seen people are buying more of? And which products and services have you seen people buying less of? That usually is a strong indicator of where the trend is going and what you can do as a worker to improve your skill set to stay in harmony with Demand.

Question to consider: What is the current and future market demand for your personal skill set?

#2 - Ability

The Invaluable Factor of Ability simply represents how well you do what you do, or how much value you actually provide.

When you first began your current position, you had a certain skill level that you brought with you. You had just enough talent,

experience and education to get the job. However, just getting the job does not make you Invaluable.

You must take your current Ability level and magnify it. You must increase your overall capacity to provide real, tangible value when you work. Ability is the measuring-stick we use in Invaluable Personal Coaching to roughly estimate that capacity. In the simplest terms, though, Ability is a measurement of how well you are exceeding your boss's expectations.

There are many different aspects in which you can improve your Ability. For brevity's sake, let's consider just three.

First, you can improve your personal productivity. This includes increasing the overall quality of the work you create, and also increasing your rate of quality output. The fastest way to do this is by completing the Invaluable Inc. Productivity Boot Camp, which is included with your membership to Invaluable Personal Coaching.

Second, you can improve your knowledge of your skill set. This requires a schedule and a strategy to continually immerse yourself in new materials and to practice new techniques. This continuing education strategy does not necessarily require returning to school, although that may help. You have a limitless opportunity to read books, magazines, subscribe to newsletters, participate in discussion groups, and attend live and virtual seminars.

Third, you can become a systems expert. A systems expert knows how to not only perform the tasks required, but also how to teach it to others. They set the standard of performance, document that performance, and then share that documentation with others freely.

Question to consider: What are you doing daily to improve your ability to perform for the company you work for and the market as a whole?

#3 - Irreplaceability

The Invaluable Factor of Irreplaceability measures how difficult it is to replace you. It considers the next-best alternative to your services.

The next-best alternative is the person who could be doing the job instead of you, or even an upcoming technology that could replace the need for your labor.

Ask yourself this question, “What is in the way, right now, of my boss replacing me with someone else? What is it that’s keeping me in this position?” Typically, there are two main things that make you irreplaceable.

Number One is **supply**. What is the supply of the available alternatives to working with you? How many people are willing to fill the position? While you cannot affect supply directly, you can leap over the potential competition by emphasizing what makes you unique. What is it that you can do better than anyone else? What are your greatest strengths? How are you using those strengths to position yourself as someone unique in your position?

Number Two is **understanding**. The more you understand someone, the better you can customize what it is that you’re providing to their unique needs. How well do you understand the company you work for? How well do you understand the wants and the needs of your boss? Take advantage of every opportunity you have to ask for feedback or suggestions. Survey your co-workers, your boss or your customers, and find out what it is they truly want that you’re not giving them. When you find out the answer—give it to them!

Question to consider: What is the biggest thing keeping your boss from firing you right now?

#4 - Focus

The Invaluable Factor of Focus requires you to avoid anything that gets in the way of you spending time in your Most Valuable Activities (MVAs). Focus is all about time. When you focus on your MVAs, both your ability and the difficulty of replacing you are increased. There are many activities you can do in your work hours, but to become truly Invaluable, you must focus your time on your MVAs.

How do you identify your MVAs? Your MVAs are the two activities that bring the biggest bang to the bottom line, both for you personally and the business as a whole. MVAs are almost always the skills you have and the activities you do that are the most difficult to replace. Typically, these are things you do better than most other people. When you spend time working in your MVAs, you create a very real impact to the bottom line of your company.

After you identify your MVAs, then what? The Invaluable Factor of Focus requires you to learn the art of saying “no.” First, you must learn how to gracefully say no to others, and second, you must learn how to ruthlessly say no to yourself.

When it comes to saying no to others, this doesn’t necessarily mean that you tell your boss, “No, I won’t do that.” What it does mean, however, is that you become very conscious and truthful with yourself and others about how long projects and activities will take. Remember, when you say yes to one thing, you’re saying no to something else. By judiciously saying no to Less Valuable Activities or LVAs, you free up time to make a bigger impact.

You must also learn the art of saying no to yourself. When ideas pop into your head, rather than running wildly off in whatever direction they take you, write them down. Then, at a predetermined regular time, review that list and decide when, or even if, you want to take action on them.

Question to consider: How well do you focus your actions on your Most Valuable Activities?

#5 - Connection

The Invaluable Factor of Connection assesses your ability to connect personally with others, both in terms of quantity and quality.

The value you bring to the market is directly affected by your ability to work well with others and to share resources with others. Connection is an absolutely essential part of becoming Invaluable. In order to increase Connection in the 21st Century, you must not only master the art of face-to-face interaction, but digital, as well.

The fastest, easiest way to build connections is to give selflessly. Give first, give quickly, and give freely. Give your attention to others. Give sincere praise and encouragement. Give gifts. Give of yourself, with no thought of return. When you follow this simple rule, you'll begin to experience the power of Connection naturally.

It is not enough to have a large database of people who know “of” you and you know “of” them. The people your company interacts with must feel a personal connection to you in some way.

To accomplish this, you must develop business systems that help you build connections in three areas: in person, recurring, and social media. In person connections require you to get out in the public. Be involved in the community, in networking groups, in company parties, charitable causes and other public social opportunities.

Recurring connections require you to have a regular system of follow-up and re-contacting the people that you meet. For example: send cards to the people you meet on a regular basis. The friendly, unexpected thank you card is still the most powerful—and often least used—system for recurring connection.

Finally, you can use the technology of social media in appropriate ways to increase Connection. When used wisely, Facebook, LinkedIn, Twitter and other developing social media sites are effective tools to maintain connections with large groups of people, real time. These resources are best used when you are willing to be completely transparent with your connections, including the sharing of resources and information.

Question to consider: How many people feel personally connected to you?

#6 - Authority

The Invaluable Factor of Authority evaluates how strongly the current market considers you to be the top expert in your field.

An employee who is recognized both inside and outside of the company as a leading expert dramatically improves his or her value. Authority is often a neglected Invaluable Factor, especially among employees who do not consider themselves to be a part of the public eye. However, it is a strategic mistake to ignore Authority, as this Invaluable Factor is a dramatic market value multiplier. Individuals who properly leverage Authority are among the world's top income earners.

The world we live in is saturated with information. Most people are paralyzed because they have too many choices. An Authority is a decision leader. This means they are perceived by others to be a "shortcut" in decision-making. People feel the process of decision-making can be shortened by listening to the recommendations of an Authority.

Authority is not necessarily a celebrity, although the two may accompany each other. You have many mini-decision leaders in your life. They are your mentors, your teachers, your community leaders,

and your friends—even perhaps your boss.

Every person has the potential to be an Authority—a decision leader—even you. The question is not whether you have expertise to offer to the world, but rather what is the best expertise to offer, and how will you go about developing Authority. As you develop Authority, your opportunities to serve others will increase.

Question to consider: Do my peers, both inside and outside of my company, consider me to be a leading expert in my field?

Become Invaluable

The challenge I offer to you is to stand above the rest—to become Invaluable. When you do that, you simplify your career path, make a bigger impact in the world around you, and garner greater respect.

Our Invaluable Personal Coaching program will show you how to become truly invaluable. Beginning with the Get Time Boot Camp, we can show you how to immediately gain an extra 10 hours every week for the rest of your life. On an ongoing basis, we will show you how to increase your overall Invaluable Score by improving on all six of the Invaluable Factors. To learn how to become Invaluable, visit www.InvaluableInc.com or email question@InvaluableInc.com.

About the author

Dave Crenshaw has appeared in/on *Time* magazine, Sirius XM Radio, *Forbes*, and BBC News. He is the President of the National Association of Productivity Coaches. His first book, *The Myth of Multitasking: How "Doing It All" Gets Nothing Done*, has been published in six languages and is a time management best-seller. Dave is the foremost expert in helping you and your business become invaluable, and has helped thousands of clients worldwide.

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A Case Study in Attracting and Retaining Employees Who Will Improve Your Bottom Line



By Vicki Kunkel

We're not a happy lot at work.

A study released in January, 2010, by the Conference Board shows that job satisfaction is at an all-time low—despite the economy. A full 55 percent of the gainfully employed hate their jobs, and the number of folks who walked into the boss' office and said “I quit” reached an all-time historical high in February, 2010. And once the economy improves, employers that have not paid much attention to employees—or that have overlooked employee skills and expertise—can expect a mass exodus of their best and brightest.

Lynn Franco, director of the Consumer Research Center of The Conference Board, wrote in the report: “While one in 10 Americans is now unemployed, their working compatriots of all ages and incomes continue to grow increasingly unhappy. Through both economic boom and bust during the past two decades, our job satisfaction numbers have shown a consistent downward trend.”

The Conference Board finds that, unlike the economy, this increasing worker unhappiness is not cyclical. The report examines how, through both the economic booms and busts of the past two decades, job satisfaction numbers have shown a consistent downward trend.

Although the study did not name the reasons for employee dissatisfaction, my company did an extensive research project as part of an employer branding campaign for a client. We interviewed 574 people who quit their jobs in the last six months – many without another job, which is a pretty bold move in a down economy. Here's what we found:

- A “sincerity gap” causes employees to jump ship. Sixty-eight percent of the people we interviewed left their job because of a corporate attitude that employee expertise and opinions are not valued beyond verbal acknowledgements. In other words, managers are

trained to say they value employee opinions, but employee suggestions are rarely, if ever, implemented or given any real credence.

□ Thirty-seven percent quit because individuality was not valued.

□ Twenty-eight percent left because they felt the job was “making me stupid.” In other words, employees felt as if they were not fully able to use their talents, skills, abilities, and intellect on the job.

The Cost of Employee Disengagement

And that unhappiness is costing companies money—a lot of money. According to an April, 2007, study by the Gallop Organization, employee disengagement costs the U.S. economy roughly \$300 billion per year in lost productivity. Additionally, the stock of companies that have a high rating from both the consumers *and* their employees outperform the Standard and Poor’s Index by a two-to-one margin over companies that only have high rankings from their customers.

Yet, few companies make any real effort to engage employees beyond regurgitating a few “gosh-you’re-important-to-us” catch phrases robotically spewed out during on boarding, or stated by rote in employee evaluation sessions.

A Case Study in Hiring and Keeping the Best: Self-Actualization

In early 2008, one of my health care clients had an employee problem. The economic downturn--coupled with the threat of health care reform initiatives--had forced the large health care organization to take some drastic measures: it laid off many of its 23,900 employees, discontinued popular employee benefits such as tuition reimbursement, drastically reduced the pension plan, took away

bonus “personal days” that had been awarded to employees who demonstrated outstanding performance, and froze salaries.

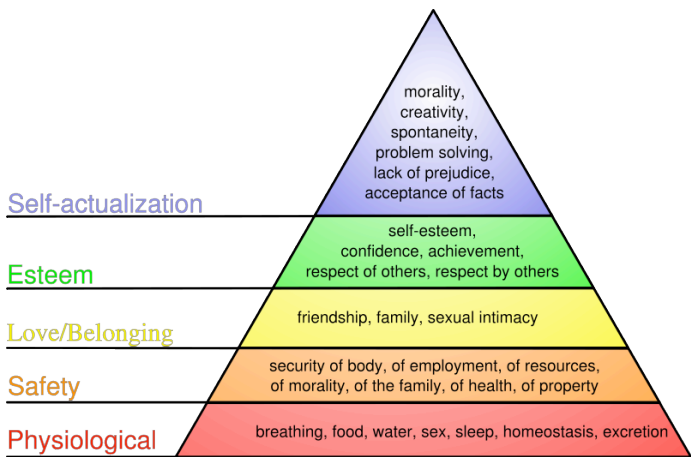
Not only were employees outraged by these measures, many of those who remained were upset that some of their best friends had been laid off. Despite the bad economy, even employees who had not been laid off began to quit.

The company that the local business journal had touted as “The Best Place to Work” in that city for two years in a row was now being called “the most hated place to work” by current and former employees in online forums like glassdoor.com.

Word was getting out. The company had trouble getting interested candidates in the one area where it desperately needed new talent: physician recruiting. Although no physicians were cut in the downsizing, potential physician candidates wanted nothing to do with an organization that treated its rank and file badly.

**The Employee Engagement Turnaround Plan:
Attracting and Retaining the Self-Actualized Employee.**

Do you remember Maslow’s Hierarchy of Needs from high school? It’s that triangle that depicts Abraham Maslow’s theory of motivation:



In my many years of research into behavioral economics (why people do what they do, buy the things they buy, and like the things they like), I find that just about everything can be traced back to Maslow's hierarchy of human needs.

When I interviewed the employees who remained at the health care organization I was working with, I found that most were in the "safety" level of the hierarchy: They weren't there because they loved their jobs; they were there because the company offered "decent" benefits and a steady paycheck (for the time being). In further researching the work habits of these employees, I found that their productivity was lackluster: they were showing up to punch a clock, collect their paychecks, and go home.

Contrast this with the employees at another client of mine -- an alternative energy startup. Most of those employees are functioning at the "self-actualization" level: they are doing work that is creative, work that is meaningful not only to them but to society at large, and work that allows them a great deal of independence. Not only are these people great employees, they're also great brand ambassadors.

The challenge for my health care client was two-fold:

1. Move existing employees up Maslow's hierarchy to get them as close as possible to the "self-actualization" level. We had 16 behavioral and business metrics in place that would identify when an employee had reached that level. Although I won't go into those metrics here, having clear, measurable milestones was critical to identify success.
2. To create and market an employer brand that would attract and retain candidates either at or near the "self actualization" stage.

To meet the first challenge, we began a series of “mission days” and “World Cafes” where employees would take part in a series of creative and fun exercises that helped them draw a direct link between their job – and their impact on the organization AND patients. These “mission days” also had employees create their own personal career mission statements, where it was clear that the mission statements did NOT necessarily have to relate to their current job. This step was critical to establish trust and gain credibility with employees.

Once we had that information, managers met individually with EACH employee to map out a plan to help the individual move closer toward his or her mission. In some cases, that meant moving the employee to a different job within the company; in others it meant helping the employee find a job in another field, with another company. But my client saw even that as beneficial. As the CEO said: “If we create goodwill by helping someone become self-actualized, that person will spread the word, and we’ll be able to attract more ‘right fit’ candidates to our company.”

The second challenge was met by sitting down with HR and the CEO to outline the specific qualities that defined the “self actualized” employee for their company. We then created an employer brand and branding campaign that was launched exclusively on social media. (The company wanted to target social media because they wanted people who were more cutting edge and comfortable with technology.)

The Results:

Twenty months after beginning the employer branding and employee engagement initiative, my client was once again voted “Best Place to Work” in its city. The company has no problem attracting top physician (and other) talent into the organization. And the EMPLOYER brand was SO effective, that the company recently (two months ago) changed its CORPORATE BRAND to reflect the EMPLOYER BRAND.

Help your employees to self-actualize, and you will have high-performing, happy employees for a very long time.

Vicki Kunkel owns a branded content business (www.yourinstantappeal.com) and a corporate learning and development company (www.perform-smart.com).

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The Artisanal Economy



By Vicki Kunkel

The Information Economy is so 1990s.

Information is omnipresent. Everyone's a writer, a publisher, and an "information entrepreneur." Many information organizations (publishers, marketers, educational companies and even news organizations) are outsourcing their writing, research, and information needs offshore. (Yes, a local community in California hired a writer in India to watch the local city council meetings—broadcast via an online feed—and write stories for their newspaper from the feed.) That's a sure sign that an industry is about to become bust here. It's no longer sustainable when too many players are in the market. That's why I say we're no longer in the "Information Economy."

So, if we're not a manufacturing economy, we're not a service economy, and we're not an information economy, then what is our current and future economy? It's the Artisanal Economy. But it's not the "butcher, baker, candlestick maker" entrepreneur that you may think of when one mentions an "artisan." Rather, it is a new breed of creative problem solvers who produce one-of-a-kind or limited runs of specialty goods for a global customer base seeking niche products. Artisanal entrepreneurs will include engineers, IT experts, and biotech specialists as well as craftspeople, food makers, and artists.

In February, 2008, Intuit (the company that produces Quicken and QuickBooks software) released a report called "The New Artisan Economy." In that report, Intuit says of Artisanal Entrepreneurs:

"They'll be equipped with advanced technology, able to access global and local business partners and customers, and will be competing in any industry. Their firms will be agile, flexible, and will often partner with larger firms to accomplish their business goals. Most will be knowledge artisans, relying on human capital to solve complex problems and develop new ideas, products, services, and business models.

“The artisans will create new organizational structures and provide greater opportunities for work-life balance. These small and personal businesses will be run by a diverse group of entrepreneurs with a wide range of business objectives, but many will choose to join the ranks of the new artisans to match their work with their values.”

Consulting firm McKinsey & Co. predicts that in the next 10 years there will be a few global giant firms on one end of the economy, a relatively small number of mid-sized businesses in the middle, and a large number of small and one-person businesses at the other end.

So why are Intuit and McKinsey so big on small businesses? One word: sustainability. Lightweight infrastructures will redefine the boundaries of small businesses, and provide greater agility and flexibility in collaborating and pooling resources with other firms. This will open new markets and create new opportunities for small and one-person businesses.

IT costs are decreasing, and computing power is increasing, which means that kitchen-table businesses will have access to tools and capabilities that were previously only available to the big boys. An example of this is the news business: It used to cost a lot of money to create, report, shoot, write, produce, and distribute a news show. Now a high school kid with a computer and a camera can put out his or her own online video news show.

This is an exciting time of technological change and major transition in world economies. And it will be the little businesses that lead the way in innovation, problem solving, creativity, and economic development and sustainability.

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So now that we've come almost full circle in learning some new perspectives on the business of business, it's only fitting that we finish our time together with some reminders of why we're in business in the first place!

Sam Deep, a personal friend and mentor of mine, brings us back around to the ultimate questions regarding the "why" in which we do.

Bring it home, Sam!

What is Servant Leadership?

To lead the people, walk behind them.—Lao Tzu

One-Minute Answer: In two different Gospel books of the New Testament, Jesus of Nazareth gave His followers the same leadership lesson. In Mark 10:42-44 it's reported this way:

Jesus called them together and said, "You know that those who are regarded as rulers of the Gentiles lord it over them, and their high officials exercise authority over them. Not so with you. Instead, whoever wants to become great among you must be your servant, and whoever wants to be first must be slave of all." (NIV)

This counsel from the most influential leader who ever lived spawned a radical philosophy of influence. Books have been written about it, workshops have been conducted on it, and institutes have been established to further it. The notion of *servant leadership* has caused executives, supervisors, and even parents to rethink the way they exercise authority.

So what's it all about and why is this leadership style such a good thing? After all, the notion of servant hood carries a distinctly negative connotation in the brave new world of the 21st Century.

Even advocates of the idea seek to rename it. A former client of mine tried “leadership through service.” But this euphemism entirely misses the point, which is that leaders are to sacrifice their needs in favor of the needs of followers in order to win their hearts. It’s putting yourself in second place as you deposit those you lead in first place. At the close of the workday, servant leaders do not wonder “What did my people do for me today?” but rather “What did I do for my people?”

Five-Minute Answer: Servant leadership inspires people to follow you. Jesus declared that becoming subservient makes that happen. Here’s what leaders who fulfill his prescription do with their hands, mouth, and feet.

1. Display exemplary behavior. When I taught leadership to second year MBA’s I would ask, “Why is it important to do the right thing?” It was discouraging to rarely hear the answer, “Because it’s the right thing to do.” This question anchored a module on business ethics, but goes beyond that issue. Doing the right thing also means showing to followers in your behavior the very behavior you expect from them. For example, are you as honest with them as you insist that they be with you?

Listen to them and to their ideas. A major complaint children have of parents is, “They don’t listen to me.” Children and employees, alike, feel trivialized and invalidated by a leader not interested in their thoughts. (37-40)

Learn and meet their expectations. In that same MBA course another revealing question was, “What would happen if you asked your direct reports what they need from you as a leader to help them succeed?” Not a popular question! A typical student response was, “That would be a sign of weakness! You’re the leader, and you should know how to supervise them.” A question for *you*: How would you feel if your boss asked for your expectations with a genuine intent of fulfilling them? An executive—not in my MBA class, though—once

answered, “I’d think I’d died and gone to heaven.”

2. Keep them informed. “No one tells you anything around here!” Sound familiar? Don’t let that be the mantra where you lead. The scarcest resource in any workplace is good information. Most bad decisions can be traced to bad or missing data. Your job is to keep your people equipped with the most timely, abundant, and accurate information on the planet.

3. Manage by wandering around. Author and speaker Tom Peters says it is more important for leaders to be visible than to be on planes, in meetings, or poring over paperwork. His idea of MBWA enables you to show an interest in people and their work, lets you reveal your human side, gives you occasion to encourage them, affords the chance to ask them questions, and may even give your employees an opening to teach you something.

4. Involve them in decisions that affect them. Express your desire to let others influence their future. “I’ve been asked to _____. What should I be looking at as I make that decision?” “What do you see as the advantages and disadvantages of _____?” “I’m preparing to _____. What might I be missing in taking that action?”

5. Give them more important work to do. Make others feel and *are* more important in these ways: Trust someone with a decision you once made (“What should we do?”) Turn over a complete operation to someone (“You’re in charge.”) Send someone to a meeting to represent you (“Speak for us.”) These strategies might also help you get out of the weeds you’re stuck in and elevate you to a more strategic role—where you belong!

6. Keep getting smaller so they can get bigger. In his book *Good to Great*, Jim Collins identifies Level Five leadership as the pinnacle of executive capability. He defines it as a paradoxical blend of personal humility and professional will. The word humility signifies a lowliness and submissiveness that diminishes you as it elevates

people around you. For many, this prescription is the hardest part of servant leadership to swallow, but it is also the most transformational. You'll know you've made it when those at succeeding hierarchical levels call you a "real person."

7. Help them grow. In a major way, #7 and #8 above cause people to grow. Another key source of development on the job is training, coaching, and mentoring. Test yourself on these dimensions of employee growth with your answer to this question: "Are my people significantly more valuable to their team, to other teams, to customers, to themselves, and to me than they were a year ago?" (77-80)

8. Be their champion. Provide all the resources your people need to perform at the highest levels. Represent their interests to higher ups. Go to bat for them; defend them; protect them. Showcase them to other decision makers who may be in a position to advance their careers.

9. Praise them. William James once said, "The deepest craving in human nature is the desire to be appreciated." You'll serve the people you influence by recognizing this need and meeting it. A simple "Thank you" is often all it takes. (53-56)

10. Dignify them. Remember their names and important things about them. Act as though "rank has no privilege" by not sticking your executive perks in their faces. Treat their families with respect at every opportunity. Promote from within when you can. Pay them competitive wages.

Breakthrough: Which of these servant leadership behaviors do you expect will jump-start your influence with the people you lead?

What Are Some of the Most Inspiring Thoughts about Leadership?

One-Minute Answer: You and I wouldn't define leadership the same way. That may be one reason why the two of us think we see so little of it—whether in business, government, or not-for-profit enterprise. What others practice as supposed leadership is not what we “know” it to be. So who's right? Let's turn to the great thoughts of experts and proven leaders to discover in their eyes what leadership looks like.

Five-Minute Answer: Here are some great quotes about leadership. I've taken the liberty to attach to each one meaning that it adds to our understanding of this incredibly essential and elusive pursuit.

1. The pilot of a ship is worth as much as all the crew.

~Philo Judaeus

These 2000-year-old words from the Alexandrian philosopher speak to the central role that leadership plays. When I check into a hotel, walk into a store, or sit down in a restaurant I can gauge within minutes the quality of leadership there. So can you! And I never leave a good (or bad) service experience saying “good (or bad) *employees*.” No, I look back and say “good (or bad) *leadership*.” Philo was right on!

2. Leadership is liberating people to do what is required of them.

~Max Depree

My all-time favorite definition of leadership! You gotta love a sentence with the words “liberating” and “required” so close together. Leaders “liberate” by removing the roadblocks their people face. Do you?

3. When the elephants fight, it's the grass that suffers.

~African proverb

Very few team leaders get along well when their teams don't; very few teams collaborate as their leaders fight. This is Philo's point remade.

4. Those who are in the highest places, and have the most power, have the least liberty, because they are the most observed.

~John Tillotson

When you supervise you live in a fishbowl. The people you hope to influence watch everything you do. You cannot afford to be a negative role model. You must not declare, "Do as I say not as I do."

5. We'll start the war right here!

~Brigadier General Teddy Roosevelt, Jr.

When his D-Day troops landed on the wrong spot on Utah Beach, the son of a Rough Rider didn't wait for new orders. He showed can-do, individual initiative unimaginable in the German ranks. His resourcefulness, in violation of orders, helped win the day for the Allies. Are you prepared to seek forgiveness, rather than permission, when it's right thing to do?

6. For if the trumpet give an uncertain sound, who shall prepare himself to the battle?

~1 Corinthians 14:8

Your people look to you for direction, and while your decisions must be measured and thoughtful, you can't be hesitant or wishy-washy. Such decisiveness is particularly important in times of challenge when people need certainty and stability. TR Jr. surely wasn't guilty of indecisiveness.

- 7. All of the great leaders have had one characteristic in common: it was the willingness to confront unequivocally the major anxiety of the people in their time. This, and not much else is the essence of leadership.**

~John Kenneth Galbraith

Yes! Your people need to know that you understand and feel their pain. Even more, they look to you to ease it.

- 8. The final test of a leader is that he leaves behind him in other men the conviction and the will to carry on.**

~Walter Lippman

I don't know if Lippman had heard the term succession planning, but he paints a great word picture of it. Notice that he doesn't appear to value the talent, skills, or experience of followers as much as two far more treasured leadership qualities.

- 9. In any series of elements to be controlled, a selected small fraction, in terms of numbers of elements, always accounts for a large fraction in terms of effect.**

~Vilfredo Pareto

For a sitting leader these may be the most important words on this list. Pareto's *80/20 Rule* says that 80% of our business comes from 20% of our marketing, 20% of our customers consume 80% of our time, and 20% of our employees do 80% of the work. Its significance for your leadership is this: with 20% of your effort, or in 20% of your workday, you add 80% of your value. Figure out (ask others?) what that 20% is and do more of it.

10. A man is rich in proportion to the number of things that he can afford to let alone.

~Henry David Thoreau

The “richest” leaders have found their 20% by delegating responsibilities that shouldn’t consume their day. They have been liberated for strategic thinking in exchange for tactical implementation they can trust to others.

11. If you want a place in the sun you’ve got to expect a few blisters.

~Abigail Van Buren

I saw a statistic a while back that 55% of all teachers would agree to fire their School Superintendent. The vote of no confidence among your followers may never get that bad, but you’ll always have your detractors. This was one of the reasons President Harry Truman said, “If you can’t stand the heat, get out of the kitchen.”

12. As long as you can stand up, you keep going.

~1st Sergeant Leonard Lomell

Shot in the side as he stepped onto the beach at Normandy, Ranger Lomell continued to direct his men to their objective at Point du Hoc in France. Do you keep going when “wounded” as an inspiration to your team?

13. You can’t lead a cavalry charge if you think you look funny on a horse.

~John Peers

If you are uncertain about your impact as a leader, the contents of this book will help to dissolve any lack of self-confidence.

14. If your actions inspire others to dream more, learn more, do more and become more, you are a leader.

~John Quincy Adams

Adams' focus may have been the actions of public servants, but the growth and development of followers is equally instrumental for corporate leaders.

15. My own definition of leadership is this: The capacity and the will to rally men and women to a common purpose and the character that inspires confidence.

~General Bernard Montgomery

“Monty” adds two essential leadership ingredients to this list. The first is that leaders excel when they help people discover a sense of purpose and meaning in their work. The second is that followers look for integrity, more than anything else, in those appointed to lead them.

Breakthrough: Which of these aphorisms means the most to you? Do you struggle with a challenge right now that this thought can help you with?

What is the Biggest Mistake That Leaders Make?

The greatest mistake a man can make is to be afraid of making one.

~Elbert Hubbard

One-Minute Answer: One morning not long ago I enjoyed a grande half-café with four shots of mocha syrup at Starbucks with

my Pennsylvania State Representative. We had a pleasant time getting acquainted. As often happens when a new friend learns of my passion for leadership, the conversation turned to Q&A. In this case he asked the most important question of all—the one above.

You might ask, “Why is a *negative* question at the top of your list? Isn’t it always better to ask a positive one?” No! We learn more in the negative than in the positive. Our failures teach us far more than our victories do.

Look at it this way. When I educate managers on the best practices of leadership, they appear to have an easy time reassuring themselves that they follow many of them. By contrast, when I identify leadership behaviors to *avoid* I encounter greater candor and even halting introspection as those same managers wonder, “Do I resemble that?” In other words, negative teaching convicts more convincingly than positive teaching does.

If you are willing to confront your leadership demons, prepare yourself to run into the most serious faults residing in the managers I find myself privileged to coach.

Five-Minute Answer: When my Representative asked the question, I suggested that there was more than one major roadblock to leadership success, but I had only enough time to elaborate on the first two. (Hopefully, he’s reading this and will benefit from adding the other nine.)

1. Succumbing to fear. Leaders, who second-guess themselves, create indecision among their reports. Those who look over their shoulders to see if anyone is approaching with a hidden dagger, take their eye off the prize. Those who request permission from higher ups rather than seek forgiveness, when necessary, limit progress. Insecure leaders often fall somewhere on a scale running from “wimp” on one end to “bully” on the other end. Get off that scale!

2. Failing to hold people accountable. If you don't establish your rules of the road and if you don't impose consequences for failure to obey them, you'll lose the respect of your best people. If you ignore or accommodate non-performers and troublemakers, you deserve the poor results you get.

3. Refusing to learn. When is the last time you were able to say, "I was wrong?" If you believe you seldom make mistakes, if other's criticism of you is rarely valid, and if you believe you know more than the people around you, people are suffering from your insufferability. Neither are you getting any better.

4. Not seeing themselves as others do. Soon after becoming a leadership coach I recognized the most important service I provide. That is to help leaders recognize the three "you's": (1) the "you" that they see, (2) the "you" that others around them see, and (3) the "you" that is. And of these three, the second is the one that counts. It determines the impact you're having on others and therefore the degree of good or bad you contribute to *their* contribution. Leaders who are unaware of their impact or, worse yet, don't care about it are off the rolls of inspiring leaders.

5. Relating to people as objects. Do you connect with the people you lead out of their roles—"admin," "technician," "vice president"—or as individual human beings with feelings, pain, wishes, ambitions, weaknesses, and desires for love and acceptance? If you're having more luck getting people to use their hands than their hearts, you'll profit from bringing more compassion into your relationships with those who look up to you.

6. Not delegating enough. Are you doing work that your company ought to be paying less to have done? Are your dives down to the tactical altitude of three feet keeping you from being fully operational at the strategic altitude of 30,000 feet? Does the time you spend in the weeds get in your people's way and suppress their growth?

7. Burying their heads in the sand. Do you shy away from confrontation? Do you avoid bad news? Do you sweep interpersonal conflict under the rug? Do you act as if things are better than they are? Leaders who display an aversion to the negative encourage direct reports to protect them from depressing outcomes by misrepresenting the facts and at times outright lying about them.

8. Valuing “what” over “how.” Consider these exhortations of employees: “Remain focused!” “Stay the course!” “Show your commitment!” “Don’t lose sight of our goals!” “Make the numbers!” If any of them sound like you, you’re a *what* leader. You believe that keeping people focused on outcomes will produce them. If I was choosing a boss, I’d rather work for one who valued outcomes just as much, but coached me through the *how*; that is, helping me learn and apply the right things to do to make outcomes happen.

9. Acting unethically. Don’t skip over this one so quickly! All leaders—just like you—believe their actions are either highly ethical or fully justified. Given what I hear from the people who report to them, that is not always a valid assumption.

10. Leading in a spoke network. When you sit at the hub of a spoke network, your employees communicate largely through you to others and to you directly in the discharge of their duties. If, instead, information on your team flies freely in whatever direction is needed to be optimally effective with each task, you lead in a *star* network. When your self-protective need to control the flow of messages launches a spoke network, creativity is clogged and progress is thwarted.

11. Being a failure-preventer rather than a success-insurer. Would you rather work for someone whose focus was on keeping you out of trouble or one who empowered you to become all you could be? Would you admire a boss who chided you not to make mistakes or one who spotlighted exciting goals? Would you thrive under the tutelage of a manager who first dwelt on the downside of

every opportunity or one who first made an encouraging case for the benefits? Notice that failure-preventing leaders typically reside at the hub of spoke reporting networks.

Breakthrough: Is there a leadership shortcoming on this list that you vow to correct?

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Websites of interest

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www.robertringer.com/index.html

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Thank you for making it to the end! The Little Giant has been written with the hope that it will inspire all who read it to see how they can improve or help others to improve in various ways regarding business and human development.

I hope you will indeed pass this book onto friends, family and colleagues as a free gift to help them as well. Send a friend this link: www.littlegiantbook.com.

The Little Giant has a companion book that addresses what the successful people in real estate are doing as well, I assembled 92 authors who are at the top of their game and making money in real estate (even today) these 92 friends contributed to a total of 95 chapters consisting of 1500 pages of organized topics and chapters in digital format for quick reference and easy reading.

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If we all pull together and help one another to operate at peak performance in our chosen fields, I believe we can emerge from this prolonged recession as a better and more productive and prosperous nation.

I sincerely hope that you enjoyed the Little Giant and invite you to also have a copy of the companion book on all things real estate as well.

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