The fastest way to retire wealthy building the business of your dreams.

EARN TWICE AS MUCH

With Half The Stress

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Introduction

You may be one of the "reluctant self-employed" – people who were downsized, outplaced, outsourced or downright fired. These people (for reasons beyond their direct control) find themselves without a job, and have few or no prospects for getting another in the immediate future.

You might be willingly self-employed. This group consists of people who value flexibility or creativity above almost everything else or who simply don't play well with others. The people in this group don't fit the corporate mold, or any other mold for that matter. They don't like being told what to do, and have discovered that if anyone is going to tell them what to do, it may as well be high-paying clients.

Members of this group have discovered that they can only find what they want by working "for themselves." Included here are freelancers, consultants and a variety of professionals – whether sole practitioners or partnerships (the latter often consisting of two or more self-employed people who've banded together).

You could be one of the people who start a business because that is how your particular industry operates: a doctor who creates a multi-physician specialty practice, a Main Street retail merchant, a software developer who can't do it all herself. These people all have clear vision, and building a business with other people is the only way to realize it.

Or, you could be in an entirely different category: people who build businesses because business building is their calling: entrepreneurs. Most entrepreneurs are repeat offenders: they don't start just one business; they start many. Success or failure in a particular enterprise is not a predictor of whether they will launch another business. They simply have to.

Tom and I fall into this last category. I have personally started two software companies, a retail services business, a multimedia production company, a sales training and motivation company, a strategic consulting and executive coaching company, and my current venture and pièce de résistance: The Quantum Growth Coaching franchise.

Tom has started, or participated in starting, 21 businesses. These include an in-store organic coffee roasting franchise, the world's first year-round indoor golf training center franchise, an upscale quick service hot sandwich chain, and now, Quantum Growth Coaching.

Some of our ventures have been wildly successful, some have been outright failures, and some ... well ... have been somewhere in the middle.

You can tell easily if you are in this last category if you have begun at least one business, and somewhere in the back of your mind (or the front) you are contemplating yet another venture. Perhaps you have already begun it. You are definitely in this category if you have started more than one business. You are an entrepreneur.

This book is for all of you.

If you are self-employed, and considering the transition to building a business (I'll discuss the difference later); if you have built one business and plan to be there for the rest of time; or if you're a serial entrepreneur, this book is for you. It is even for you if you do not yet run a business but are considering making this leap.

Earn Twice As Much With Half The Stress is a great promise, isn't it? Who would turn down that kind of proposition? But doesn't earning twice as much imply twice as much stress? At the very least, doesn't it mean a lot more work?

We don't think so, and that's why we wrote this book.

You see, many people decide to build a business because they believe in personal freedom, self-expression and/or making a whole lot of money. Some also have visions of extended time off – with family, friends or with themselves. Playing golf, sailing, traveling – these are just a few of the rewards people dream of when they start their companies. Unfortunately, many of these people are deluding themselves.

When reality sets in, many business builders discover that, instead of freedom, they have become enslaved to their business, just as if they had taken jobs and become wage-slaves. "I have no life," a serial (and very successful) CEO friend of mine laments. And he is far from being an isolated case.

Whether you are merely self-employed or have built a 200-person company, if you are at the center of it – if you are the lynchpin holding everything together – then you, my friend, are stuck. No less than a fly to flypaper, you are ensnared by your business. It's got you. And while there may be enormous rewards, there are substantial costs, as well.

We believe there is another way, and that's what this book is about. Earn Twice As Much With Half The Stress is about building a business that supports more profits and more life for you, the business owner.

The key to reaching this elevated state is to structure a business that is not dependent on you or on anyone else. You achieve this goal by creating and utilizing systems that (in Tom's words) produce "consistent, predictable, and ever-improving results."

Earn Twice As Much With Half The Stress is a survey of hands-on ideas, strategies and tactics, complete with action steps and implementation plans, for how to add systems to your company's leadership, marketing, sales, product development, client service, systemization (yes, we show you how to do that –step by step), management, hiring and finance. We even show you how to add systems for having more life!

Now, back to you who are self-employed, and considering the transition to building a company. Why should you do it? For exactly the same reasons as the entrepreneurs who want to build a system-based company: your life as a freelancer is just as locked-down as if you held a nine-to-five job with two weeks off!

Try taking a vacation. You can, but you won't earn any money. And there's always the fear that clients will replace you while you're away.

And for those of you who haven't started a business yet, but are thinking of it? Congratulations! You're in luck. You have much less to undo than the rest of us. This book is a roadmap of how to do things right.

So here's the promise: you can Earn Twice As Much With Half The Stress. This book shows you how. It contains scores of individual techniques, any one of which could double your business and halve your stress level. Yes, both at the same time. And if you use one idea from each chapter, or more – well, we can't be accountable for precise results, but let's just say they will be stellar.

If you think this book is NOT for you, ask yourself one question: if you went on vacation for four straight weeks and didn't call in once, what would your business look like when you returned? Would it be flourishing, or would it be a smoldering ruin?

When you are done with the program outlined in this book, you will be ready to take the longest paid vacation of your life. And when you return, the place will be flourishing.

You can have More Profits and More Life.

We promise.

A note about the writing:

When reading a co-authored book it is often hard to tell exactly who saying what, and this book is no exception. "I" in this book may refer either to Tom or Paul, and of course, "we" refers to both of us.

Chapter 1

Ultimate Leverage

How to get people to do what you want by helping them get what they want.

Woody Allen's award-winning film Annie Hall features a classic scene during which Woody and Diane Keaton engage in banal and stunted conversation while subtitles reveal what's really on their minds.

The visual device was both clever and hilarious, and it's a shame we can't use subtitles in real life. Here's how a cocktail-party conversation might play out between Mr. Kornstalk, an *Earn Twice as Much with Half the Stress*-trained entrepreneur, and Mr. Johnson, a business owner:

KORNSTALK

Hey, long time, no see. How's the business? *SUBTITLE: The olive in this martini looks like it was buried with King Tut.*

JOHNSON

Never better. I just picked up two new contracts worth $50K apiece. How about you? *SUBTITLE: I'll be lucky to see $1,000 in profit.*

KORNSTALK

I'm taking next month off for a walking tour of Scotland. Always wanted to go there. *SUBTITLE: I wonder if this guy's ever had a vacation?*

JOHNSON

That's great. SUBTITLE: Bastard.

KORNSTALK

So, where do you see your business going? *SUBTITLE: Should I tell him about my new start-up, or will he toss acid in my face?*

JOHNSON

Well, I'm hoping to bring some new employees on board to lighten my load. *SUBTITLE: If I'm still working 14-hour days in five years, I'll kill myself.*

If you're like many business owners, this scenario is less a comedy sketch than a documentary. It's likely that you launched your business with hopes of becoming independent, taking plenty of time off, and earning bushels of cash. And you succeeded – in part.

Today, you're no longer a "cog" in the corporate machine, subject to the boss's whims, as well as regulations governing how and when you work. Instead, you are every nut, bolt and cog necessary to operate your business.

You are more securely "chained to the oars" than ever before – running a moderately successful company that provides a living (but little more), and requires you to attend to every little detail in the course of your six- to seven-day week.

Chances are, the business is growing slowly – if at all – and may never be worth enough to attract a buyer's interest, should you decide to retire.

How did this happen?

Well, if you're like many business owners, you never visualized your future beyond the short-term – escaping from wage slavery and becoming your own boss. Instead of designing systems and programs to help grow the business – to transform it into a machine that generates profits and supports a better lifestyle – you have become the machine. You are the business. Without you, there is nothing.

Or maybe you're currently employed, but you've always wanted to launch a company. But you're a busy person. You have a life. So you give your start-up dreams relatively low priority. Then, as the time passes and inertia works its "magic," your start-up hopes fade into a pipe dream instead of an attainable goal.

Vision

"Attainable" is the key word here. What is an attainable goal, and how do you transform goals into reality?

Several years ago I was discussing ways to build the new business of a client named Pete. I asked him a standard question: "What is your vision for the business, say, in five years?"

"I want to have 2,000 locations around the world," he replied without missing a beat.

I chuckled to myself, thinking, "That's a big goal. It would put his company in the top .5% of all franchises."

Now Pete asked me one of the most powerful questions I've ever heard. He simply said, *"If there was a way, how could we do it?"*

This shifted the playing field from "fantasy land" to the real world, spurring a committed, brass-tacks strategy session on how to accomplish that vision.

The key question for current and aspiring entrepreneurs is not "where do you see yourself," but HOW will you get there? The answer revolves around creative vision.

I don't mean "creative visualization," whereby you sit on a yoga mat with legs crossed and imagine yourself in a plush office overlooking New York's Fifth Avenue to make it all come true. I mean developing a precise vision of how you, the entrepreneur, will bring your company into being.

Vision doesn't require a set time line. It could be short term, long term or "whenever." It may seem "realistic" or "unrealistic." It might involve earth-shattering ambitions or modest, personal goals.

This book will teach you to earn more money with less stress by helping you build a profitable business that you will enjoy working. The first step is to develop a clear vision – one that motivates you to act.

As an entrepreneur, you're going to work at least 40 hours per week, maybe 80, maybe more. Many entrepreneurs work 48-52 weeks every year. (There are some who would work more if they could.)

Of course, you'll need to take some vacation, but you will spend a large part of your life building your business. And if you're going to devote this kind of time and effort to building a business, you'd better absolutely enjoy the process. Your company should be something that you find totally worthwhile, inspirational and (most of all) fun.

Earning more money is typically not a key factor when deciding to become self-employed, but it's a critical part of the decision to build a business. Launching your own company is rarely easy.

Chances are, you'll work harder, longer and use more mental energy than you ever did as an employee. That's why many entrepreneurs are often motivated by the desire to achieve independence and exercise more control over their lives.

The most successful people aren't in it just for the money. They want to look forward to the sound of the alarm clock in the morning, instead of dreading it.

Here's an example of how clear vision inspires action.

For years, I had vague ideas of eventually having a body like Arnold Schwarzenegger's. Unfortunately, I found it difficult to maintain a regular exercise regimen. Sure, I'd visit the gym now and again, but I usually made excuses for not going.

After my second child was born, however, I realized that if I wanted to keep up with both kids, I'd need to get into better shape. Suddenly, it was no longer an amorphous dream of looking good but a concrete goal to improve my quality of life.

I developed a vision of how I wanted to look and function as an older man. That vision motivated me to strap on my Nikes and get to the gym several times a week.

Many people are uninspired in their jobs because they don't have a clear, long-term vision of why they're there, and where they're going. They don't visualize their own futures. Years ago, I asked a friend's father what he did for a living. His lackluster response: "I collect a paycheck twice a month." (Actually, he was a marketing manager for IBM.) This attitude toward work is both ubiquitous AND infectious.

Working a job that you hate doesn't just make you miserable, it affects everyone around you: colleagues and friends, spouses and children.

A lack of vision regarding work infects your life outside of the office or factory. You come home grumpy; you scream at the driver who failed to notice the changing traffic light; you can't enjoy your weekends because Monday morning is a dark cloud that always looms on the horizon.

Building a company you hate – or even dislike – is impossible.

Conversely, a positive vision and attitude toward your business is also infectious. Your vision – shared with your employees, partners and any stakeholders – inspires them, too.

Part of your job as a business owner, as a visionary, is to share your goals with everyone who participates in your enterprise. In that way, they become a part of the dream.

Imagine you are on a moving train. That train is your vision. The people who work with you might not be going to same final destination, but for a while they'll be headed in the same direction. If their vision is aligned with yours, they hop on the train, and take it to their stops. At some point, when they reach their stations, they hop off. You'll say, "Thanks for having shared the ride this far."

Everyone has some sort of vision. Flesh it out by asking – and answering – the right questions. Here's a list that may prove helpful. Some will apply to your situation; others won't. Regardless, pull your answers together into a vision statement, and edit the statement until it really sings for you.

1. How long will it take to launch the venture?
2. How big should it be at start-up?
3. Who are your potential clients, and where are they located?
4. How will you provide value?
5. Are you offering products or services?
6. How will you distribute your "wares" – from your home, retail outlets, the Internet?
7. How many product/services will you offer?
8. How long can I fund the venture before earning a profit?
9. How will the business operate once it's successful?
10. How will the business grow, and am I prepared for this?

For an expanded list of vision-building questions, link to our website at

www.earntwiceasmuchwithhalfthestress.com/bounceback.html

One comment I often hear is, “You've got to be realistic. You can’t eat pie in the sky.” My response is to quote the old saying: “Reach for the stars, and settle for the tree tops.” I believe that strongly.

Create a vision that is as big and bold as you want. It’s not about what’s probable; it’s not about what’s likely; it’s not about what you’re sure you can accomplish. It’s about what you are determined to make happen. It’s not about what you’ve accomplished before, it’s about what you are willing to strive for.

That’s what empowers a business.

To reiterate: the first step to earning twice as much with half the stress is establishing a vision – that clear compelling view, that focused sense of what the future will look like for you and your company.

Goals

The next step is to establish goals.

One of my favorite jobs was as marketing director for the Capilano Mall, a shopping center in the Vancouver area. When I first arrived, the shopping center was depressed – sales were down dramatically. I immediately set a target, not just to boost sales, but also to increase them an additional 20%.

I loved this job. It was probably the most fun I’ve ever had working for someone else. In seven months, Capilano Mall sales increased 22%. It was like turning an aircraft carrier, and would never have been possible without clear goals.

Goals are important because of what you, your business, and your people must become in order to achieve them. The process of setting goals causes you to overachieve – to exceed your previous expectations. The author Jim Rohn used to say that it wasn't about becoming a millionaire, it was about who he had to become in order to be a millionaire.

Two years ago, my goal was to double my income, and I asked myself the question, "Does that mean that I have to become twice the person?" No. In reality, you may only need to become roughly two percent more effective. You won't always reach your targets, but chances are you'll come much closer than you would have if you hadn't "reached for the stars."

Fear is the enemy! Many people think they have to reach a set goal, exactly as specified, or they will have failed. Fear of not achieving precise and specific goals discourages most people from even trying. That's a self-filling prescription for failure. Never getting started is the equivalent of surrendering your army before the battle's begun.

There are several different approaches to goal setting. One strategy is to create the big vision: set the goals in the stratosphere, and settle for the treetops. The other is to set goals that are just out of reach (not out of sight), and continually move forward a bit at a time.

As you're about to reach the previous goal, raise the bar and keep going. A third approach is to set goals you know *you can achieve. This strategy is* *psychologically satisfying for many people, but tends to limit potential.*

What's the right approach? The right approach is a purely personal decision, and depends on your mental makeup. Things that are big and grand, far over the horizon, motivate some of us. Others prefer to take baby steps. Stop and listen: which strategy resonates with you?

As a rule of thumb, I find that artistic people ("right-brainers") prefer to set their goals high, while logical "left brainers" (the an engineering mindset) choose goals that are just out of reach.

Here's a useful acronym you may have heard: SMART. The translation varies among some experts, but here's the one I use:

Specific

Measurable

Actionable

Relevant

Time Limited

Well-formed goals meet each of the SMART criteria: they are specific, measurable, actionable, relevant to your vision or larger, strategic objectives, and have a time limit.

Example: I want to open 50 new retail coffee franchises within 9 months. It's SMART: to open (actionable) 50 (measurable) new retail coffee franchises (specific), within 9 months. (time-limited).

Oh – and it's relevant to my strategic goal of getting a flying start for this new business.

What about the timing your goals? It's useful to have different sets of goals that work on multiple levels and employ multiple deadlines. You might have 30-day goals, weekly goals and daily goals. I've worked with insurance salespeople whose goal is to make 100 phone calls each day. It depends on personal style. Some people operate best with flexible deadlines; others love tight timeframes.

Typically, shorter timeframes should correlate with effort rather than results. The insurance person whose goal is to place 100 phone calls is tracking effort, not sales. He knows there is a correlation, but the goal is the process instead of the end result. That's the difference between an action-oriented goal vs. a results-oriented goal.

A results-oriented goal might be for an insurance salesman to earn $450,000 dollars this year. You can break that down to $37,500 dollars a month to create two overlapping goals: earning $450,000 annually and earning $37,500 per month. Track the twin goals separately as you move forward.

An action-oriented goal could involve the same insurance salesperson. To earn that annual $450,000, he'll need to write a certain number of new policies.

Knowing that 10 phone calls equals three appointments, and that three appointments equal one new policy offers a working formula for achieving the goal. So he sets an action goal of phoning 10 new people each day, understanding the direct link between action-oriented and results-oriented goals.

Action-oriented goals set efficiency targets. Results-oriented goals strive for effectiveness.

Failure to reach your goals is no excuse to pack up your briefcase and run to the nearest employment agency. It may be a cliché, but it's true: learn from your failures. Find out what happened, and adjust your behavior or your goals to win the next round. Running a successful business is a marathon, not a sprint.

When you fail, and you will, debrief yourself with the following "after action mantra" developed by personal development guru Werner Erhardt.

What did we do that worked?

What did we do that didn't work?

What's missing – in terms of process or resources – such that if we added what was missing we would be able to achieve our goals next time?

Finally, and most importantly…

What is Strategy?

Strategy is one of those concepts that really bedevil people. If you ask 10 different "strategists" what strategy is, you are likely to get as many different answers.

Some people strategy refers to the big picture; some think it refers to long-term plans. Others think it means anything that is important or powerful – like "strategic weapons."

Before I give you my definition, let's examine why strategy is important.

If you had all the world's resources at your fingertips –or at least everything you needed – you wouldn't need much of a strategy. Scarcity – of people, time, money, machine power, etc. – necessitates strategy.

Of course, even in the perfect world, you'd still have one strategy, but it would be pretty simple and straightforward: do everything simultaneously to your best ability. The military calls this a full frontal assault: take everything you've got, and throw it at the enemy. If that doesn't work, send in the reserves.

Strategy involves allocating resources and energy when you don't have enough of either. Once that's done, you're faced with the choice of which tactics to employ that will best utilize your allocated resources and energies.

Strategy, therefore, is the set of decisions you make about how to arrange and deploy your resources, especially your *scarce* resources.

Here's an example. One of my clients develops software for the printing industry. Like other economic sectors recently, the printing business was slumping. My client believed the downturn was likely to get worse before it got better, but had committed to developing a new line of software, which wouldn't be ready for another year, and he didn't want to stop in the middle.

The question: how to survive until the product and the market were right for each other again.

The customer base wasn't buying new software, but they still had operational needs. So, my client decided to re-deploy most resources into the service side of the business (consulting, custom work, training) and away from software sales. Revenue from services was sufficient to allow the development effort to survive until the time was ripe to market the new product. Since then, the product has been introduced and well received.

The point is: if my client had poured resources into quickly developing the new software, they probably would have gone bankrupt.

As you've surmised, scarcity can also refer to a scarcity of customers.

This notion of scarcity may offend some people, particularly those who are inclined to more spiritual worldviews that preach that "abundance" is everywhere.

"Abundance" may be true in the larger, cosmic sense, but when you concentrate on the specific details governing any given market, scarcity rules. There are often fewer buyers than sellers, fewer dollars than ideas, and not enough workers to get the job done.

If you don't have enough cash in your bank account to cover payroll, "abundance" is a concept that may feel both abstract and absurd.

Devising a strategy involves two major steps. The first is to assess the current state of affairs. People traditionally refer to this as SWOT, which stands for internal Strengths and Weaknesses, and external Opportunities and Threats.

Make a sober assessment of your company's strengths and weaknesses. There are many tools to help you (see

www.earntwiceasmuchwithhalfthestress.com/bounceback.html for a list of resources), but none of them will be much use if you're not comprehensive and honest.

What are you good at? Which resources can you bring to bear? What is your financial picture? What knowledge, skills and expertise do you possess? What are you bad at? What don't you know that may hurt you?

Systematically evaluate your company in terms of each function area. Standard categories include: marketing, sales and/or distribution; management; finance; production or manufacturing; services; research and development; information systems; intellectual property and human resources.

Look outside the company, and assess the external environment for opportunities and threats. Determine the opportunities your company can exploit, and gauge the threats to your current or future position.

Categories to analyze for opportunities and threats include: changes in your competition, your market, and your clients' businesses; government regulations; shifting demographics and psychographics; and technology changes, among others. Typically, any threat can be reshaped into an opportunity – and vice-versa.

Some people refer to this as "risk assessment," but that's only one side of the coin. For instance, when a competitor goes belly up, some people see that as a threat because "business is going down." Others will focus on the opportunity to take over their customer base and expand.

Next, ask yourself, "What is our grand strategy?"

We have tool called the Grand Strategy Matrix, which combines key SWOT elements into a shorthand analysis of your best options. Based on your competitive, financial and "sector" strength, there are a fixed number of core strategic moves available to you. Select the most suitable core strategic move, and use that as a basis for more detailed analysis and planning.

www.earntwiceasmuchwithhalfthestress.com/bounceback.html

For example: if your business targets a market which is rapidly expanding, and you already have a strong market share and a solid financial position, the best option is to increase your marketing efforts to boost demand for your current products in existing markets.

After that, increase marketing efforts outside of your existing markets. Then, add new products or services to markets old and new.

Now, let's say have strong market share, but your financial position is weak. Perhaps you are undercapitalized, or you've simply been spending too much.

You can't afford to undertake everything in the previous example, but you might seek to develop underserved niches instead. By marketing to a smaller group, your marketing dollars will stretch further. Or you might develop a strategic partnership or joint venture.

On the other hand, if you are operating in a shrinking market, have a weak market share and poor financial position, the best bet may be to sell the product line to a competitor and use the money to build business in markets where demand is stronger.

In addition, identify strengths that can exploit opportunities and match strengths that can be used to defend against threats. Many strategists also search for opportunities that can shore up weaknesses, or devote time to bolstering internal weaknesses to suppress external threats.

My philosophy is to spend very little time and energy on the "weakness side," since those strategies tend to provide low payoffs.

Tactics

Tactics address the question of getting the job done, of implementing the strategy. Let's return to my software client as an example. The company decided to shift resources from R&D and manufacturing into the service sector of the business.

What tactics did they use? First, they developed an offering package –services customers could buy and at what price. Then they prepared a sales letter for direct mail and e-mail. The next tactic was to outsource some certain functions so the company wouldn't have to expand payroll. We trained salespeople to sell services, and gave them specific accounts. Each tactic implemented the strategy of focusing on services.

Generally, the approach to tactics begins with developing a set of actions to realize a particular strategy. In the previous example, the strategy was to promote services to underserved niches: bringing IT consulting services to the printer market.

Typically you will have more tactical options than you can possibly e cute, which means you have to rank tactics in terms of risk and reward. There is a worksheet in the resources section, which will help you analyze the various dimensions of the risk-reward proposition.

Game Plan

OK. We've talked strategy and tactics. Now, let's discuss assembling those components into a "game plan."

The game plan outlines who is going to do what, when they will do it, the results they're going to produce, how they're going to do it, and includes a specific timeline with milestones to help measure progress.

Having selected your strategies and identified the best tactics, your next step is to rank the initiatives and arrange according to deadlines. Determine what must happen first, what has to happen next, and so forth.

Define the objective of each tactic and the specific deliverables to be produced. Interim deliverables or interim results will be gauged using various milestones that you select. For instance, if your game plan calls for opening fifty new stores, one per month for fifty months, then you may want to set fifty intra-milestones.

There also must be somebody who is accountable for the execution of each tactic. Designate the accountable people, and draft a detailed list of the resources they will need.

In the end, each tactic should have: projected results; intra-milestones; accountable parties, dedicated resources; and specific deliverables – all of which are assigned places on the timeline. You can timeline your initiatives using an Excel spreadsheet or with a tool such as Microsoft Project.

Depending upon the size of your organization, varying numbers of people will be involved in creating and implementing the game plan. If the team is large, it should be broken into several major functions, with each group developing its own game plan.

The overall business unit will combine these into a master time line. Here is where accountability becomes critical. Why? Because most people either don't follow instructions, misinterpret orders and/or procrastinate (or work inefficiently) so that important deadlines are missed. I know, I know: sad, but true.

It would be nice if people always delivered on their promises – both in terms of content and deadlines. Given human nature, strict accountability is the best tool for enforcing discipline and ensuring that the timeline is met.

Actually, the most common problem affecting game plans is under-resourcing, developing a plan that lacks commitment to obtaining the people, materials and money needed to accomplish the mission.

During planning sessions, people might say, "We'll do this, and then we'll do that, and ... uh ... we'll take care of that other component, too. Maybe hire five people if things get dicey."

People like to boost their images by making bold promises. That's why it's essential that you, as the boss, assess the situation coldly and critically. Play devil's advocate. Can this unit REALLY accomplish objectives A-Z in the allotted time? And, are those five extra people really necessary? What are the politics involved?

Here's a situation where I re-insert the "R" into SMART. Game plans must be realistic *from Day 1.*

The game plan should contain a realistic timeline – one that can be achieved using available resources, or resources you can quickly get your hands on. Further, while one person should be accountable for each step, another person should be accountable for the entire plan. (In a small operation, of course, one person might be accountable for everything.)

Accountability

I've mentioned accountability a few times, but it's worth further discussion. Accountability boils down to people acting on their promises – it's another way of saying "keeping your word."

Accountability requires an individual to put himself on the line, and say, "You can count on me. I will make this happen."

Apply this test to your own company. You schedule a meeting for 9:30. When does the meeting actually start? If your company is like many others, the early people start rolling in around 9:25. Others arrive at 9:28. Then 9:30 comes and goes. By 9:40, people are still wandering in while everybody else chats. You're lucky if things get started by 10:00.

At one of my client companies, a large technology firm, senior people don't even plan on attending meetings on time. They wait for their administrators to kick things off.

One way to start generating accountability is by starting 9:30 meetings at 9:30 – even if you're the only one there. People who come late will be forced to catch up later.

Initially, that might throw some wrenches into the cogs, but you need to start teaching people (the hard way, if necessary) that you mean what you say. If you call a meeting for 5:30, it starts at 5:30 – and everyone should arrive by 5:25.

That's called building a fence around your commitments. If you schedule a phone call for six, sit down and review the agenda for a few minutes beforehand. This is how to practice accountability.

Everyone reading this book knows how to show up on time. Strong vision helps promote discipline and accountability. Strong vision coupled with strong values.

Priorities

Let's talk about priorities. Say I'm accountable for a series of action items that affect the outcomes of various projects, and it's a big list. How do I decide which action item to do when? Here's the secret: some important things are more important than other important things.

Remember that. It's the basis of priority management: among the long list of important things, some are more important than others. You may have a whole suite of actions to perform during the day, which will generate a whole suite of outcomes for which you're accountable. But some tasks and their outcomes will make a bigger difference than others.

The operating question: what is the highest value contribution I can make, right now?

I doubt whether any of you would argue with that logic. The challenge comes when you must balance two AAA priorities. Everyone has an "A" list; now add the AAs and AAAs – the critical ones!

One of these AAAs contributes to the business right now, brings in immediate revenue. Another one is critical to a future benefit; say business development six months from now. How do you decide between the two?

There is no hard and fast rule, but I'll give you an example. We are currently building Quantum Growth Coaching – the world's first system-based coaching franchise specifically for entrepreneurs and emerging businesses.

We believe it's going to transform the way business owners build their businesses and live their lives. We believe it will be hugely successful. (To find out more about this program, link to

www.quantumgrowthcoachingfranchise.com)

At the same time, I have current clients with current needs. I have current business deals that I could be closing today. Which of these items should I address immediately? My decision: writing this book is most critical to me today. It represents the highest value contribution I can make because it will have the greatest overall impact – though not on this particular day.

The secret to sorting priorities is to ask the master question: which activity produces the greatest value.

Yes, I can already hear you saying, "But I have things that must be done today! I have fires to douse, phones to answer. I'll go out of business if I don't pick up the phone." You're right. You're 100% correct.

On any given day, you'll have to juggle multiple high priorities. Your resources will be divided among several different initiatives. Any given day is devoted, in part, to dealing with specific tactical responses. Any given is partially dedicated to meetings. Any given day must be devoted to making the greatest possible value contribution to your business.

But ... if you don't get something done today, don't scold yourself. So long as you follow the system, you are working on the most important item that requires your attention. You'll confront the other tasks tomorrow.

Many people are overwhelmed by their task list. They have so many individual to-dos that whenever they look at the list, they immediately start considering failure and every worst-case scenario that comes to mind. The Palm Pilot shouts: "Hey, look at this! You've got eight hundred items on your task list." Are those ever going to get done? No!"

Tell your Palm Pilot to shove it. According to my definition, there is, and can only ever be, one top priority. Everything else is a "secondary priority."

And since you must continually focus on your top priority (or perhaps multiple top priorities in different categories), and you are constantly reevaluating priorities, you may never get to priority number two. It may never get done. *Don't even think about priorities three, four and five.*

Hence, the priority management system: Start by making a fresh task list. Make it short – three to seven items for the daily list; 10 items for the week – tops! Make sure everything on your list is important. Anything that isn't important should go onto a "B" list that you can tackle when you want a vacation from the "A" list – if ever. I call that silly time.

Next, take your "A" list, and prioritize it according to your vision and strategy. The top item should always receive a "yes" to the question, "Is this my highest value contribution, right now?" Now, get to work.

You can begin with item number one and continue working on it and nothing else until it's complete. That is the ideal. If priority one takes all day, and it's not done, then you continue the next day, until it is complete.

A second approach is to divide your time among items that belong to competing priorities. Establish a "box" of time for each. You might spend three hours working on item one, and devote 100% of those three hours to that alone – no answering the phone or checking e-mail, no ad-hoc meetings. Nothing. Then shift to item two for an hour. After this, you might return phone calls and emails for an hour.

This simple time-slicing process will enhance your level of effectiveness and revolutionize your ability to deliver the promised results.

The Ultimate Leverage Policy

Ultimate leverage is motivating other people to perform the necessary actions on time.

If you create and share a powerful vision with colleagues and employees, they will really want to tackle the work, because they've bought into the vision and want to make it happen.

Refine your vision by asking specific questions about how you want "it," your business, to look in the future, what do you want your life to be like, who your clients will be, etc.

Ask specific questions about where you want it to be: in downtown Vancouver or Western Samoa; in an office tower or a thatched hut; serving a few millionaire clients or millions of small ones?

Sharing the answers will align people with your vision because they see themselves traveling the same path. Then they're willing to take action on your behalf far beyond anything they would for a paycheck alone. (The ones who cannot align, leave.)

Next set goals which are compelling; goals that cause you to stretch. Set goals that require you to be more of the kind of person you want to be for their accomplishment.

Create strategies based on your company's strengths, weaknesses, and on market opportunities and threats. Devise your overall strategic direction by marrying your vision with the choices contained in the grand strategy matrix. Next, identify the specifics for your business.

Develop a suite of tactics or initiatives that will implement the strategies and help realize your vision. Each team member is accountable for one or more initiatives. They are driven to keep promises because they own part of your vision.

Each component of your strategy is detailed in the game plan. All of your game plans, taken together, form a master game plan for the company.

Everybody is accountable; everybody is responsible. Hold weekly meetings to ensure that people stay on track.

Finally, the entire team utilizes a priority management system that ties their daily actions to their game plan. The companies that embrace this mindset (that I've work with), and practice these principles produce more profitable results more quickly.

Chapter 2
Attraction Marketing

How to create landslides of leads

When it comes to marketing, entrepreneurs can be divided into two camps: one group thinks it's easier to find sunken treasure ships than acquire new clients; the other picks up customers faster than a Hoover scoops up dust bunnies. In this chapter, I'll show you how to make marketing easy. I'll also show you how to make it scalable, and stress free.

Let's break down the process of "easy entrepreneurial marketing." I use the term "entrepreneurial" because marketing for entrepreneurs is different than the marketing conducted by large corporations.

Your first decision is to choose your market niche. All entrepreneurs should focus on manageable target markets – small segments defined so that all the participants relate to each other in some way. They might read the same magazines, surf the same web sites, listen to the same radio shows, attend the same trade shows, even speak to each other regularly.

Why is a niche important? If your company is large and rich, overflowing with marketing dollars, you might afford to communicate with a large, undifferentiated mass of buyers. (Even then, it might not be the smartest course of action.) However, if you're on a limited budget, it's much more effective to focus your efforts by targeting a niche in which you can make a big splash for fewer bucks.

Once you've selected your niche, the next step is to position your products and services to exploit an undeveloped opportunity within the niche: the "something that's missing" – whether an unsolved problem, unsatisfied need, or a new offerings that will help customers make more money.

Then you price it right, offer a guarantee or some sort or risk reversal so that you assume the risk, not your prospects. Finally, you communicate your total proposition to the market, and reap in the leads.

Let's go back, and revisit each step in greater detail.

Positioning

Why should people care about your product or your service? What's more, why should they buy it? Positioning answers those questions. Positioning and niche marketing are tightly tied together. You cannot offer the right market the wrong product: it defies logic. Positioning involves establishing the presence of the right product in the right market(s).

The term "positioning" is used in the realms of advertising, public relations, political campaigning, marketing, and many more, and includes both image development and communication of that image.

You'll want to stress factors such as your product's benefits, its features, uses, added value, competitive pricing, and so on. You'll include this information in the messages you convey to prospective buyers.

Unique Client Proposition

The core of any product or service positioning is its "Unique Client Proposition" (U.C.P.)

The concept is also referred to as unique selling proposition or unique sales proposition, but I use unique client proposition to underscore the client-centric basis of positioning. *Attraction Marketing is about what your client wants, not what you'd like to sell him.*

Your U.C.P., or unique client proposition reflects your strategy for dominating the market, and is composed of the one-of-a-kind package of features and benefits your product offers – so unique that no other product or service contains them all. Potential clients must come to you for this blend. By definition, you have a monopoly on your U.C.P.

For instance, if you need a new automobile tire you could go to many places in town. But if you need a tire at 4:00 a.m., you could only go to the 24/7 Tire Store. You wouldn't have a choice: those 24/7 boys dominate that market with their U.C.P.

There are several approaches to creating your U.C.P. The simplest one is to create one out of the blue. This has advantages, particularly if the business owner understands the market and knows where to find opportunities. Just come up with the most powerful combination of product/service features. This is the "blue sky" approach.

A second approach is to do homework; perform some research. There is one question that encapsulates this method: "What would customers like their current vendors to offer that they currently don't?"

Talk to existing clients and prospects. Better: talk to clients of other vendors.

Interview real live buyers, and learn what your target market is missing, what gaps they'd like to fill. Then, design your U.C.P. around those gaps, like the tire guy who discovers that people need flats fixed on their way to work at 5:00 am, not between 9:00 and 5:00. Or FedEx, whose U.C.P. caught fire because millions of people wanted guaranteed overnight deliveries.

While I was helping develop Parmasters, we performed extensive research, and discovered four big gaps in the world of golf instruction:

1) new players weren't having enough fun learning the game;

2) they were intimidated when learning from a golf pro;

3) people thought it took far too long to play 18 holes in the beginning; and

4) it was too expensive to learn, so expensive that many newcomers tried to learn from their friends.

Based on this information, we invented a U.C.P. that featured guaranteed results, including a non-intimidating clubhouse environment and year-round indoor training programs, all for an affordable price.

Our slogan was: "Get excited about golf again," which promised fun vs. frustration.

If you are crafting a business within an existing industry, you can do the research with real, live paying customers. However, if you're creating a business for which there is no precedent, there are none. Therefore, you'll have to rely on the "blue sky" U.C.P. Naturally, you'll engage in market research to some degree – e.g., to learn which features people want – but the results won't be as scientific because prospects have never used the product/service before.

One of my previous businesses was a franchise called Roastmastir's (sic), which roasted fresh coffee in coffee bars. The U.C.P. was custom-roasted, organic coffee, a brand new concept at that time. Come into our store, choose your coffee and the way you like it roasted, and take it home fresh-roasted within minutes.

Roastmastir's created a U.C.P. that appealed to what customers wanted from coffee: they wanted it to taste better, period. And the key to tasting better is freshness. There's nothing fresh about most coffee. It's roasted, it's shipped, it's stored, and it's transferred, so Roastmastir's needed to develop methods that provided coffee that was fresher than "fresh."

Today, there are approximately 2,000 roaster-retailers in North America. We were trailblazers.(http://qgcdl.etambook.com has a U.C.P. worksheet and a set of exercises to help you develop your own U.C.P.)

Clients vs. Customers

While we're on the subject of "clients," I'd like to highlight the distinction between customers and clients. Some people see this as a matter of semantics, but for us it is a question of mindset.

Let's turn to the dictionary for some help. Webster's says a customer is, "one that buys goods or services," while a client is "one who is under your care and protection"

Think about it: the difference is enormous. If you start thinking of people as clients, rather than people who simply buy stuff from you, you assume a much greater responsibility toward them.

Not only that, you will develop a deeper relationship with them as well. That may not be something you are willing to take on, but if you do, it could have a huge impact on "client" loyalty and longevity.

Pricing Pitfalls

Ah, here's the rub. Pricing is a *critical* factor for the success of any product or service, and one of the trickiest to master. Most entrepreneurs price their products very poorly. Typically, they either undercharge or overcharge – on the one hand, generating paper-thin profit margins (if any) or, on the other, scaring away potential customers before they even try the product.

This may come as a shock to some, but in some cases, you will not attract enough business if your prices are too low. Here, the operating adage in the customer's mind is: "you get what you pay for." For example, if you are positioning a luxury product or a one-of-a-kind product, and your price is too low, you've telegraphed to the market that *you don't really believe* your product qualifies as a luxury or a rarity. If it were, you'd charge accordingly.

Imagine that your product sells for $100 and has a 10% profit margin. If you increase the price by 10% (to $110), the margin is now $20. That represents a 10% price hike and a 100% profit increase. A price rise as small as 1% yields a profit increase of 10%. Unfortunately, most people don't think of it that way.

Will you lose money? No. If you sell to 100 customers a week prior to the price hike, total gross margin equals $1,000. Now, let's say that after the price increase, business falls off by 50 customers. You're still earning $1,000! However, it will cost you less to service those 50 remaining customers, so net profits will be higher. (Obviously you need to strike a balance between margins and total volume, but you get the point.)

In many cases, you won't lose *any business*, especially if you take care of your clients. In some cases, unit volume may actually increase, as discussed above.

Never assume that your prices are optimal. Test! One experiment is to set different prices in different geographic markets, where buyers are the same – only the locations vary. That way you can test various prices, and see where sales are highest. (There are other factors to consider, but this is the simplest approach.)

Using direct marketing – e-mail, regular mail, telemarketing – and by setting different prices for different parts of your list, you can determine which prices attract the most buyers.

Another method of testing is the Lemberg Method, which works well for pricing professional services and other limited volume products. In this test, you simply raise the price.

Here's the science: you acquire a new client or group of clients priced at X. Keep the price steady for a fixed number of clients (I typically recommend five, though that’s an arbitrary number), and then raise the price again.

Continue raising prices until the “push-back” from clients reaches “critical mass” and business dries up. When the flow of business becomes dire, roll back prices. (Obviously, you won’t use the Lemberg Method if your survival depends on every dime of income, and you can’t afford to lose business – even temporarily.)

Screenwriter William Goldman, author of *Butch Cassidy and the Sundance Kid*, once said of Hollywood, “Nobody knows anything.” Take that same attitude toward pricing, and you'll generate the greatest profits.

Some companies try to build U.C.P.s on everyday low prices, undercutting the competition, regularly offering special sales and discounts, etc. What do I say to these entrepreneurs? I say that’s a terrible positioning. It's the most vulnerable U.C.P. possible. If low prices are your only draw, you'd better have deep pockets, because your competitors need only lower their prices to completely undermine your reason for being. And if their pockets are also deep (or deeper) you're running a race to see who'll reach bankruptcy court first.

In almost any industry, there's somebody ready to launch a price war. Is this always a foolish strategy? No. A company with extensive financial resources *can* make this a winning strategy. I simply don't recommend this approach for start-ups and smaller businesses.

Home Depot has done this. They lowered prices to the point where small hardware stores could not compete. As soon as everyone else closed their doors, they raised prices. Staples and Office Depot have also kicked butt with this approach. They undercut rivals by offering super-low prices on commodities, which drove small stores out of the field.

This is not a tirade against big box retailers. But understand that a discounting strategy is extremely risky, especially for the beginner. You'd better not underestimate your rivals' ability to survive (or win) a price war. Discounting is a last resort, and (in my opinion) a bad one. As we used to say in the shopping center business, "Live by price, die by price."

Risk Reversal

Risk reversal exponentially raises your chances of attracting new clients by placing purchase risks on your shoulders, not theirs. If potential clients like your product/service, and can afford to buy, but don't, there are probably two reasons: 1) they don't believe your promises; and 2) they don't recognize the benefits of your offer.

A risk reversal proposition can tackle both issues. By eliminating (or dramatically reducing) the perceived risk that new clients face when first doing business with you, you'll encourage sales. Risk reversal is not just a guarantee: it's a guarantee on steroids.

Let's use *Parmasters* as an example. Our golf training programs guarantee a 25% reduction in handicap. That's equivalent of five or 10 years of training for some golfers.

"But," asks the prospective client, "what if I don't lower my handicap by 25%? What then?"

Parmasters created a more powerful guarantee than "you'll get your money back." There's nothing wrong with a money back guarantee, but there are better ways to assume risk. In this case, we did a bit of research, and discovered that golfers don't *want* their money back: they want lower scores! So we offered the 25% handicap guarantee OR you play free in our facilities for a year. This offer was perceived as having much greater value (and it cost us far less).

Here's another one from personal development consultant and author Randy Gage, who offers a $6,500, five-day seminar. What's his risk reversal offer? If, after the second day of the seminar, you don't feel you're getting everything you came for, not only do you get your money back, Randy will pay you an additional $5,000 for your trouble! Now that inspires confidence. It's better than a risk-free guarantee.

To craft your risk-reversal offer, start by identifying all the barriers or risks that potential clients will face when doing business with you. Then develop a risk reversal proposition that substantially eliminates the risks.

After that, attach reasonable restrictions and conditions to ensure that clients don't abuse your policy. Make these as few as possible, and don't force them to jump through hoops if they are genuinely dissatisfied with the product or service.

Years ago, a friend of mine joined a dating service that promised a certain number of "appropriate matches" each month. When the company failed to deliver, it took him a dozen phone calls and eight months to receive a refund. That's not the way to implement a risk-reversal policy.

Unless you operate in a market where the buyers are particularly sleazy, abuses will be minimal, and the benefits of your program will far outweigh disadvantages. *So why doesn't everyone do this?*

Many business owners fear that people will take advantage of them. In reality, this tool is inexpensive and relatively risk free (for you as well as your client). It simply requires that you put yourself in your client's shoes.

Test such offers with potential clients. Ask if this risk reversal program would increase their likelihood of buying from you. Caveat: don't ask if they *will* buy. Ask about the *likelihood* that they would buy. You'll know when you've created a good offer because the response will be dramatic.

Then roll it out. Incorporate it in all of your marketing materials, your staff training and follow-up systems – everywhere.

Years ago, I worked with the Dale Carnegie organization, which employed the following risk reversal strategy: at the end of the fourteen-week program, each student received a 3x5 index card, and was asked to write the answer (yes or no) about whether the program was worth the time and money.

If respondents checked "no," they received a check for the entire tuition. This strategy was so effective that within five years our Dale Carnegie franchise in the Canadian prairies did more business than all the franchises in California combined.

Risk reversal programs can also build your reputation for integrity. Do you deliver on your promises? It won't make sense to implement such a policy if you can't. But, as a business development consultant, I won't work with anybody who doesn't offer a strong risk reversal.

If you don't guarantee, if you won't stand behind your products, if you're not willing to assume the risk, I want to know WHY? And I'm hardly alone in thinking this way. Ask anyone.

One of my clients sells software to the paper converting industry, and his product has a payback period of less than six months. That's how much productivity improvement clients can expect. But that figure is based on the customer's ability to cut the number of people on the payroll. As my client was pitching his software to his largest prospect ever, the customer said, "This all sounds great. Do you guarantee it?"

Now you have to understand one thing about big-ticket business software: none of it is guaranteed. Software is complex, and makers are loath to guarantee. Plus it's hard to install, and you never know what anybody is going to do. So my client said, "Well nobody does." Remember also, he didn't want to guarantee savings because some people just aren't going to fire their employees.

Here's where our research came in to play. We spoke to some current clients about what kind of cost savings they'd realized. One of them revealed that he'd measured savings through what's called a "stroke count" – a measurement of the machine utilization during an eight-hour period – which had increased by 40%. THAT became the guarantee.

The lesson here is that it's nearly always possible to develop a quantifiable guarantee, even if it's somewhat out of the ordinary.

Here's an action item: Imagine the most outrageous guarantee you could offer, and figure out how to do it.

Create a risk reversal program for the product using our matrix and template from

www.earntwiceasmuchwithhalfthestress.com/bounceback.html.

Marketing Communications

OK. Now that you've developed a killer U.C.P. optimal pricing and crafted your risk reversal policy, someone has to know about them.

The key is to marketing communication is to develop systems that operate almost entirely on their own. Once they're established, they require little or no effort by your team to continue generating streams of pre-qualified prospects.

Remember, this chapter is entitled "Attraction Marketing," and our book's promise is that you will *Earn Twice As Much With Half The Stress*. We make that promise because by creating systems that attract potential clients on a continual basis with or without added effort on your part, you will dramatically improve your marketing return on investment.

Well-spent marketing dollars should generate at least ten times the amount invested. In our Quantum Growth Coaching program, we supply an attraction marketing tool kit with some twenty different tactics, each of which helps grow your business. In this book, we'll cover five of these, and give you insights into some you can use right away.

Referrals

The first marketing tactic is to encourage referrals. Everyone has heard that you should have a solid referral program, right? Well, most people's referral program consists of asking someone for a referral – when they remember to ask.

In my experience, people occasionally ask a happy client for referrals, but fail to institute an effective and duplicable program.

There are three keys to creating a great referral program: earn the right to ask for referrals by providing solid value; ask clearly and unequivocally for referrals; and recognize and reward people who provide referrals. I'll assume that you've already earned the right to ask for referrals.

My favorite way to ask for referrals is to use the "Envelope System." Give your client an envelope containing a letter that says something like, "Who says there's no such thing as a free lunch?" on the cover. Inside, you repeat that heading, and go on to say, "You are one of our valued clients; we really appreciate it, and we know the best way to grow our business is by word of mouth. We want to reward you for referrals, so when you send us a prospect, we'll buy you lunch for two at [XZY local restaurant]."

The lunch idea is scalable. If your product is a small offering, then lunch might be appropriate. On the other hand, if your average sale is a $100,000, then you might offer a gift certificate at Tiffany's or Frontgate. In the Quantum Growth Coaching franchise, we offer someone who refers a franchise buyer their choice of a trip to Hawaii or other exotic travel spot.

The whole concept is scalable, but the keys are to: 1) use a non-cash reward with a high perceived value relative to the referral; and 2) use the envelope.

Next, make it easy for them to respond. If you're dealing with a consumer, supply a form with room for four referrals and their contact information. Multiple spaces are important, because if they're going to refer at all, chances are they will refer more than one person.

And, of course, make it easy for them to send the form. Provide consumers with a self-addressed stamped envelope (SASE), as well as fax numbers and (increasingly important) e-mail addresses.

When you receive referrals, be sure you thank the referrer. And when referrals turn into business, follow through with the promised rewards.

There are many other referral systems. This is just one idea to spark your imagination. The key will be creating a system that is pain-free to your clients, which can be operated by your people without any significant overhead.

Sampling

Another Quantum technique for generating leads involves sampling. You see sampling all the time. Have you been to a Starbucks recently? They chop up a muffin, and give you a small piece with your coffee. If you like it, you may buy a muffin. No big deal.

Can such an approach work for your business? Probably. Simply determine what you can give away without eroding your margins. Proctor & Gamble calls sampling “buying new customers.” And if a company as large as Proctor & Gamble can use such a simple approach, we all can.

Quantum Growth Coaching offers potential clients who’ve attended our “*Earn Twice As Much With Half The Stress*” seminars a free Business Needs Analysis consultation. This gives them a taste of what Quantum Growth provides and introduces them to a Quantum Growth business coach.

At Parmasters, we offer a free two-hour seminar called “How to Hit the Ball Straight Every Single Time.” It’s free. Attendees get great information, they really do learn how to hit the ball straight and (of course), they receive an invitation to join a paid program.

Remember: offer just a taste, like the spoons of ice cream offered by Cold Stone or Haagen Daz. Don’t give them enough to fill up on. Leave ‘em wanting more.

Couponing

Another method of boosting business is called “couponing.” I suggest you use couponing with a *twist*.

In the coffee business, we discovered that most organic coffee purchasers were women, and the most loyal clients were women who were socially active. We learned that those same buyers often spent time at hair stylists, and we put two and two together. Why not use the hair stylist connection to drive coffee sales? Whenever someone was getting their hair done, we could offer her a cup of coffee. We would offer to supply hairdressers with our organic coffee, and provide them with certificates and coupons for free cups in our shops. This worked just like a referral program because the hair salon was saying, "Go here; try this coffee." The response was tremendous. And, of course, people often brought a friend with them. On average, we earned $1.09 in revenue every time a free coupon showed up.

This system can employ a coupon, certificate, letter, folder, flyer – even a glossy 4" x 9" rack card for formal marketing partners. Or any option in between.

Advertising

Let's talk about advertising. (Advertising people are going to love this.)

For the most part, it doesn't work effectively for small businesses.

The return on investment (ROI) is pathetic compared to other forms of marketing communications – certainly nowhere near the ten-to-one ROI that I look for. Even David Ogilvy, founder of one of the world's largest ad agencies (Ogilvy & Mather) disdained conventional print and broadcast advertising in favor of direct response marketing. It *is* possible to improve advertising's bottom line if you precisely target your audience, and follow some simple formulas and guidelines.

Here's an overview of how to make a newspaper ad work.

Start with a strong, benefits-oriented headline. Sadly, many business owners think headlines are "unprofessional." Where did they get that crazy idea? If you feel headlines are too pushy or glitzy, ram your head into the wall and shake your brain loose. They work! They draw the reader's attention into the ad, getting them to read your copy. Your headline is the "ad for the ad," and if it isn't interesting, no one reads your ad.

Your ad copy – regardless of how short 'n' sweet – must also stress product/service benefits, supplying information about only the most vital product features. (FYI: an ad is *not* a user's manual.) And please: resist the urge to document your company's history, write your biography or toss out vague promises of "quality."

How is the customer supposed to react to generalizations about a "quality" or "unique" product? "Ohhhhh ... he offers *quality* – as opposed to all the other bums who've succeeded in the industry for 50 years."

Your ad copy must extol specific, specific, specific benefits of your offerings, and then follow up with a call to action. I.E., after they've read your ad, what should they do next – flip to the next article, or run to the telephone to order? Insert something like, "Call or e-mail today, and you'll receive [this, that and the other thing]."

As discussed earlier, I *do not* recommend offering a discount. If you launch your business by discounting your prices, you're creating a poor first impression by (at minimum) causing people to question the value of your products. Instead, try emphasizing added value like all of those Ronco TV commercials: "But wait, there's more! If you call now, you'll also receive [a seat on the next Mars orbiter, etc.]"

One of my clients owns a computer training business, offering courses and seminars to help people launch careers in high-tech-related fields. The company used to spend money on traditional advertising, including TV and radio – before we scrapped that approach and focused instead on the Yellow Pages and targeted newspaper ads.

These advertising vehicles provided an ROI of as much as 3,500%! In other words, for every thousand dollars of ad budget, the company generated $35,000 in sales. Not too shabby, eh?

Paid Lead Generation

The final tactic (more of a strategy, really) is the ultimate in Attraction Marketing. While the other tactics reduce the cost of lead generation, this approach centers on having your client pay you to become a lead, turning the tables from necessary expense to additional revenue.

Earn Twice As Much With Half The Stress

Our seminar, "Earn Twice As Much With Half The Stress," is a lead generation tool for our franchised Quantum Growth Coaches. It's a three-hour seminar, built around some of the principles found in this book and our audio series. (For information on ordering this 8 CD program, visit www.earntwiceasmuchwithhalfthestress.com/audioprog.html

The seminar provides attendees with tangible, actionable tools, and exposes them to our ongoing Quantum Coaching and business development programs.

No, the seminars aren't free. People pay to attend. We work with joint venture partners who market the seminars to their clients. In exchange they share half the revenues. Now that's a paid lead generation strategy! And any business can develop and use this tactic.

Another common paid lead strategy is called, "Free + $9.95 for shipping and handling." You offer prospects a valuable product of some kind (a pen, CD, anything of value), so long as it's something physical that can be sent via the mail, not something downloadable.

The shipping and handling charges actually generate a profit. For example, I recently heard about a self-defense program that sends an informational CD free + $9.95 S&H. They've mailed hundreds of thousands of CDs at approx. $5 profit per. That's paid lead generation!

When using the Attraction Marketing system, make sure your tactics and strategies achieve a minimum

ROI of 10 from the get-go. The objective here is to create marketing programs that are self-sustaining, not ones that may (or may not) generate future profits – while incurring nothing but expenses in the short term.

Once you've established your programs, track and measure the results. Log all expenditures, including time and money, as well as your cash and non-cash returns.

For Attraction Marketing to produce Quantum results, you must identify the source of each and every new client, and be able to fine tune and enhance performance. A great way to do this is with out Marketing Event Summary Sheet.

www.earntwiceasmuchwithhalfthestress.com/bounceback.html

That's what Attraction Marketing is all about: strategies and tactics that promise landslides of legitimate leads.

Action plan.

Step 1: Develop a marketing calendar after looking at the tool kit. (A marketing calendar is simply a visual calendar, where you lay out all your planned marketing actions for the next three, six or twelve months. Seeing them visually helps you comprehend the big picture and make sure you are continually communicating with your clients and prospects.) Decide which tactics make sense for you and place them on the calendar (remember, you can't do everything at once). Think about your year in terms of cash flow, especially peak times. The best times to market aggressively are just prior to your biggest cash-generating months (or weeks or days).

Step 2: Develop a budget. It should include revenue and resources, along with time allotted.

Step 3: Create your tracking system to measure the results.

To summarize, you are learning how to earn twice as much income while creating less stress than your previous ways of doing business.

In lead generation this basically means two things. Your business development programs must be scalable: they can get larger without inherently creating problems because of their "largeness." And, they must be systemized in such a way that you are not at the center of anything; once established, programs can run well without your direct involvement.

Chapter 3
Attraction Selling

How to let your prospects sell themselves

Why do clients buy? Bottom line: because they want and/or need what you have to sell. Attraction Selling allows clients to buy your valuable product/service instead of suggesting that you chase after them with high-pressures sales pitches. My goal in this short but powerful chapter is to encourage you to adopt a new mindset, not train you to become a world-class salesperson.

There are two major problems with traditional – and often manipulative – sales techniques: a) they produce inconsistent results; b) the processes are hard to duplicate. They are hard to duplicate because they are completely dependent on the expertise and talent of individual salespeople – the "superstars."

If you don't believe they're hard to duplicate, have a look at your own sales force. Examine your hiring habits, the learning curve of your force, and the attainment of quotas. If you don't believe you depend on individual expertise, think about how often good salespeople (if you've been lucky enough to find them) leave your company. What's your turnover rate?

A superstar, by definition, can earn a lot of money, but his services come with a price tag. Superstars generate a great deal of stress – stress caused by pressure selling, by high turnover rates, and month after month of roller coaster results.

Remember, this book is called Earn Twice as Much with Half the Stress. There is *another way.*

The Attraction Selling mindset is rooted in the belief that 21st century buyers are savvy enough and informed enough to make intelligent purchases based on the real value of a product or service.

When you enter a clothing store, do you enjoy being buttonholed by pushy, fast-talking salespeople who refuse to take "no" (or even, "just browsing") for an answer? Nobody does. If you want to develop long-term relationships with clients, it is crucial to allow them to make decisions based on how the purchase benefits them.

Attraction Selling is about helping people buy something they want and need instead of persuading them to buy something because we need the money.

Does this mean no cold calling? Yes, it just might.

When potential franchise owners inquire about joining Quantum Growth Coaching, we don't try to sell them. We talk with candidates to determine if there's a good fit. Do they share our core values, our guiding principles? Will they make great coaches for the clients that ultimately use our products and services?

It reflects the "Golden Rule" – sell unto others as you would have them sell unto you. Haven't you ever thought, "If they'd just leave me alone, I'd buy what I want?" This attitude makes that work.

Pressuring just anyone into buying your product is a mistake. Your objective is to encourage a steady stream of interested prospects that will inquire about and/or sample your wares. Many of them really want to buy. You simply need to tell them about what you have. Then, they will determine if your product/service is a good match.

The process of Attraction Selling centers on ensuring there's a good fit between the potential buyer and your offering. This means it's just as important to tell them when your offering i*s* not a good fit.

Say, "I'm afraid we can't help you with this. Have you tried so and so?" This attitude immediately builds mountains of credibility, earning the client's lasting respect. He or she will be back when you can provide a good fit.

This approach completely eliminates problems of returned merchandise and "buyer remorse." They cease to exist, because buyers don't commit unless a purchase makes perfect sense. Which leads to more client satisfaction and higher referral rates.

And this channels more leads into your marketing funnel. Helping people buy instead of selling them is a breakthrough mindset that works wonders.

They used to say, "Sell the sizzle not the steak." I say, "Sell the satisfaction of a great steak, not the sizzle."

Usage Scripting

Let's study another key to the process: usage scripting. Regardless of whether a product is simple or complex, there are a finite number of buyers who need it, and a finite number of ways the product can be used.

Take house paint: you might use it to paint a new house, which is slightly different from re-painting an old house to spruce it up for sale or rental. Or you might use paint to "match" a new or refurbished piece of furniture, etc. But that's about it.

Now, who are the buyers for house paint? It might be the "man" of the house or it might be the "woman." It might be a house painter, a general contractor, or the manager of a property. But that's pretty much it.

Hence, step one is to identify all the buyers of your product. Let's use the example of Quantum Growth's Masters of Entrepreneurial Business program (our structured, blueprinted 88-module coaching system – www.quantumgrowthcoachingfranchise.com/matrix_page.html) and identify the potential buyers.

We look at CEOs or business owners and CFOs or "the financial coach" for the business. We group together all the Board members as one buyer type – though we might look at each individual as we go through the process. Lastly, we consider whoever is responsible for Human Resources. Altogether we've identified four primary buyers.

Step two is to list the specific goals or problems each of those buyer types wants to solve. Let's look at some of them.

Our research demonstrates that a CEO uses the Masters of Entrepreneurial Business for four reasons: to improve profits, create consistent predictable results; free themselves from the business; and reduce the daily stress of operating the business. Each person may have more objectives, but these are normally the most important.

What we're looking for are the common goals, the most "forceful" ones, because our aim is to create a dialogue with that potential buyer. This structured dialogue is what makes it easier for them to buy.

Board members: they are also worried about revenue growth and profits, as well as the effects of stress on senior executives. But they are also concerned about accelerating the roll out of strategic vision.

Meanwhile, CFOs use our system to control costs, employing our coaching program to create predictable revenue streams, smoothing out ups and downs that may have previously characterized the company's cash flow.

Finally, the HR director worries because he has difficulty finding good people, and would like to develop a system to improve recruitment and reduce turnover. They're also concerned about increasing employee satisfaction. They may also want to a handle on the intellectual property to help minimize dependence on specific individuals.

Right. So I've identified four key types of buyers, and determined their primary goals, problems and objectives. How do you obtain this information in the first place? Using the survey technique we discuss later in this book is one way. Start by calling people and finding out why they are buying – or not buying certain products and services. Or, call your existing clients and ask why they bought from you. Larger organizations may want to outsource such research to the specialists. By the way, this was step three.

Step four is to match each buyer type with his intended uses of your product, and then transform this combination into a specific goal. Begin by asking a benchmarking question. Ours is, "How is the company currently dependent on specific individuals?"

That's an open question, and deliberately so. At this point, avoid yes/no questions, because they only confirm or refute your assumptions: they can't tell you what you don't know. Construct an open, benchmarking question for each of the buyer type's goals.

Next, ask another open question: "what specific capabilities are you looking for?"

Now, drill down into individual issues – ones already addressed by our specific product/service. We want to know if these are the issues they really want solved, and can be yes/no questions. For example, "Is there specific information which only certain senior executives know?" Then, "Is this a particular problem for you?"

We're helping people understand their problems. What's more, we're only talking about problems for which our product or service offers a solution. And so it goes. Open-ended questions leading to specific questions (often yes or no) for which our product provides a solution.

Scripting diagnostic questions for each group of users doesn't take that long, and will help you learn everything you need to know in about an hour. I recently spent two days with a client team during which we mapped out all the problems/use sets for each major buyer.

This process makes you less dependent on superstars because you can give even an untrained salesperson the script, and let them identify buyers and their needs at any level of the client's organization.

The script contains all the questions that they need, and evidences a deep understanding of the prospect's problems. You could probably hire aspiring actors to conduct the research instead of salespeople – though I'm not specifically recommending this. The same usage scripts could be used in marketing communication and public relations campaigns, lead generation letters and even your advertisements.

The other advantage of using scripts is that they actually allow the true personality of each individual to shine through. It's the opposite of what you would expect. Scripts take the pressure off salespeople. They can relax and focus on responding to prospect comments and questions instead of straining to remember everything they're supposed to say. It promotes faster formation of deep relationships.

Implementing Usage Scripting

There are eight steps to the usage scripting process. I'll describe each one, and then review.

Step 1: Begin with the master question, "What are you trying to accomplish?"

Follow this with master question two, "How are trying to accomplish that today?" These questions reveal the major goal to be achieved or problem to be solved.

Step 2: Diagnose the issues underlying that goal/problem, and determine which of product/service capabilities can help.

Step 3: Go deeper. Ask questions that will provide all necessary details to precisely tailor your approach to the prospect. Don't pitch them: just listen to their responses.

Step 4: Ask if they could get the potential capability from, say, these product features and/or functions. You're still not selling anything, just asking "hypotheticals."

Step 5: Repeat 1 through 4, for each key goal or problem disclosed during the session.

Step 6: Recap the buyer's situation, including all major goals and problems, as well as the solution the prospect has just said would solve them.

Step 7: Qualify the opportunity by asking about the compelling event that's prompted him/her to take action now. Subtext: In other words, are they prepared to buy?

Step 8: Propose that you send a follow-up communication.

Now, let's review each step in greater detail.

Step 1: When someone contacts us about Quantum Growth Coaching, I always ask the same question, "What are you trying to accomplish?"

They've called or emailed because they have an itch to scratch – a goal or a problem. I want to know what it is. If someone doesn't have an answer about what are they trying to accomplish, they're not a good prospect. Maybe they're driven by idle curiosity, but it's unlikely they will buy your product – at least not right now.

Step 2: Diagnose the issues inside of the goal or problem, and relate it to your company's potential capability.

Example: if the prospect's goal is to make the company independent of specific individuals, you can now determine whether your product or service can help. You do this by asking what writer Neal Rackham calls "quantifiable need-implication questions." Each implication question must be quantified or qualified *in some way.*

For instance, I might ask how many major deals the CEO has closed. Or I might ask what percentage of large transactions that executive has handled.

Or, "What has it cost you (in lost deals) when the executive is not available?" Is the situation improving or worsening? Quantify: how much, how many, how often, what is the trend?

Step 3: Beyond numerical and monetary values, you might want to elicit emotion with your question.

For instance, ask questions regarding failure to achieve independence from the CEO. Is it frustrating?

Can it be embarrassing for the company if, for instance, the senior executive can't show up? Are stress levels increasing? Are employees complaining about it? What are the implications if you don't solve the problem immediately?

Step 4: Propose a potential capability. After you've done some digging with your diagnostic questions, propose specific capabilities that match those issues. If they could have "x, y and z" working for them, would this help the situation?

Here, you are testing for validity – determining if the prospect really wants to solve the problem, whether he/she has a tool in mind, or is just griping.

For each specific issue discussed, propose one or more potential capabilities. If the prospect acknowledges that this or that capability might solve the problem, it becomes part of your solution.

In the case of large deals handled exclusively by the CEO, you might propose a potential capability with the question, "Would it help if the duties of the CEO were systematized so that other team members could easily fulfill those same duties?"

Step 5: Repeat steps three and four, and then repeat steps 1 through 4. How long does this whole process take? Minutes. You can have an entire conversation talking somebody through three or four important goals, and propose potential solutions in less than 20 minutes.

Step 6: Recap everything you've just discussed. Be certain to obtain agreement on the value of the solution.

Step 7: Ask about the compelling event that's prompted them to take action now. Perhaps they responded to one of your lead generation devices. Or they've lost yet another key team member, and their tired of hunting for (and then training) replacements.

Maybe investors are jumping on their backs. Whatever the reason, something should have prompted them to take action. If there was no compelling event, well … they're probably not compelled to buy.

Step 8: Propose the next step in your process. In some cases, this will involve asking for, and taking, and order. In other cases (more complex decisions), you'll agree on next steps.

For example, you might just ask to meet with another decision-maker who influences the purchase process. If you were first contacted by the VP of marketing, and you know the CFO is key to the decision making process, your next step would be to arrange a meeting with the CFO. In our franchise awarding process, our next step is to send a CD Rom and information package for your review.

Objections

In traditional sales, you receive lots of objections because it's a back and forth, push and shove – not unlike a boxing match. Objections and objection handling is a crucial part of the process. It's also something that strikes fear into the hearts of salespeople. "Oh God, what if he says this?"

Our process calls for pre-emptive strikes against objections. Because the total number of use situations is limited, it's possible to prepare for almost any objection before the prospect can raise it.

Furthermore, you will create a script for each objection, and have a ready response (something telemarketers do). But don't lie. If your offering can't do something, then say so immediately: no fibs, no excuses. If you can't give the person what he needs, he isn't a good prospect.

To prepare your script, conduct a role-playing session, and record it. Then, have this "drama" transcribed onto paper, and act out the play again – this time using the script. List every single objection that can come up, and decide on the most responsible, real-world responses.

Do not script smoke and mirrors, deflection, or try to make the prospect feel stupid for having asked the objecting question. Skip the scripts of bygone eras, when high-pressure stockbrokers responded to your "I should to talk to my wife" with a snide, "Does your wife make all your financial decisions for you?"

Whatever "stupid questions" your prospect may ask, do not try to make him feel bad. If you succeed in pressuring him into buying, he might just ask for his money back later when he discovers he never needed or wanted your product.

In this short chapter you have gained the secret to "selling" your way to more income without more stress: create replicable selling systems that don't put stress on your prospective clients. Offer them what they know they want in a way they understand, and let them have it. That's how.

Action Step

Pick one of your products or services, typically one with a long or complex sales cycle. Review your history to identify the list of people involved with the purchase decision. This list will generally range from one to five people.

One by one, for each of these buyer types, ask how they use this product. What ways does your product solve problems or advance goals. What benefits do they derive, and how do they measure the impact of these benefits. Devise one or more questions to clarify and dimensionalize the value of the benefit for this particular buyer.

For each of these uses, devise one or more questions that will ferret out whether this particular use is of interest to a buyer.

Put these questions together starting with a usage question, coupled with its value questions. Then the next usage question, and so on.

You now have a script that any salesperson – even a brand new one – can use to understand a potential client's needs and buying motivations for your product.

Chapter 4

Delivering Extraordinary Value

How to turn every buyer into a client for life

If you want to Earn Twice As Much With Half The Stress – and I stress half the stress, you must master the skill of both retaining clients and transforming them into clients for life.

The simplest route to encouraging repeat business and building legions of loyal clients is to consistently deliver extraordinary value – by meeting and (when possible) exceeding client expectations.

You begin by leveraging your company's core expertise, and then seeking and exploiting market opportunities to position yourself as the leader, the best provider of that particular product or service.

No matter what your business, you can package your core expertise in many ways, offering clients an opportunity to buy not just one product or service, but many things at many different prices. I call this idea the value pyramid.

The point of the value pyramid is to encourage people to buy something, regardless of their current purchasing power or level of commitment. The value pyramid provides a logical progression of value, offering clients different benefit levels as they ascend the price pyramid.

The exact size of the pyramid will depend on the market you're serving.

Let's say you are in the information products business (as we are), and your premiere product is a coaching program. A client might enter our product pyramid by purchasing a $7.00 special report.

Alternately, we might have the person step into the pyramid with a free report or e-zine. (Inventor and product development expert Bob Serling believes it's hard to transition from free to paid subscribers, so while this is a subject open to debate, be cautious about starting everything with a free first step.)

Anyway, let's say the free e-zine leads the client to purchase a $7.00 special report. Then, the special report leads to the purchase of a $27 e-book or perhaps a $37 printed book. These may lead to a $97 tape set, and from there, a $350 hour of consultation.

Beyond this, the client might move up to an $18,000-per-year coaching program, and the coaching program might lead to a mastermind group that costs $15,000 or $20,000 annually, or even to the hiring of consultants to do a full marketing roll-out at $30K – $50K.

The idea involves much more than simply offering a variety of products at different prices. Your objective is to increase value as you move your client up the pyramid. That's the reason behind the pyramid metaphor.

The pyramid serves two functions: it allows your clients to continually benefit from increased and specialized value, and lets you leverage your core expertise to reach the broadest possible market within each relevant niche.

Observe how this might work in a retail setting – say, a clothing store. Clothing is a great example because a customer purchase of socks may well lead to purchase of a tie. Although I've traveled around on business, there are only so many museums to see. Therefore, I've spent many idle hours shopping. That's how I built my tie collection (when I still wore ties).

I'd walk into a fine men's store in London, Paris or Florence, and might buy a tie as a souvenir, rarely spending more than $50 at a time. If the store's selection was limited to larger purchases (like suits), I would have had to spend quite a bit more. So ties are a great example. You can move up from socks to ties, from ties to fine shirts, and from shirts to trousers and sweaters. From there, you might buy suits or then overcoats.

There is a formal process for constructing the product/ service pyramid. Arrange your products from high to low, in terms of price, and determine if you need lower-priced, entry-level products. If so, what could they be; how should they be priced?

If your lowest priced product sells for $100, should you offer something for $50 or less? If you own a carpet cleaning company, and charge $350 per wall-to-wall carpet, should you introduce an area rug service or an emergency spot-removal service?

If you opt to introduce lower-priced products, determine the targets for that product. Also, should your lowest-end product be free? Maybe you should offer a consultation at no cost. From there, you can segue into one of our marketing strategies such as couponing. Couponing dovetails perfectly with no-charge introductory services.

You may also need higher-priced products. If all you have is a $350 carpet-cleaning product, consider entering the carpet replacement business, or the wall cleaning business, or house painting. Each of these services would deliver greater value, and carry a higher price tag.

Mull over the nature of the value you provide. Is the value really a cleaner carpet or a fresher, newer looking home? Should you define the value as business coaching or as building higher profits for the long term? Your definition of value will shape the product pyramid.

At this stage, you may want to leave some placeholders (products or services which exist in name only) in your pyramid/catalog. The reason? Why devote time and labor to manufacturing a product or organizing the delivery of a service if nobody will buy them?

Most seminar providers, for example, sell the program long before they create it. If they can't sell the particular program, they haven't wasted any effort. This is what direct marketers call "dry testing."

Here are your action steps.

Step 1: Flesh out the pyramid by listing your existing products and services, and pinpointing any gaps. Do you need higher priced or lower priced products? Perhaps you need something in the middle. It's good to have continuity – continuity of pricing, continuity of value, and continuity of people who you can reach through the pyramid. Remember the whole point of the pyramid is to enable people to cautiously enter your value stream – at the low end, gradually acquiring more value as they pay higher prices.

Step 2: Write a one or two paragraph description of each product/service. Flesh out your nascent ideas on paper. Then, enter those products on your price sheet, whether it's a printed or on your web site.

Step 3: Test market your new inventions. Use your e-zine (What? You don't have an e-zine?), or a printed newsletter. If you don't have either, take out classified ads in someone else's publication.

It's best to offer (at minimum) low-, medium- and high-value-priced items. Significant research has shown that three products work much better than two.

The highest and lowest priced products provide contrast, making the middle product seem like the most reasonable value for the money. In many cases the sole purpose of the highest priced product is to cause buyers to consider the middle, when otherwise they would almost certainly buy the lowest priced one.

Remember sampling? Think of the pyramid structure as a way to sample, e.g., to make it easy for people to get to know you without spending a fortune.

Back Ends

Another way to turn every buyer into a client for life is to provide value on the back end. Allow me to elaborate. The Front End is a product or service you offer your clients on the first purchase. That's what brings them in the door. They know what they're coming in for.

Back End is everything else you offer them once they're inside. After all, why limit them to one purchase? Having a back end means your clients don't have to go elsewhere to satisfy their wants, and means your lifetime value per customer can be many times higher, which means you've ultimately spent fewer dollars acquiring each customer.

Examine your products and services, and identify likely first purchases. Then, come up with a back ends that constitute complementary purchases. For example, if you're selling a book, a newsletter is a back end, as is a seminar or coaching session.

Or if you're an optometrist, referrals to a Lasik center could be a back end, or contact lens subscriptions. If you sell software, consulting is a typical back end, as are implementation services or even turnkey services that do what the software does.

Generic back ends include: services for products, products for services; third-party products or services; strategic alliances with outside parties; subscriptions – anything a client might want.

Another example: our coffee bars served brewed coffees, espressos, cappuccinos, and baked goods. We found a technology that allowed us to roast coffee fresh in stores, and initially turned that into a back end – people had their coffee roasted on the spot (it doesn't get any fresher). Going further, we started selling coffee wholesale to competitors, which provided another revenue stream.

Your business can have multiple back ends; it's just a matter of planning and implementation.

Parmasters has seven different revenue streams, and – depending on how you look at it – any one of them might be a front end that coaxes new clients in the door.

Typically, clients come initially for golf lessons. They sign up for the training program, and then the back ends kick in: they drink coffee or tea in the cafe, they buy golf shirts, gloves and balls, and they join a Virtual Golf League.

I said earlier that self-funded marketing programs should earn an ROI of ten times. There *is* another way to approach marketing, which is to expect little or no money from the first transaction, but generate profits from the back-end transactions.

With a continual stream of back end products or services, the lifetime value of the customer could be huge, relative to the initial sale. I've done some turnaround work, taking marginally profitable businesses with a single revenue stream, and helping them become tremendously profitable via multiple back ends.

Here's the action plan. (You're getting used to this aren't you?)

Clearly describe your front end in terms of value provided. Don't define the actual product or service, but the value *as seen by the client*.

Think of it this way: If you're selling disposable pens, what is the value you're delivering – pens or a portable note-taking instrument? If you think of value this way, then you can easily imagine several new and different back end products – from writing pads and post-it notes to fountain pens and Palm Pilots. Choose a back end, and get to work. Test, measure, and determine what works best.

Bundling

When the rubber meets the road, are you actually creating lifetime value for the client? The scaling value pyramid is one approach; developing a series of back end products and services is another. Here are two more ideas: bundling and subscriptions.

Bundling is a way to make it easy for clients to acquire a healthy chunk of value, and increase your average purchase size at the same time. It also reduces the cost of sales as a percentage of total revenue.

Bundling involves packaging a combination of products and/or services, and selling the package for a total price which is a usually a little (or sometimes a lot) less than the price of the individual products. Synergy is what makes this tactic work.

I once gave money to the San Diego PBS station during a Wayne Dyer show. In exchange, they offered a premium bundle of what looked like Wayne's material. When I received it, however, it contained three books, three audiotapes and three videotapes – all of the same talks!

Needless to say, I was *not* pleased: I didn't need to view, hear *and* read the exact same material. Since the money was for a charitable cause, I didn't complain, but this is a perfect example of a bundle with *zero* synergy. If I'd been paying just for the material, not donating money to public television, I would have demanded a refund.

Lemberg and Company offers a number of bundles containing a book, an e-book version of that material (so people can read the material immediately), a workbook with exercises and an audio program on a related topic. Occasionally, we include a brief coaching session on top of that. That's a great bundle.

One of my favorite retail stores devised a bundling program where purchasing five items got you a sixth for free. Before they launched the program, the average purchase was two to three items. Afterward, the average number of purchases jumped.

How do you set this up? First, look at the products you currently offer, either standalone's or groups, and decide if any of these can be combined in an attractive package to increase their perceived value. Then, give the bundle a name.

Next, offer the bundle as a special (it's never regular – always a special). It could be a special that is time limited – one day only or until March 31. Or, the special could pertain to only certain clients: they can buy two suits and get three shirts for free.

It could also be offered as a cash register up-sell: "By the way, because you're buying that suit, you can also get three shirts and two ties at a special price." It's the new wardrobe bundle. Put a price tag on it, and then write a paragraph or two describing the offer. And be sure to let your clients know about it.

One successful restaurant chain I know doesn't offer specials: they offer features. They bundle menu items to make a complete meal, price it exactly the same as if they were bought separately, and call it a "feature." The feature results in between twenty and forty-seven percent more of that product being sold each day.

Patrons love it, because the decision is simple and all-inclusive. (Note, when asked, the staff are trained to let customers know the prices are the same. This isn't about deception; it's about making it easier for the client to decide.) This approach works especially well with repeat clients.

Subscriptions

Another way to increase lifetime customer value is via subscriptions. They lock in subscribers; they increase the initial purchase size; and they make it more convenient for clients to do business with you.

A subscription is simple: it's a one-time sale (paid for upfront) that provides repeated offerings of your products or services, usually for a fixed time period – like a magazine subscription.

What kinds of products or services lend themselves to subscription pricing? Any product or service that is consumed or needs to be repeated at fairly regular intervals – carpet cleaning, restaurants, maid service, coffee beans, anything where normal usage requires repetition and (perhaps) disposability. For example, I used to have soda, milk and baked goods delivered to my house by subscription.

Let's use the carpet cleaner example because, as far as I know, this service isn't normally purchased through subscription. We typically clean our carpets, and wait until they are dirty before calling for the next cleaning. But ... what if your carpet cleaner offered a subscription? They offer to come by every three months for one year (more often if you have dogs) for a special price that's paid up front.

Speaking of dogs, I bring my dogs in for bathing and grooming *only* when they look grungy. What if the groomer offered me a discounted subscription: once a month, my dogs would look shiny and new. They could even increase the value by picking up and delivering the dogs to my front door. My wife and I would jump on that.

Here are some variations on subscriptions. Subscriptions normally last for a fixed period. You subscribe to magazines for a year, two or three. Reason Magazine offers a lifetime subscription; that's their big-ticket item.

Another subscription variation is known as the "'til further notice" (TFN) or "'til forbid" structure. Here, you give a vendor your credit card, and they bill you each regularly until you tell them to stop.

Vitamins and newsletters are typical TFN products. Book of the month club is the classic TFN (they may have invented it). They keep sending you books until you tell them to stop. My friend Randy Wilkinson's amazing Trienelle Skin Nutrition Products are offered this way. By using TFN, Randy's sales continue to grow substantially.

Be warned: American Express has used this approach to boost sales of magazines such as *Food and Wine*. Unfortunately, according to a friend who worked at Amex, they made *a lot* of enemies by attaching their offer (in small print) to various contests or offers for discounted products. Many people began unknowingly paying for subscriptions to *Food and Wine*, and only discovered the mistake when the Amex bill arrived. The lesson: Be upfront with customers about the TFN; don't dupe them into subscribing.

Cloning

Another way to deliver extraordinary value is to "clone" your value proposition. You clone the essence of what you do, the essence of your highest and best value, package it and offer it for sale to other operations.

You might clone for a corporation expansion, or with partners in similar businesses in another geographical location. Your cloning, in turn, could lead to a certification process, by which you turnkey your product or service and certify others deliver it in non-competitive markets. Or assemble everything, and call it a "business in a box" – a business opportunity program whereby people buy a turnkey program, with manuals, audio, video, even product.

I have cloned our coffee bar coaching program into a best-selling book, How To Start and Run a Profitable Coffee Bar. A more elaborate version of cloning could comprise a license program, or even a full franchise program. For example, we chose to clone our successful business coaching practice into the Quantum Growth Coaching Franchise program.

www.quantumgrowthcoachingfranchise.com

Cloning can be quite complicated, and is not for the faint of heart. That said, it's worth investigating, particularly when you have something special. In the context of earning twice as much with half the stress, cloning – done right – is an ultra-leveraging strategy that can generate tons of income.

When you know you're providing value, this is a prime method of serving greater numbers of people.

Cloning has another unique advantage: once you develop the tool, the program, the licensing, the franchising program, it becomes a self-funded growth program. By that, I mean your franchise owners, licensees or certificate holders provide the expansion capital in the form of fees.

Show Them You Care

We've looked at a number of ways to package extraordinary value for your clients. Next, let's take a look at ways to ensure they got the value they came for. Here are four ways: show-them-we-care calls; managing first impressions; error and/or complaint resolutions; and the powerful use of surveys.

Show-them-we-care calls ensure that we meet or exceed client expectations in every aspect of the relationship. This includes the process of contacting clients on a regular basis, adjusting our service stance, and continually improving our ability to meet or exceed expectations.

Why do this? By demonstrating that we genuinely care, we build loyalty, generate lots of referrals, and become an inspiration – a company that people want to be a part of and do business with. In addition, testimonial letters – which we call success stories – become easier to collect. Show-them-we-care calls can pay a huge dividend, in terms of repeat business and follow-up sales.

What are the steps? Commit to a regular show-them-we-care follow-up phone call for all regular clients. Create a phone script based on the template on our website, and phone each regular client at least once every three months.

Listen attentively during the calls. Explore all opportunities for enhancing value and impact, as well as examining any gaps and reported problems. Follow up with clients to let them know you value their input. If their advice is not followed, have a senior manager contact the client to explain why.

Ask for a testimonial letter for your "success story" book whenever clients rave. Thank them, and follow up to ensure the promised letter arrives. Often, busy clients appreciate an offer to put their words in writing for them. Email them a document, which they'll print on their stationery and sign. Publicly acknowledge their success stories by posting them on your website and referencing them in your PR efforts.

There is an optimum frequency for such calls: our research indicates that quarterly works best.

WARNING: Do *not* sell anything on these calls. Nothing, nada, zero.

Selling drastically diminishes the impact of "caring," and leads clients to believe that this is nothing but a cynical attempt to push more products. Selling on a show-them-we-care call is shortsighted, and completely undermines the benefits of this tactic. If you want to sell or suggest other purchase options, do it in a separate call, not this one.

First Impressions

You get only one chance to make a good first impression. We do this is two ways, with a physical tour and with a virtual or telephone tour.

The physical tour is applicable to any business where the client's first contact occurs inside the plant, retail outlet or office. We call this the mini tour. It involves a standardized greeting along the lines of, "Welcome. Have you been here before?" If not, say, "Thanks for coming. Let me show you around."

Then, escort them on a mini tour of your business. The time varies from 10 seconds, with a quick verbal description while you point to the various parts of the operation, to a three- or four-minute walk. The purpose is to make them comfortable, and give them a strong impression of who you are.

I remember the first time I stayed with Paul and his family at their home in San Diego. Leslie, Paul's wife, took me on a mini tour around the place, which made me more comfortable as a guest.

The same idea applies to would-be clients. The difference being that you will provide your staff with a good script, which includes features and benefits to be mentioned regarding each important area. If you own a busy cafe, for example, you might just talk to them while pointing out your coffee roaster, espresso machine, pastry cart, etc.

The same principle applies when clients are visiting an office. This means, in some cases, that you design your office to impress visitors. You might post testimonials on the wall here, awards and community service plaques over here, and leave published articles or media kits on the coffee table of your reception area.

The virtual or phone tour is a different sort of experience. The key here is to use a script that quickly conveys the spirit, energy and passion that you and your team have about your vision and the value you provide.

At Parmasters, we say, “It’s a great day at Parmasters. Tom speaking. How many I help you?” We get more compliments and comments on that line than any other single thing we do. It’s a brief script, easy to implement, and even the most critical staff members buy in very quickly. Plus, callers think our team is top notch right off the bat, simply from the energy they project in the greeting.

This same idea could apply to voice mail scripts and even web sites. I’m a big fan of keeping voice mail scripts fresh – even changing them daily. If you don’t change your voice mail regularly, some callers might infer that they don’t matter – that they’re just another voice. Not everyone will feel that way, but that's what it says to me.

On the other hand, if I hear a message that says, "Hi, it's Tuesday morning, I'm going to be tied up in meetings today, but will call you back on Wednesday or Thursday. Thanks for calling," *that* tells me they care.

I recommend changing your voice mail every day, even if nothing has changed – at the start of the day and end of the day – unless you're on an extended break. Then record a message that indicates you're traveling or on vacation.

Complaints

It goes without saying that the best way to overcome complaints is not to allow them to occur in the first place. However, if reality has yet to catch up with your perfect vision, here are some tips on handling complaints and correcting mistakes.

The Chinese language contains a symbol for "crisis." It's composed of two characters: one signifies danger, and the other opportunity. Every time I think about problem solving, that's how I visualize it – danger and opportunity. When I was a manager with McDonald's, I was taught that if a customer had a complaint and we handled it well, we gained more loyalty than if we hadn't messed up at all. This is a very powerful concept.

There are nine steps to mastering complaint resolution. Incorporate these steps into a checklist, and a training program, and make an impact.

The first step is to maintain a positive mental attitude about handling complaints. Realize that it's a good thing, not a bad one.

Second, ask yourself, "What can I learn from this complaint?" Each complaint is an opportunity to grow and improve, both as individuals and as a business. The key to learning is to understand the point of view of the complainer.

Third, deal with the complaint ASAP! I don't know about you, but the longer it takes for someone to respond, the more upset I get. In fact, if they take too long, I stop thinking about resolution and start thinking about *revenge*.

Fourth, be professional. You'll impress the client as well as any staff members or other clients present. You may have overheard a shouting match in a restaurant a waiter and a patron. Nobody wins with in that situation.

Fifth, be a good listener. Listen carefully to what the client is saying and *is not* saying. Listening proves that you care.

Sixth, empathize, and don't criticize. How would you feel if this was happening to you – if you were taking time to "share," and people weren't getting it? Put yourself in the their shoes.

Seventh, thank the client for bringing their complaint to your attention. They have given you an opportunity to learn, grow and improve your product or service, and build loyalty.

Eighth, ask the client what can you do (for them.). One of the most powerful statements during a complaint resolution is, “What can we do to make that right, Jon?” Then, really listen to the answer. As a side bar for those of you with larger organizations – empower your team to solve problems without having to go up 16 bureaucratic layers and processes to make the client happy.

Finally, make sure the problem doesn’t happen again. Understand the cause(s), pinpoint the trigger, and put a system in place to prevent a re-occurrence.

This approach to complaint resolution also works well over the phone, because you can move through these steps quickly, as long as you listen and ask the right questions. You may need to probe a bit deeper, since you’ll lack the rapport created when talking with someone in person, but it will work.

E-mail is a little more problematic. If you get an e-mail complaint, it’s best to get the complainer on the phone. If you don’t have their number, send a reply indicating that you’d like to call and resolve the problem. I know some on-line organizations keep their communications strictly electronic. This is a mistake –one many successful e-commerce firms are correcting.

The difficulty with e-mail is that you, the problem solver, are limited to written language. Your client can’t hear the concerned tone or see the expression of caring on your face. Some people try to overcome these limitations by using all caps or underlines to emphasize points. Don't. It's too easy for someone to misinterpret your concern as irritation or anger.

Case in point: I recently had an experience with Amazon, which is positively phone-o-phobic. After using their free shipping option, ten days passed, and still no books. He sent an e-mail stating as much, and they replied that they were sorry, and the books would be shipped immediately. They also explained that they manage costs by relegating free books to the back of the queue.

Another four or five days passed, and the books still hadn't shipped, so he sent an exasperated note saying, "I got it: it's going to take you longer to ship them, but this is taking forever. Come on! He made a point of insulting their customer service. The next note he received was incredibly apologetic, restating the issues, and giving him a twenty-five dollar credit.

I feel good about Amazon today, but it probably cost the company more to provide the credit than it would have to ship the books faster.

Track all your complaints. Record the types of complaints that come in, count them, and date them. Also, measure the time taken to resolve them. Most good companies already do this. This is an effective way to reduce dissatisfaction and increase client loyalty.

Here's a positive customer service story. Years ago, I rented Hertz car, but immediately discovered that the thing wouldn't start when I turned the key. Naturally, it was starting to rain, and I was in a hurry. I get out of the car, ready to complain. Just as I'm stepping out of the car, however, a manager walks by, hears the problem, and stops me before I can open my mouth.

"Mr. Lemberg. Come over here, we have another car for you."

I don't know how he knew my name, but this was perfect service.

Surveys

Surveys are a powerful tool for learning what's on the client's mind. Whether formal or informal, long or short, you can use them for a variety of applications.

A survey might involve three quick questions for just five clients, or it can be as extensive as those on Zoomarang.com or Surveymonkey.com, where customers are asked to spend fifteen minutes finishing a questionnaire. Regardless, survey data can be invaluable.

One thing you can discover from a survey is your clients' perception of your service. Dell used to contact clients after every service interaction. They wanted to know if the person was satisfied, treated well, and had his problem resolved. (After Dell discontinued this policy, its service level has – mysteriously –dropped.)

Use surveys to gather new product ideas from the people who use them. I spoke earlier about finding out what buyers and potential buyers want from you that you are not currently offering. That's the kind of survey you want to tailor for your *competitors'* customers, as well as your own.

Last year, I introduced a new follow-up coaching product inspired by a survey, which asked clients what they'd like to buy that I didn't currently offer. (That survey – and the resulting service – resulted in an extra six-figures worth of income!)

You can use surveys to generate referrals and testimonials. Every time you conduct a survey, ask for referrals. It's very effective, because your customer is already providing their feedback, so why not take it a step farther. As a rule, people like contribute. Asking them to participate in a survey and provide testimonials and referrals feeds into their desire be helpful.

You can use surveys to identify opportunities and problems. Design a survey asking questions such as: what new products would you like from us; what would you buy from us if we offered it; what are other ways you would like us to package our offering, etc.

Tip: Clients love to talk about their experiences with you. When you call the client up and ask about their business and interactions with you, they'll talk up a storm. As with "show-them-you-care" calls, pay attention to what they say, acknowledge that they've provided useful advice, and act on their advice when it makes sense.

And, without letting clients know in advance, send them a gift. You can bribe them up front by telling them about the gift, but surprising them is even more effective.

Finally, surveys can help head off negative trends before they become unstoppable avalanches.

In 1984, I helped launch a “mobile” oil change service (not Mobile Oil). My partners and I would come to your home or office to change your oil and filter. Sounds like a great idea, right?

We conducted a survey, which contained a series of progressive questions designed to gauge the likelihood of purchases when we offered “this option” vs. “that option.” The final question revealed a negative trend that completely invalidated our concept, but we ignored it.

Did I mention that I was a student then? The company name was Student Oil Service, and the pertinent question was whether customers would be more or less likely to buy from a business they knew was run by… Students. It was a split decision, and we decided to ignore the results.

After the business had failed, we realized that people who don’t know how to change their oil think it’s complicated, and don’t want to risk the process on a student. That amazing little insight could have saved us a great deal of money if we’d simply trusted our own data.

A few more survey tips: Base your survey on one theme. Keep your questions as short as possible, and only ask essential questions.

Also, ask the most important questions first. People bail out in the middle of a survey if they feel it’s too long, so get the key information up front. That way you may still gather enough usable data. And avoid White House correspondent-style compound questions: ask one question at a time.

Action Steps:

Try bundling one or more of your products and services together and sell for a higher price. You may want to do this thematically – in other words – have all the pieces in the bundle relate to each other. However we have seen many bundles that have elements that don't really relate, they are simply added-value.

Create a survey to find out what else your customers or clients want from you. Use this question: "What else would you like to buy from us that we haven't offered you?" Try other questions as well.

The answer to your survey questions may lead you to new product or service offerings; at the least, they can help you create new bundles. Do these two steps and you are guaranteed to add immediate new revenues.

Chapter 5

Cash Consciousness

How to retire in five years or less

As many dotcoms of the "Blunder Years" quickly learned: getting website hits and generating copious sales is one thing; earning profits is another. I don't care if you sell one million techno-widgets per day and have revenue streams larger than General Electric's: if there's nothing left in the till at the end of the month, you're not succeeding. This chapter is about how to think about your money; what you invest in your business; what you take out of the business; and what's left over for retirement.

Working Capital

A friend of mine built a wholesale clothing company. He and a partner worked it for several years until they were generating about $2 million in sales. They were well received in the marketplace, but as the business grew, they experienced working capital problems because they didn't – or wouldn't – plan ahead. They literally grew themselves out of business.

One of the biggest stress sources for any business owner (and the number one reason small businesses fail) is insufficient working capital.

The textbook definition of working capital is current assets (anything you will turn into cash within one year) minus current liabilities (anything you owe that must be paid within one year.) Although this definition is insufficient, it's the one your banker uses.

A more functional definition of working capital is the money you need to meet daily, and monthly demands for cash, because of continuing operations or special needs. (Working capital is distinct from investment capital needed to purchase long-term assets.) Working capital can come from investments, retained profits, lines of credit, or – best of all – from current profits.

How much working capital should business owners have on hand? I've heard so many theories that it's safe to say that there is no rule. Generally speaking, you need at least enough cash to pay your bills while your business ramps up to running speed, and also enough to survive a temporary downturn. Here's a rule of the thumb: six to twelve months' working capital.

This means you should have available, via cash in the bank or credit lines more than six times your projected monthly expenses, including any debt payments. Remember: at least six months – twelve to be safe. "Monthly expenses" include not only fixed expenses, but also all other projected expenses, either one-time or continual, for the next six to 12 months. That's the rule of thumb.

The logic behind our rule is twofold: 1) it's difficult to forecast beyond six to 12 months; 2) usually, that's how long it takes for any marketing initiative to produce returns. So if, for whatever reason, business is off, and you are thrown into a temporary loss situation, you have cash (working capital) to stay in business while you take action.

"Burn rate" is the average amount of cash used in a specified period. There's monthly burn rate and yearly burn rate. Burn rate includes fixed expenses such as rent, utilities, insurances, debt service, as well as relatively fixed expenses, including employees (those who can't be fired without severe consequences) and your personal overhead – if the business is closely held. Regardless of whether you pay yourself a salary, your personal overhead must be covered and figured into the burn rate

If the company is paying your car lease installments and insurance premiums, even though they might not be standard operating expenses, include them in the burn rate.

Also included in the burn rate are non-fixed expenses such as marketing expenses and sales commissions. This total can be hard to calculate, since you don't incur commissions without sales. But if you're growing the business, you need an ongoing marketing program, and the cost of these programs must be figured into the burn rate. And don't forget your taxes, especially payroll deductions.

Now, let's say the burn rate is $20,000 per month. That means you need cash on hand, or access to quick cash, in the amount of $120,000 – minimum. That total represents all available cash, lines of credit, and unofficial lenders, as well as contractually committed revenue, though it's a bit risky to count on that. (Do not figure in projected sales – only actual signed agreements. Assuming that working capital encompasses projected sales is one of the surest ways to go out of business quickly. Speaking personally, (perhaps too personally) it's also one of the biggest sources of stress you'll ever encounter.

Assuming we need $120,000 in working capital, let's now say that only $40,000 is available –a shortfall of $80,000. What can we do to close that gap?

First prepare a monthly budget of all "burn rate" expenditures, including projected, necessary capital outlays and extraordinary or one-time expenses like a move (e.g., because your building is being torn down).

You know the move will cost $10,000 minimum, which must be figured into your working capital needs. Or you must hire three new people, and each one will need a computer at $1,500 apiece. That's attributed to working capital needs. Remember, this is entrepreneurial budgeting, not business school budgeting.

Take six months of burn rate plus capital outlay, and you arrive at your total figure. Now, how do you cover it?

First, look at your cash on hand. Add in contractually committed revenues, as well as lines of credit, both formal and informal. If these don't add up, you could go out of business, which means now is the time to start scrambling.

I've known more than one business owner who has no access to credit, or her lines are long exhausted. This is where a business plan can really come to life. Update it to reflect the current state of your business: where you are now, and where you are going in a short and powerful executive summary. Convert the summary to PDF: you'll need to e-mail it. (For a sample executive summary, link to

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Talk to people who are often called "angel investors" or that very special group of friends and family – people who know and believe in you; people who trust your word.

Explain how much you need to raise, and what you're prepared to offer in return. And don't immediately offer equity. That's expensive and onerous in terms of control issues. Besides, who wants to own a piece of a foundering ship?

We've succeeded in issuing debt offerings by proposing rates of return that are far better than the banks, but not so "nutzo" that people will assume you're insane or incredibly desperate. These would be short to medium term loans. This money is often easier to secure than other types of financing.

Another good source for small entrepreneurs is credit cards – though this invalidates the half of our title called "half the stress." I built my first company, later sold for millions, entirely on credit cards and personal lines of credit. Many people can easily finance $120,000 of working capital on credit cards.

Time out: Stop what you're doing, and estimate your working capital requirements using this checklist. At least, calculate a ballpark figure to determine your burn rate, your WC needs for the next six to 12 months, and your projected surplus or shortfall. If you're short, get busy on closing the gap. It's very empowering to know where you stand. And stress reducing.

When you know you have enough cash available to you, you can relax and finish your products, and build new marketing plans. If you have a projected shortfall, better to know now instead of burying your head in the sand.

Your Financial Team

I can't tell you how many businesses I've known that sunk because the wrong person was in a key finance position. Many businesspeople delude themselves into thinking they have an ace CFO, when they're merely hired a bookkeeper. I can speak to this personally. In one of my franchises we made the mistake of abdicating all responsibility for planning, strategy, budgeting and forecasting to a partner that wasn't very good at it.

During the ensuing chaos, we realized that it was time to bring in the professionals, so we located an investment banker who believed in our idea, and he joined the board as an advisor. He helped build the ultimate financial team – a team that really transformed our company. We were able to leap forward far faster, achieving ... Quantum Growth.

The Ultimate Financial Team

These key financial players will grow your business quickly: an accountant, bookkeeper, financial planner, tax advisor, and (if possible) investment banker and chief financial officer. I know. What's the difference between a bookkeeper and accountant? Here's my take: bookkeepers post and record your transactions. The skills needed are addition and subtraction. A good piece of software such as Quicken or MYOB will now do that job.

An accountant scans the financial data in the context of immediate impact and the trends. He's both a forecaster and adviser, whereas the bookkeeper is more of a historian. Accountants are also responsible for reporting taxes, but not necessarily tax planning.

This is a personal preference, but I think tax lawyers make valuable consultants. Bottom line: tax accountants are responsible for reporting taxes, and they tend to think in terms of compliance. Nothing wrong with that, but tax lawyers have a very different mindset: his brain is focused on helping reduce your tax bite – i.e., avoidance vs. compliance.

In my experience, tax attorneys are more aggressive and supply more practical advice regarding organizational structure. Plus, if you run afoul of the IRS or local taxing authorities, your tax lawyer can represent you. No such luck with accountants.

Now, I'm not suggesting you engage in tax evasion. There's a distinction between evasion and avoidance. Evasion is illegal. Avoidance is the art and science of interpreting the tax codes to your own advantage. One financial planner that I know believes it's your patriotic duty to fully exploit the laws enacted by Congress to help reduce your taxes.

The job of the CFO is to use money to obtain strategic advantages for the company. We're talking big picture. The CFO also should represent your company to creditors and the investment community. Not everybody needs a CFO or an investment banker, but they can help you raise capital.

You may want a financial planner to help you and other key executives manage their salaries, bonuses, etc. If individuals are less stressed about personal finances, they'll probably make better financial decisions at work.

Even a sole proprietor may need every one of the previously discussed positions filled – in one way or another. You'll probably outsource one or all of those functions. You can find the necessary expertise among friends, associates, other business owners, retired business owners, friends of retired business owners, and so forth. Look for experienced people, and ask them.

Once you've filled all the financial positions using our "Creating Your Ultimate Financial Team" checklist, establish a timeline, decide on priorities, and take action now. You can find this on our website:
www.earntwiceasmuchwithhalfthestress.com/bounceback.html

Financial Dashboard

Your next step is to build a financial dashboard – a quick summary of the critical gauges that measure your company's financial health.

I equate this to driving a car. Everything you need to know is displayed on the dashboard: your speed, gas supply, oil pressure, tachometer and electrical capacity. Ignore these measurements at your peril. Your financial dashboard is similar: it's a summary of every important financial indicator of your business.

Again there are no hard and fast rules, but I think you should track seven different financial indicators. In 1956, the psychologist George Miller conducted research that indicated people could effectively use seven discreet chunks of information – any more, and their recall abilities diminished rapidly. Besides, you don't want to create a dashboard that's difficult to monitor. This is where you'll have to manage your CFO, because he will probably want about seventy-four gauges on the dashboard.

Track the money coming in, and its sources. Monitor sales and revenue, new and existing clients. Call them patients if you're a doctor. The point is to track the number of people you serve. Track absolute numbers for that period, as well as trends – the relationships to other periods. A three-month moving average is useful, and comparisons with the same month a year ago, are also useful.

Track your cash reserves, whether in the bank, short-term securities, or money under the mattress. Add to that your accounts receivable. Track your burn rate in terms of the current month, trends, and its relationship to historical burn rates.

Measure your operating efficiency. Here are a few telling ones:

Gross Margin Percentage =

(Revenue – Cost of Goods Sold) / Revenue

Operating Margin Percentage =

(Revenue – Operating Expenses*) / Revenue

Sales Expense Ratio =

(Sales Expense + Marketing Expense) / Revenue

Overhead Ratio = Administrative Expenses / Revenue

Be sure to reduce Admin expenses by any extraordinary owners compensation.

Note to resellers and distributors: if your business is one where a large percentage of your sales is paid to an original manufacturer or service provider, your operating margin, sales expense ratio, and overhead ratio should be calculated using Gross Margin. (Total Sales – Their Share) Otherwise all the numbers will be out of whack.

You may need to examine what goes into the calculation of cost of goods, because many businesses have their own approach. For instance, food service businesses count labor and food costs. Technology service companies often calculate direct labor, and the per diem or hourly costs of consultants are included in COGS.

Other businesses use special measurements of operating efficiency.

Software companies use total revenue per employee as the standard gauge. Retail businesses track sales per square foot, inventory turns, and gross margin on each transaction. Food service uses labor productivity and food costs as a percent of revenue. Another important gauge for all businesses is average transaction size. All of these ratios are contained the workbook's Financial Dashboard Template.

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Update the dashboard weekly, or at a minimum, monthly. The longer the lag, the harder it is to make corrections. Conversely, monitoring too frequently might produce jitters over meaningless fluctuations.

Cashing In

I believe that the purpose of your business is to support not just profits, but your life. You, the entrepreneur, must receive enough regular pay to afford more life – however you define that.

Many entrepreneurs put themselves last: they pay company bills, employee salaries, taxes – but never get around to drawing their own salary. And they certainly don't plan to save. They often figure that selling the business will take care of savings – eventually, maybe.

Or (this is common) they muddle personal expenses and business expenses to the point where they're actually living on gross margin instead of net profit, and can't tell if they're really getting paid or not. This adds up to stress – buckets of stress.

It can work in reverse as well. One of our first coffee bars was generating about $7,200 net profit each month, but since we weren't keeping track, we thought we earning nothing. We were actually earning just fine, but since we didn't know it, we were totally stressed.

Cashing in means deciding how much compensation you're going to give yourself, and treating that as a standard expense just like rent and utility bills. You should be treating yourself just like any other employee: set a salary and pay it.

Pay yourself enough to cover personal overhead, plus extra for savings and investment. Then add on whatever else your business can afford.

Leave the issue of structuring compensation vs. retained earnings to your tax advisor. The decision involves details such as your corporate structure, goals, investment needs, partners, investors, creditors, etc. However, when taking money out, don't strip the business of its financial power. Leave sufficient money for working capital and future investments.

A side benefit to managing your working capital and paying yourself regularly is that it's easier to qualify for lines of credit. You establish a track record as an individual, as opposed to the entrepreneur who lives on gross margin, pays no taxes and has an adjusted gross income (for tax purposes) of $10,000.

Think of how many people you know whose whole goal is to minimize their income on their tax returns.

The net result is they can't qualify for the mortgage on that $3,000,000 home, when in reality they could – if they were only drawing a salary.

I'm not suggesting you report more income, only that you set aside money for yourself instead of living on what's left – even if it's a lot.

What if your business can't afford to pay your stated salary? The answer is in three parts: record your full salary on the books as a liability in a category such as "loan from shareholder." Pay yourself what you can. Draw cash and record it as a credit against the loan. Then – most importantly –boost your sales!

Look: you've got bills to pay! You're paying them somehow. If the company's not paying you, then you're taking the money from savings, or (worse) you're charging things to credit cards. Your business is not a charitable contribution. You must get paid.

Action plan: establish your salary, and make it large enough to cover your personal overhead, plus savings and investment. Make you account for and paying taxes, mandated insurance and so forth. Treat yourself like a regular expense.

Exit Strategy

Now that the company finances are under control, and you're earning a living wage, it's time to consider if and what the end game will be. Do you plan on dying at your desk or leaving the business to your children? Those are two common exit strategies. If neither appeals to you, consider different ways and timetables for transforming your business into cash.

Your first major decision depends on whether you're building a lifestyle company or a wealth vehicle. A lifestyle company is a business that throws off cash to support a particular lifestyle. A wealth vehicle is something you will eventually sell for a pile of cash.

Most entrepreneurs who began building their business before 1994 were constructing lifestyle businesses, and many still are. Younger entrepreneurs are more interested in building wealth vehicles. Of course, there are exceptions.

Many lifestyle entrepreneurs launched companies after losing their jobs. Others became fed up with working for a boss, or decided they want to keep all the money for themselves. They wanted to stop pinching pennies, and get that new car, big house or the boat. The lifestyle company is often a default decision.

Building a wealth vehicle is a more conscious decision, one where you say "I'm going to build this business, perhaps for five or 10 years, and then sell it for a pot o' gold."

Common exit strategies are selling to an individual or another company, selling to your employees, either directly or through what's called an Employee Stock Ownership Plan (ESOP), or selling your company stock in the public markets. You can also exit via a licensing arrangement, or a franchising structure.

When selling to another company, the key is having either a steady stream of profits or something else another company wants. They might want your technology, access to a distributor network, your franchise network, or your customer base.

Profits are important, but they are not always the most enticing factor. If you control a certain segment of the market through exclusive distribution agreements or possess a large and loyal customer base, your company has very valuable assets.

Over the years, you may have nurtured employees who would be happy to buy the company from you. They have their own goals, and buying from you may satisfy one of them. The trick is selling them a viable company, which they can grow using their own expertise and experience. You can facilitate the deal if you are willing to wait for payment, or you can help arrange loans.

Going public has become less popular recently, for obvious reasons. Nonetheless, it's a strategy many people consider. If handled successfully, going public can eventually put the most money in the entrepreneur's pocket. But that's a big "if," and doing so dramatically alters the character of your business. If you had a closely held company, and were used to making lightning-fast decisions, going public will change that.

Going public is an option when you have a large and diverse customer base, and a large and demonstrable potential upside. For instance, if you're a $30 million dollar company, but have a realistic opportunity to become a $500 million dollar company, you are probably a good candidate.

The downside of being a $500 million dollar company is that if you want to sell privately, the list of potential buyers shrinks drastically – they really have to be quite large. You may very well *have* to go public if you want a “liquidity event.” (Of course, there are upsides to this…)

Licensing is about taking your expertise, and replicating it. Licensing can be as simple as a “business in a box” you sell for a $1,000 or $10,000.

Someone buys your business system, and opens shop in *their* hometown instead of *yours*. Or it can be something more complex, involving hundreds of thousands of dollars ongoing licensing fees, and an agreement that you will provide continued support to help them master your systems.

Further along the continuum is franchising, which is a complete turnkey support system designed around consistent predictable results, extensive training, as well as ongoing support. Great franchising is a partnership, a real win-win.

Both options allow you to replicate systems you’ve developed, and create income streams that are residual or passive in nature. Once you create your network, license or franchise, you can live off the residuals or sell the entire system. These techniques require one core skill: systemization, which I’ll discuss in the next chapter.

There is no cut and dried way to decide your exit. The exact nature of your business will govern many of your options, and determine your choices.

The biggest decision is whether to even devise an exit strategy. It’s perfectly fine to run a lifestyle company, and live off of the cash flow. However, even if you don't have heirs, there will eventually come a time to exit.

Many entrepreneurs want to keep their options open, but doing so always leads to sub-optimal strategies. You can't make good tactical decisions based on a continually shifting strategy.

That said, there is no reason to chisel your strategy in stone. All strategies are strategies for today. Circumstances change, and so must strategies. But it's best to select a strategy and act, than defer decisions indefinitely.

Action steps:

First, decide whether you are building a lifestyle company or a wealth vehicle. Make a clear choice, and be prepared to justify your decision to other people.

Next, estimate the potential terminal value of your business: the business's projected value at the point you exit.

Finally, review the checklist of possible exit strategies, and understand the implications for your current operations. You may have to change the way you are running things.

Chapter 6
Stress Free Vacations

How to systemize your business

This chapter title may sound a bit redundant (aren't vacations supposed to be stress free?), but really gets to the heart of earning twice as much with half the stress.

The key to profitably expanding your business and decreasing stress is implementing systems. It's about determining how things are done in your company and turning them into a series of flow charts, blueprints and checklists. That way your business is not dependent on you or a handful of key individuals. A well-developed system is scalable, meaning new employees can be easily found and trained to use it.

The big payoff: you can take vacation without fear of total breakdown in your absence. It may even fun better while you are away. (The explanation? You aren't there meddling.) Another payoff comes from your increased ability to expand the company by devoting 100% of your time to the effort.

Critical Success Factors

The key question to ask is, "Do all my daily efforts push the business in the direction of my objectives? For most owners, the answer is no. Executives and employees spend too much time doing things that don't contribute to the business's success. When think about it, there are a limited number of functions – such as sales or product development – that contribute to success: the *critical success factors*.

Here's a guarantee. You will succeed or fail depending on how you approach your unique critical success factors. Understanding them, and paying a 100% attention to them, is a sure way to empower your business. If your company is currently in the doldrums, it's a sure-fire way to jump-start it.

Critical success factors include:

- Distribution, direct sales, tele-sales or third party sales.
- Lead generation.
- Customer satisfaction.
- Referrals.
- Research and development
- Production, including quality, costing run rates, etc.
- Having enough capital.
- Customer and technical support.
- Quality assurance.
- Your entire sales process.
- Your market research.
- Customer education.
- Salesperson compensation.
- Recruiting.
- Personnel retention.
- Expense management.
- Intellectual capital development.
- Training.
- Marketing communications.
- Logistics
- Leadership training and development.
- Corporate goals and strategic objectives.
- Your values and beliefs.
- Mission and purpose.

- Individual accountability.
- Productivity and effectiveness metrics.
- Internal communications.
- Your executive team.

Be specific when you identify the success factors. Don't say "people." "Our people are a critical factor" doesn't mean anything. The real "people' issues might involve recruiting, employee satisfaction, training, compensation or intellectual capital management. And don't say "marketing and sales" when lead generation or messaging is the central issue.

Work your way through the above list, asking how (or whether) each factor impacts your business, and if it does, how you would change that factor to improve your business. Imagine improving that particular factor. How big of a difference will it make? Or, imagine that factor getting worse.

Let's look at employee retention. Is high employee turnover a problem? Not is it a big problem or the *biggest* problem, but is it a problem at all? If you could improve employee retention, how would it impact your business? That's the entire analysis. Then ask the converse: if we didn't worry about retention, what would happen?

In other words, if "factor-x" were improved, would it make a big difference? For each of the factors listed, perform that quick analysis and narrow down the list. Of course, you may find that each of the listed items is very important, or you might have other items to include.

Next, develop a system for benchmarking each factor, to understand where you are, right now. This phase is all about tracking. Tracking is creating measurement systems for each critical success factor. Bench marking is establishing a base line level of performance with which to compare your progress and analyze the impact of any changes you make.

So we need to set metrics, draw the benchmarks, and put tracking systems in place.

Let's look at client satisfaction as an example. I usually measure this by tracking the number of complaints. Track the number of complaints that you receive over periods of time –each day, each week, each month, each quarter.

If you have a subscription service or a renewable service, then renewal rates are a good measure of overall satisfaction. The only problem with tracking renewal rates for this is that by the time they've fallen off, it's a little late.

You might also survey clients to measure ongoing satisfaction in a qualitative way. Surveys are great, but remember the old expression that "customers vote with their wallets." I prefer wallet-based measurements: renewal rates, return rates, recidivism, etc.

CAUTION: never create a measurement and tracking system that significantly adds to your overhead. To measure effectiveness in sales, for instance, you measure overall sales, sales per salesperson, sales per territory, etc. On top of revenue figures, it would be useful to have all sorts of activity measures in place: phone calls, new contacts, prospect visits, demonstrations, lead-to-client conversion ratios. The trick is to balance the information with the cost of gathering it.

After selecting your critical factors and creating metrics and systems for tracking them, optimize. Establish a goal for each of the critical success factors – where you want to go next – and then make changes to your process to reach that new goal. Let's take customer satisfaction as an example.

Say you measure customer satisfaction by the number of complaints, and you've calculated that you get 20 complaints for every thousand customers, or 2%. You want to knock that figure down to 17 complaints per thousand – 1.7% – for a 15% improvement.

How will you get that improvement? Pull together the team responsible for customer satisfaction, and (maybe) broaden it to include all senior leaders in the company or a spectrum of people from across the company. Maybe you'll even want to bring in some clients.

Begin with a general inquiry into how to generate that improvement. You might ask your people or your customers how to improve customer service. You want to do this cost effectively, but the goal is to create a suite of strategies and tactics.

That is the very essence of optimization -- squeezing every last bit of performance out of your systems and their components.

When I was with McDonalds, they told a story about Ray Crock and the french fry scoop. He noticed there were big lines around the french fry station. He also noticed that the yield (affected by breakage of the fries) was decreasing because there was such a panic to get fries stuffed into boxes. The staff was jamming them in, and breaking them.

So he created a new scoop that allowed the fries to line up quickly, slide down and stand up, which worked perfectly to reduce breakage and speed the whole process, improving yield by 23%. Since McDonald's sold more fries than the next 10 largest competitors combined, that meant a great deal of extra profits and competitive advantage. What's your "french fry scoop?"

Another way to think about optimization issue is to use the 80-20 rule. This "rule" tells you that five to nine critical success factors are more important than everything else combined in terms of how much money you make. If you apply the 80-20 rule again, you'll discover that one or two of those factors are more important than all the others combined, so you'll want to work on those first. That's how you set priorities.

You might discover that lead generation is more important to your business than every other factor. That means you should focus on implementing the most cost effective and most efficient lead generation strategies possible. Set a benchmark, set a new goal, and then optimize to maximize results.

Here's the action step. Identify your company's critical success factors. Use the downloadable checklist. Narrow them down, picking five to nine of the most important factors for your business. Set metrics to evaluate those factors, benchmark each one, and establish a tracking system. Pick the top three, and work to optimize each one maximizing the performance of the components and the whole system. Use the Quantum Growth Coaching worksheets to make this job simpler.

(www.earntwiceasmuchwithhalfthestress.com/bounceback.html)

The Ben Franklin Method

In his autobiography, Ben Franklin talks about how (as a young man) he identified 13 virtues to which he aspired. To implement all 13, he devised something that he called "a plan for self examination."

Using this plan, he focused on one virtue per week, rotating through the entire list four times a year. He kept a detailed log of his actions, and measured their specific impact, continually rating himself on a 1-10 scale for each virtue.

I've adopted Franklin's concept, and call it "The Ben Franklin Rotation Program." You can do this by period or by month – at any point you have a program in place for improving at least one of your critical success factors.

At the beginning of each period, focus your mind or the collective mind of your management team on improving that period's factor. What new actions can you take, what new attitudes can adopt, what new or renewed approaches are available to enhance your performance in that one specific area? And you will do that thing, whatever it is, wholeheartedly for the entire period.

Franklin also shows us how to track your progress for this particular venture. Create a score sheet that details the critical success factor, including its measurements and your current ranking on scale of 1-10, along with your target rating and your next action for improving that rating.

Each factor gets a weight (the total of all weights should equal 100), which provides your total score. Each period, you re-rate all the factors on the score sheet, and plot your progress on a graph. And you can also graph your overall score.

I ask my clients to publish the score sheet and the results. You can put it on the wall, you can put it on a website, and you can establish a reward system based on your progress. The Ben Franklin Checklist is available on the website at

www.earntwiceasmuchwithhalfthestress.com/bounceback.html

Systemization

Surveys show that McDonald's is the most recognized franchise in the world. How did they get there? They certainly weren't history's first franchised hamburger restaurant. But McDonald's has the most highly developed systems, and systems are the foundation of producing consistent and ever-improving results.

We believe that systemization is the very heart of earning twice as much with half the stress.

For your business to work with or without you, and for your business to be expandable without creating tons of chaos – and perhaps worse – increased costs, you must be absolutely clear on the how things should be done. In other words, documented systems!

There are four rules of systems.

The first is extraordinary systems, ordinary people. Systems should be designed for people with the lowest appropriate skill levels for the job, not for the experts. Our coaches at Parmasters can start with no experience, and receive certification to deliver first-rate golfing instruction in twenty-three hours.

Rule number two: if it's difficult, something is wrong. Conversely, when it's easy, you've got it right. Go into a McDonald's during a peak hours; look at the way the staff interacts. Twenty people move back and forth rapidly, rarely getting in each other's way. Everyone knows what they're doing and where they're going. Remember, we're talking about a business largely staffed with teenagers.

Rule number three: it's not a system until it's written down. At Quantum Growth Coaching, we have over 1,200 pages of operations and training manuals, checklists, processes, blueprints and flow charts. Until it's written down, it's just a notion in your head.

Rule four is to deliver consistent predictable results every single time. If you go into a Starbucks, whether in Vancouver, San Diego or New York, your coffee will taste exactly the same, because their systems are designed to produce consistent results.

Our chapter on Attraction Selling discussed a process called “Usage Scripting.” There’s a notion in software and hardware sales that it takes six to 12 months for a salesperson to learn enough to sell effectively.

Usage scripting says that since there are a finite number of people that buy your product, and a finite number of reasons each person buys, you can develop a short story about all the possible uses. Instead of memorizing every product detail, you only need to know how customers use it. That’s something that can be taught in a week instead of a year.

And that’s the power of systems.

Let’s talk about how we systemize our optimized, super-critical success factors. There are eleven steps, and we will focus on sales as an example.

Audio record the best people as they practice their craft, and transcribe the recording. Take your best sales person (or salespeople), and record them doing their presentations – ideally in a live setting, but if that’s not possible, role-play.

Separate the process from the personality. You have to work closely with the salespeople to determine which is which.

Determine the components that comprise the entire process.

Select one of those components. For example, asking the prospect about his/her goals is one component of the sales process.

Flow-chart your process using "backward shaping," i.e., starting with the end result. Start with the final result, and then ask, "What was the very last thing done before reaching that result? And what was the last thing before that, and so on. Create a flow chart of the major elements on index cards or using a program like *Inspiration* from Inspiration Software.

Write a description of each process in the flow chart. Use probing questions with your best practitioners to get details. They might say, "How would such and such impact you, Mr. Prospect," and you'll describe that as "probing for problem or implication."

Each "expert" uses his own repeatable process, although they aren't always conscious of it. But there will be lots of variation between different experts. This means you need as much detail as possible to create a "documented system" from your expert's intuition.

For each part of your system that needs a coaching tool, put the tool on a checklist to develop later. Some parts of your system are self-explanatory; some need more detail. To supply that detail may require a checklist, a diagram, a list of questions to ask, or some other kind of documentation.

Most sales processes have a sequence for handling objections. There are a finite number of potential objections. Create a list of each of possible objection, and document the best ways to respond. After this flowcharting and describing, you'll reference the checklist, and develop a coaching tool later.

Test the new sequence by measuring the output of the documented system against the previous “seat of the pants” output. Technical types call this regression testing. Regression testing is used when you alter a software or hardware system, which in the past produced a known result under specific circumstances. Once you’ve made changes to your process, run it against the test circumstances to ensure you haven’t inadvertently changed its functioning.

Adjust your process based on the differences observed during regression testing.

Develop the referenced checklists or other coaching tools.

Determine whether the process can be duplicated. Have a novice perform it using documented systems.

In our example they would run the system of questioning to see if it produces the same outcome – not in front of a live client. You’ll identify areas to tweak, and determine how easy it is for new employees to use.

There are three common reasons why some people don‘t systemize. First, they don’t believe it will guarantee success – now you know it will.

Second, many people don’t know how to create the systems. We just described how to do this. Third, they don’t believe it’s right for them: they think their situation is too unique to systemize. While it’s true that many tasks require experts, everything is relative. If your goal is to build a duplicable, scalable business, systemizing is the route to take.

Some people secretly like the adrenaline rush they get from living life as a histrionic drama. It's a way to say, "Here comes your savior, the knight in shining armor." Steven Covey calls this urgency addiction, and many entrepreneurs enjoy the rush of saving the day.

Recently, I was explaining the core idea behind Quantum Growth, telling a friend how we've transformed 25 years of combined coaching experience into 1,200 pages of manuals that anybody with strong people skills can use to coach business owners. His response was typical, "But this is so specialized: it's something you're good at, because you've developed all this skill and ability."

Wrong. The key to our coaching system is having blue printed, flow charted and check listed that expertise and experience, so that anybody can use it. Of course, they need strong people skills, but the business and coaching skills are built into the system we call the Masters of Entrepreneurial Business™.

Anyone reading this book can create consistent, predictable and ever-improving results by following the steps listed above.

The Quick Fix

I'm not saying it won't take time. Moving from your current habits into a set of optimized systems will inevitably involve some frustration, but I believe you'll see fantastic results.

Since, we don't want you to wait for months before seeing results, we've come up with an interim program called "T*he Quick Fix*." This enables you to eliminate problems and prevent their recurrence.

By "problem," I mean a series of recurring events over which you feel you have little or no control. It's an undesirable pattern that can be eliminated by installing a system. Problems happen when something is going wrong and your efforts to fix it aren't working. Many problems have an emotional charge: exasperation, blame, confusion, chaos, annoyance, even anger are typical outward symptoms.

Some people try to take the emotional edge out of problems by calling them challenges.

The Quick Fix eliminates the blame game. You'll know you're on the right track when your first reaction to a problem is to ask yourself what system is missing rather than who is to blame. Which is not to say people are never the problem. Often they are. But the act of removing blame cuts out the heart of the problem. Using *The Quick Fix,* the exasperation soon disappears. It just melts away.

There are seven steps. (Yes, everything we do involves processes and steps.)

State your problem.

R*estate* the problem focusing on the systems gap, asking the question, "What system is needed," instead of who or what is to blame.

Measure and benchmark the cost of the problem. If there's no cost, it's a waste of time to focus on it.

Identify the general systems solution.

(This is very important.) Determine if this problem is important enough to fix right now. You decide that by considering the cost, and prioritizing this particular problem in the context of all your other problems.

Define a specific solution.

Implement it.

Let's review and elaborate on these steps.

First, state a single problem. Just one. You may be experiencing a number of problems, but you can only work on one. Write it out in a short statement. This is a more important than it may seem. If you state your problem the wrong way it can lead you in the wrong direction, possibly to a solution that doesn't cure the problem.

Second: restate it as a missing system or system element. This is extraordinarily important. Most people write something like, "John doesn't do so and so" or, "If only my sales people would do such and such." They're engaging in finger pointing. Instead, describe it as, "We are missing a system to keep track of key people in sales situations." Another example of a system directed statement might be, "Productivity is suffering because of socializing on the job."

Third, measure the cost of the true problem. This involves asking questions and collecting data. How is your business impacted by this specific problem? When does the problem usually arise, what happens, and how often? What does it cost in dollars? Get the real numbers: don't rely on impressions.

This is particularly important for people who know their business well, because they'll assume they know what the problem is instead of allowing the data to reveal the situation. Since, problems can become highly emotional, dig deep and obtain the cold, hard facts.

Fourth is to identify the general systems solution. When you've reached a clear, specific, system-directed understanding of the condition you want to fix, the solution becomes fairly obvious. Be lucid about the results you want to devise precise solutions.

Fifth is to decide whether you want to fix this right now. Is it significant enough in the context of all your other priorities? Are you committed to fixing this? Is the cost of the fix justifiable?

If you're a sales manager frustrated by reports that your staff doesn't deliver on time, determine whether the problem is worth fixing now. Many problems are frustrating because we think we're doing something wrong, other people are screwing with us, or because we just don't know what *is happening.*

In this instance, shift the attention from your sales force and onto systems. You still need the reports (let's be clear about that), but you don't become a paranoid who thinks the salespeople are out to get him. Face it: if one salesperson is consistently late turning in reports, he is the problem. If most of the force delivers late, it's probably the current system that needs an overhaul.

Sixth, define the specific system solution. Some systems will be extremely simple, taking only a few minutes to create and install. Some may require months.

Seventh, implement the solution. In the last chapter, I listed eleven steps to creating a great system. Step seven is to also revisit those eleven steps.

Don't expect immediate perfection. Great systems take time but *The Quick Fix* will give you immediate improvement, just by thinking through the process. One key to earning *twice as much with half the stress* is to install systems that produce consistent, predictable, and ever-improving results.

Chapter 7

Regular People, Spectacular Results

How to get the right people doing the right things

One complaint I routinely hear from business owners is, "I just can't find enough good people." In this chapter I discuss finding the right people for the right jobs and how to squeeze every drop of performance from them.

That may sound a bit harsh, but if you want more money and less stress, that's what you must do. I'll talk about understanding what a job really is, and communicating the responsibilities clearly.

I describe the *Hiring Seminar* to recruit the right people, and an *orientation* to get them started on the right foot. I have a segment on *communicating your vision and values,* and will also tell you how to create an *employee-training program* and a "*white boarding*" process, which is designed to bring out the best in people – week after week.

Position Results Descriptions

Here's how to begin crafting your solution to the "I can't find enough good people" complaint. First, know what you're looking for. This may sound obvious, but most people really don't know what they want. Second, develop methods to consistently find good people.

Each job in your company needs a Position Results Description. This is not a job description. Position Results Descriptions focus on *results* for which a person is accountable, rather than simply listing his duties.

A job description for a receptionist would include the duty “answering telephones.” A Position Results Description might say, “answering phones in an enthusiastic and professional manner, enhancing the caller’s first impression of our company and indirectly communicating our values.” See the difference?

Also, focusing on results is an empowering process of delegation rather than task-related micro managing. There are two main components to good Position Results Descriptions: the purpose of the position and the key behavior necessary to realize the purpose.

The purpose statement focuses on the overall objective of the job and the impact it has on the organization. Break down the job by identifying clear targets for maximizing performance in each specific area of responsibility, along with the specific actions that need to be undertaken.

Say I’m the CEO, and I need an assistant, because I have too much work on my desk that doesn’t represent my highest value contributions, but must still get done. How do I translate “get this stuff off of my desk” into a purpose statement?

Let’s use the Position Results Description for an executive assistant at Quantum Growth Coaching.

"The purpose of an executive assistant in our company is to assist the President in coordinating daily activities, communications and appointments that will enable the President to remain focused on his responsibilities regarding the strategic vision, long-term goals, leading the executive team, and mastering the high-level relationships for the company."

That may sound like a Position Results Description for the President himself. That's because the two are intimately related. Here's another: our chief operations officer.

The purpose of the COO is to facilitate the implementation of the long-term vision and strategic objectives of the organization by coordinating daily operations and assisting all leadership team members to achieve their key results and apply the core values and guiding principles of the business.

Now, how do we translate those into results descriptions? Start by identifying each role in the organization, and clearly define its purpose. (If you can't clearly define each purpose, you probably don't need that position.)

Next, describe the key result (generally speaking) for each role. In the case of the Quantum executive assistant, we have three key results areas: the Fabulous Communications Funnel; Incredible Correspondence Creator; and More Life Master.

These names may seem rather exuberant, because they're focused on the ideal result, not just the tasks related to it. This is important. We're not talking about "ho hum" results: we're talking about earning twice as much with half the stress, which means sparking incredible performances from regular people.

Let's take Fabulous Communications Funnel. Here's the exact description of that key result area: "The role of the executive assistant in the area of Fabulous Communications Funnel will have been maximized when all incoming communications with the President are handled with efficiency and professionalism, while leaving a lasting impression of the office as being respectful, accessible and reliable."

We break this down further by outlining four elements: handling calls on behalf of the President whenever possible; professionally screening and prioritizing phone calls for the President in a way that conveys caring and respect; sorting and prioritizing e-mails, including filing, data basing, maintaining e-mail accounts per the President's specifications; responding to incoming faxes and mail per the President's request; filing faxes in an electronic filing system; and deleting unnecessary faxes. That's *just* the Fabulous Communications Funnel.

Any new employee will know that this "part of my position is being maximized when each of these tasks is being accomplished."

The next area is Incredible Correspondence Creator. "The role of the executive assistant as Incredible Correspondence Creator will have been maximized when all outgoing correspondence goes out promptly, has a professional appearance, and is handled with minimal input and direction from the President." Everything about the Executive Assistant role involves empowering the President to be more productive in his role. Which is, of course, the real outcome of the assistant.

There are five items under Incredible Correspondence Creator: responding to routine inbound communications (faxes, e-mail and mail – creating outbound communications per specific requests or specifications of the President), creating correspondence that is consistently error free, maintaining accurate records and copies of outgoing correspondence in the appropriate information management system, and continuously working to upgrade document creation skills to offer greater versatility and creativity in creating incredible correspondence.

Thinking about the Executive Assistant job this way is straightforward and clear.

What is the exact process for creating a Position Results Description?

Begin with the purpose, and then describe the specific outcomes that lead to that purpose. Then define the parts – the specific daily, weekly and monthly elements (or tasks) that must be accomplished to generate that outcome. When you are done, you should have asked and answered, "What would be the ultimate..." You've created a word picture of a great performance.

For each component in the key result area, establish a tracking and performance measurement system, which keeps the person on target during a specified time period, and feeds directly into the performance review process.

The Hiring Seminar™

The next step is finding the right person for the job. The traditional method is to write a job description, place an ad, review resumes, interview on the phone, pick a few candidates, interview in person, reference check, and finally make an offer, negotiate and hire. It's incredibly time intensive, typically expensive, and often doesn't work very well.

The logic behind this method is hiring people with the desired skills and trying to teach them your values. The problem most people run into is it is almost impossible to teach grown-ups new values. If you are trying to build low stress, principle-centered organization, this simply won't work.

Instead, I recommend using The Hiring Seminar, which was born of my frustration with the traditional approach. The traditional method is a significant drain on the organization's time and resources, especially if you're growing rapidly, and it often leads to the recruitment of people who are a mismatch for your culture. That's because the traditional hiring approach focuses on skills, instead of values and principles.

If you hire someone whose values don't match yours, you can never *train* her to accept your values. Instead, you may find yourself with a skilled employee whose behavior isn't consistent with your company ethics. This is *extremely common*. Our system – The Hiring Seminar – can eliminate this mismatch, and save you a bundle of time.

Allow me to describe how we recruited our most recent marketing coordinator. We designed an ad based on the values of our organization: integrity, enthusiasm, authenticity, lifelong learning, focus and commitment.

The ad was also based on our three guiding principles: sustainable Quantum growth, systems thinking and servant leadership. Our ad specified these nine components, and described the "type" of person we wanted, rather than a specific skill set. The ad specifically stated "no experience necessary." Our systems are duplicable and turnkey, and while for this position experience is an asset, it is not a requirement.

Regular people, spectacular results.

When applicants called, we told them about the hiring seminar, its time and location, and emailed applications to interested people. We said the complete job description, including expectations and compensation, would take place during the "seminar."

We received 132 inquiries from that small ad, which ran in the help wanted section of a major daily newspaper. Ordinarily, that would mean a lot of people to screen, but we didn't screen them. We sent the application form – a standard job application form used by most organizations for interested parties to complete.

We received 28 responses from the 132 people. Those 28 respondents were invited to the hiring seminar at our offices. Of the 28 people who committed to show, 24 showed.

The hiring seminar comprised ninety minutes of formal content. For the first hour we described our organization in detail. We talked about our business, the revenue streams, our mission, vision, values and guiding principles. We also described key members of our team.

Which left about ten minutes to describe the job opportunity: the Position Results Description, the manuals and support systems, the benefit programs, vacation, starting wages – even the performance review process.

The final half-hour was left for questions – any questions at all. This is where we could observe and "get a feel" for our applicants.

Before taking a break, we asked those people who thought this was the most unbelievable job they could ever have to stick around: we'd have a short interview. We'd ask just one question, which we gave them in advance. Those who were no longer interested were thanked for their time, and we wished them well. Of the original 24, 22 people stayed.

The question was: why would this be the ultimate job for you?

We interviewed each applicant for approximately five minutes each. The rest of our team mingled and observed the other applicants in the common room. Some people were brown-nosing our team, others were conversing with other applicants, and others avoiding all human contact.

The five-minute interviews were not all the same. Some people would have a checklist of answers ready to go. They'd say, "That's a great question, and here are my six answers." Bang, bang, bang, bang. Other people would come in and say, "That's a great question. You know, I haven't really thought about it," though they'd been sitting outside for half an hour! Some answers were sappy; others came from the heart.

Of course, what we wanted to hear were sincere answers that reflected our core values and guiding principles. Based on the responses, we immediately selected twelve perfect fits for the position.

To choose one among them, we gathered the "observer" team, and discussed the twelve people, playing a "rejection game." Had they done or said anything (failed to say or do something) that would motivate us to kick them off the island? We narrowed the list to three candidates, and conducted follow-up interviews. We checked references while the interviews continued.

Let me stress: we had three *perfect* fits at this point. We could have hired any one of the three (their references checked out splendidly). AND, the entire process required, after placing the classified ad, only 6.5 hours start to finish– not days, not weeks, not months.

The critical distinction is that this process is based on values and guiding principles. We look for someone who isn't necessarily skilled, because our system is tailored so that anyone can follow it.

Although you can employ hiring seminars before setting systems in place, you must then screen more thoroughly for skill sets before inviting applicants. It's harder to do, and it limits your talent pool.

You can use The Hiring Seminar format to recruit people for higher-skilled positions, as well – with some adaptation.

You will need a more detailed screening process up front, and interview more carefully for relevant experience, since your systems will require a higher baseline level. But the seminar will accelerate your hiring process and help to ensure a values and principle fit, which we believe is essential to building a systems-based, scalable, low-stress enterprise.

To recap:

Create an ad that's designed around your values and guiding principles.

Run the ad.

Invite people to the seminar.

Spend the first hour describing your company and the position.

Spend the next thirty minutes answering questions.

Describe the "one question" they need to answer if they think this is the ultimate job.

Conduct brief interviews to solicit their answers.

Narrow your list. Screen for aberrations and/or people who don't behave according to your core values.

Conduct follow-up interviews from your short list.

It's simple, and an enormous time saver. We found the right person, and so will you.

Orientation

The next task is to get them started on the right foot. You only get one chance to make a first impression. Everyone's heard that, but have you ever arrived for your first day on the job, only to discover you didn't have a desk, a chair, or the chair was broken ... or your phone line wasn't connected ... or you had no business cards ... or no e-mail address?

One way to make your new employee feel at home is to prepare for him – with a desk, chair, phone, voicemail box and e-mail address. Provide all the physical and electronic accouterments they need to perform the job. That's step one.

Step two: Have your rigorous Position Results Description in place. Now, they have a workspace and know what's expected of them.

Step three: Introduce them to everybody in their department. (Depending on your size, you might introduce them to everyone in the company.) At minimum, introduce them personally to everyone with whom they'll interact over the next month.

You want to make your people comfortable. If you're one of those people who take the terrorist approach – throw them into the fray, see who comes out alive and reward the survivors – you probably stopped reading this book long ago.

Employee training is important from Day One. Provide all the training they'll need to fulfill their duties. We have a manual we call "The Welcome To The Team," which puts everything on paper, including checklists of what they need to get started.

Although we have the manual, we still review the material in a live training format to make people feel welcome. Also, at this time, we provide them with initial objectives and expectations.

The "Welcome To The Team" manual also features company policies, as well as whatever paperwork is required to realize those policies, as well as our philosophies, vision, values, mission and guiding principles. The *Quantum Growth Coaching Franchise Welcome To The Team* manual Table of Contents can be found at

www.earntwiceasmuchwithhalfthestress.com/bounceback.html

We encourage new employees to bring the "Welcome To The Team" manual home, and encourage them to really integrate themselves into the team. We do this by giving them all the necessary tools. When your new employee walks through the door, they either feel at home or they feel like a foreigner. If you can cut down on time spent as a foreigner, their productivity increases far more quickly.

Years ago, a former employer did this for me. When I walked through the door, everything was ready for me. The whole program was in place: a desk, lamp, comfortable chair, phone extension, voice mail greeting, and business cards – the works!

It made me feel like they were ready and eager for me to start work. I felt a sense of being wanted. It made a big difference to my initial performance.

Training

We teach our team to deliver on the Position Results Description through training. Let's talk about this briefly. This book is not about training, but there are some important points to make. Number one: you must train people! If you're going to bother with Position Results Description and create systems, make sure people know their role in the system, how to operate in that role, and the outcomes expected.

This should be conducted in a safe, supportive environment. Please, don't wing the training. I've seen too many people take an ad hoc, undisciplined approach to grooming new employees. Part of Earning Twice as Much With Half the Stress involves training people for every position based on context, purpose, and a set of expected results, as well as helping each person practice a little piece of the system.

Throwing someone into the lake to see if they swim is the lazy man's approach, and one that's liable to promote needless drowning. It leads to needless stress and too much failure.

What's more stressful for an employee than arriving at work without knowing what to do or how to do it? What's more stressful for you, the employer, than trying to get the employee to perform something when *you're* not sure what he should do, or how? You'll probably spend months with haphazardly training, which will lead to dissatisfaction among both parties, and may well cause them to quit!

Unfortunately, this is standard operating procedure among many entrepreneurs: total chaos followed by a resignation or firing, followed by yet more chaos, and the entire cycle is repeated ad nausea.

Your training should be a match for your systems. Typically, off-the-shelf training isn't going to work. If you don't have the internal expertise to develop training programs, hire consultants. It's a smart investment. And, if you plan to grow rapidly, the next level of systemization is to create a "train-the-trainer program." While you're training new hires, duplicate the procedures for the next round, creating even more "more life" for yourself in the future.

Here are the action items.

Begin with the Position Results Description, gathering all the system components underpinning the description. Then, make sure there is a training module in place that relates to each of the system elements.

Communicating Vision and Values

How do you inculcate the same passion and fire that you have for your business in your brand spanking new employees? Today's management literature is chock full of information about vision and mission, but many people think of this as a bunch of new age clichés. What's vision anyway?

I can't say this any more clearly: vision and values alignment are the key elements to sustaining high performance in your people. They are the ingredients in the Secret Sauce. Your vision is an articulation of how you see your business in the future.

It's a personal thing. Regardless of how it was developed, or where it came from, it ultimately belongs to *you*. It describes a journey that you and your company are taking. When people join your company, they should see themselves traveling the same path – perhaps not all the way to the final destination, but definitely going in the same direction.

That is what's happening when your people are aligned with your vision. Vision gets them out of bed in the morning, and their vision should coincide with yours.

If you live in a cold climate, you know what I mean. When it's cold and there are three feet of snow in the driveway, you make a decision: do you turn off the alarm, and go back to bed, or do you jump up, get dressed, and go to work? Your vision has everything to do with how you answer that question.

Vision is something that distinguishes small business owners from entrepreneurs. Entrepreneurs have a vision – they're trying to create something. The small business owner is somebody who operates a business on a day-to-day basis, without regard to the future. Vision is one way to transform small business owners into entrepreneurs.

When you dig deep, everybody has a vision of some kind. They're looking for a future that they're not currently living. But many people haven't clearly articulated this vision, and most haven't written it down.

One key is to write it down. And make sure other people can understand what you're saying. The acid test for your vision comes when you read it to other people. If they smile, light up in some way – you've done it right. If you get a blank stare, you have work to do. Ultimately, your vision must inspire people.

Almost everyone makes this same mistake: after they've shared their vision once, they think, "Well, that's it. Not true. Business leaders have to share their vision continually. If I communicated my vision once a week, it wouldn't be too much.

Hold regular meetings about your company's vision, as well as your company values, philosophy, mission and objectives. Work these items into all your communications – your speeches, sales meetings, memos, newsletters, e-zines, website. Include them in your e-mails. Put them in your orientation.

Communicate them to all your stakeholders, including employees, investors, lenders, customers, vendors, community organizations, local government – anyone and everyone who has any kind of stake in your organization. One of my long-time clients even has his company values inscribed on coffee mugs.

If you've never done this before, and don't want people to think you've just returned from Mars, make an announcement. Say something like, "I've decided that I haven't been sharing my vision, so I'm going to start right now. My vision for our company is... "

Blurt it out. Tell everybody, and tell them often. It will make a huge difference for your business.

I was coaching a man who runs a small public company, and one of the things I suggested was that he share his vision more often. He was having regular staff and company-wide meetings, so I asked him to start sharing his vision in those venues.

His first response was to say, “I already did that.”

My reply: “No, no, no. You have to share it continually. They don’t remember what you said last time, and if what you said was any good, they’ll get pumped up when you say it again.” He took my advice. Since then, the stock is up 75%. I’m not crediting the *entire* increase to the vision thing, but I’m certain it helped.

“Teamwork” and “team player’ are terms that have been so often used by uninspired drones to encourage productivity that they’ve nearly lost all meaning. To inspire genuine “teamwork,” you must ensure that every employee shares all, or a part, of your vision. They’ll “buy in” when they sincerely believe that they have a stake in realizing that vision.

A friend once worked for a company where compensation, benefits and perks were so skewed in favor of upper management (to the detriment of everyone else) that the only vision shared by middle managers and support staff was to find jobs elsewhere. The annual turnover rate ranged from 100% to 150%. The lesson: employees and colleagues are unlikely to share you vision if you don’t make an effort to implement it, or if it contradicts their own visions for "more life."

White Boarding

White boarding is a continual optimization process derived from the work of W. Edwards Demming. You may be familiar with Demming as the father of the Quality movement. He's credited with helping jumpstart the Japanese manufacturing miracle.

Once a week, gather your team. It could be Monday morning or Tuesday at lunchtime. The time isn't that important, but weekly frequency helps. If your company is small, the team may comprise everyone; if it's larger, it may be limited to one department.

Decide on a topic for the day. Once you've dissected your company and its processes into systems, and flowcharted the whole thing, it becomes easy to zero in on processes that could benefit from optimization. If you've already performed the critical factor analysis, you recognize your company's greatest areas of leverage.

You might work your way through your systems sequentially, or you might go for the greatest payoff first. (That is recommended.) You might work on whatever is most out of whack, or you might be working your way through your Ben Franklin rotation.

Either way, pick the focus for today – it might be lead generation or handling customer service complaints. This process is like brainstorming: you spend your time identifying ways to improve the area.

Each idea goes on your white board (hence the name) without judging the ideas good or bad, and generating as many of them as possible. We green light every idea from the beginning, which is to say we don't discard any of ideas during the process.

There area a few ways to go about this. You can encourage people with ideas to simply come forward. Or you can set up a round robin where everybody adds an idea sequentially. I prefer that one.

It may put people on the spot, but everyone comes to the meeting knowing that they're going to be asked for ideas. Don't spring this on your team the first time. Make sure you communicate in advance what will happen, how it will work, and the topic for the day.

Now your white board features a list of ideas for improvement. All these great ideas are now actionable.

What do you with the list? You winnow out the ideas. Shift from blue sky or green light thinking to actionable items, because the game is now about taking action. Pick a handful – three, four, five – or focus on just one. What is the team going to execute this week, or at least begin working on? This week. Select your action items, and make someone accountable for each one.

One of the nice things about this process is that, as team leader, you are clear on your organization's priorities, and you can use that clarity to steer it.

There's a famous passage from Chinese sage Lao Tsu that goes like this: "Of a great leader, when the people are done, they said, 'we did it ourselves.'" In other words, you can always guide people to a reasonable set of conclusions. They feel good about it.

Create a game plan. Every chosen action item gets some corresponding measurement, some kind of metric, which itself translates into a goal, which becomes a time line, which ends up as someone's responsibility – from idea to game plan to one individual owning the timeline and being accountable for the realization and accomplishment of the goal.

To *Earn Twice As Much With Half The Stress* requires accountability. Everything else is vague, gray and stress inducing. Besides, uncertainty about who owns what leads to lowered performance. The good news: higher accountability = higher performance, and greater certainty = lower stress.

A white-boarding agenda checklist downloaded at

www.earntwiceasmuchwithhalfthestress.com/bounceback.html

Measuring Personal Performance

What about performance evaluation?

Consistent with our theme is the clear set of results for which each person is accountable. We measure those results just like we measure every performance aspect of our system.

Start with a set of clear and agreed-up goals and their measurements, which, when accomplished, will mean the realization of your position's purpose. The evaluation of how well someone is performing is simple. Have they met their goals or not? Have they delivered on their purpose or position or not? Make it as objective as possible.

Performance reviews are under fire today because they tend to tear people down. Therefore, make your reviews objective and say, “OK, here are your goals. Did you meet? If not, why not, and what can we do?” That’s it. Download a sample performance review from Quantum Growth Coaching at

www.earntwiceasmuchwithhalfthestress.com/bounceback.html

To summarize, this chapter started by addressing the issue, I can’t get good people, and ended up with regular people producing spectacular results. You now know how to develop Position Results Descriptions, and create a system to recruit super-qualified candidates almost begging for the job.

I’ve covered how to get them started and how to train them. You’ve learned how to inspire people with a powerful vision and a strong set of values. I’ve even discussed how to engage them in a process that continually enhances your systems and makes each person feel that he/she’s a part of a team.

Regular people, spectacular results.

Chapter 8
More Life

How to make space for abundance, organize your mind for prosperity, and give something back.

You've come this far. You are ready to work your butt off creating superb systems, growing sales and profits without increasing – in fact while decreasing your level of stress. Now let's discuss how to savor some of that success along the way. In this chapter,

I'll discuss how to make space in your life for abundance, how to organize your mind for prosperity, and how to give something back to create the balance necessary for "More Life."

Business leaders are always saying, "I don't have enough time. I never have enough time."

I empathize.

So, let's focus on how best to use what time you have: twenty-four hours, no more. Here are the best ways to use them.

In the course of our coaching practice, we have talked to a lot of people about this issue, and have examined the ways in which people use their time. For most executives (most business owners), each day is a jumble. They spend their time fire fighting, trying to develop the business, working big deals, or advancing the ball in some meaningful way. They clean their desks, do paperwork (including a lot of "C" list work, and try to leave time for nine holes of golf. It's a big mess. It doesn't work.

Having analyzed the various major ways people use their time, I propose re-structuring the week into discreet sections. The point: if you spend a lot of time focusing on one thing, you usually achieve better results from your efforts. So, we've restructured and relabeled weeks by segmenting them into four types of days: Prep Days; Power Days; Privilege Days; and Peon Days.

Privilege Days

Let's look at Privilege Days first, because that's the big pay off – that's what more life is about.

Privilege Days comprise twenty-four-hour periods during which you don't work. You don't call in to work; your cell phone is turned off; you don't check e-mails, you have no business meetings, you don't talk about business.

You don't work, period. You take the entire day off. You actually train your brain to stop thinking about work during this time. It's an amazing experience for the busy entrepreneur.

One of the busiest people in the world is the President of the United States, and he takes twelve vacations a year. If the busiest guy on the planet can take twelve vacations, you should be taking far more time than you are currently. When I started doing this, I developed more ideas and got more done because I took time to clear my mind. Today, I schedule Privilege Days regularly – usually once per week.

I shoot for one a week. You say, well that's not much. That may not sound like much for many of us, that's a big commitment. FYI: that's one Privilege Day out of seven, not five.

Now, many of you are thinking, "Well, I already have weekends off." Do you really? Are Saturday and Sundays absolute work-free periods? I'm describing a 100% work-free zone. Start with one twenty-four-hour period per week, and see try to eventually graduate to one four-day stretch per month. (I also aim for nine consecutive days off per quarter: a week bracketed by weekends.

The objection I usually get here is, "I work best taking a few hours off, and then working a few hours." This is the slippery slope towards workaholism.

People who love what they do easily blur the line between work and play to no advantage. We believe that the 24-hour free zone provides a de-stressing effect, and stimulates creativity at the same time, in a way that a "few hours off" simply can't.

In the beginning, taking time to enjoy one Privilege Day per week will prove an amazing experience, especially those of you with a home office, who are always dabbling with work, checking e-mail, etc – and especially for those with wireless PDAs.

How do you make time for Privilege Days? Simple: you schedule them. The rest of your life should be as (or more) important than all business all the time. You're working to build a better life. Schedule a Privilege Day, and then follow the productivity strategies for the remaining days. You'll be amazed at how much more productive you can be. The first year I put this into practice, I had more quality time off than the previous ten years combined, while at the same time had my most financially productive year ever.

Power Days

Next come Power Days, which make the Privilege Days possible. During a Power Day, you spend at least 80% of your time on high-leverage, high-productivity items that will directly contribute to your company's bottom line over the next ninety days. Power Days aren't about the long-term, but about making a massive and immediate impact.

Why just 80%? In reality, you must always attend to certain items that aren't high leverage or high productivity – checking your e-mail, staff issues, etc. Experience tells me that 100% is not realistic. Aiming for 100% sets you up for failure.

In my case, Power Day activities include working on franchise awards – one of the biggest contributions I make to my company, and one with the most immediate impact on revenue. I also work with investment bankers and advisors on funding the organizations with which I'm working.

During the first full year after putting this system into practice, I enjoyed more than 100 Privilege Days, and also enjoyed the most productive year of my career. My Power Days were like rapid acceleration devices because I refused to be interrupted every hour. I had the most productive year, and still took a mini-vacation monthly. I had more fun, and generated more growth than ever before.

And I played more golf, too.

But don't just jump into this program. First, you must have systemized and turn-keyed your business, allowing it to survive and thrive in your absence – setting up everything discussed in the previous seven chapters. Most of that work is completed on Preparation Days.

My schedule consists of two Power Days each week – generally Tuesdays and Thursdays. That's when I put the pedal to the metal. Mondays, Wednesdays and Fridays are my Prep Days. Saturday is often a flex day – sometimes all Prep, others a Privilege or Peon Day. Sundays are always Privilege Days for me.

What about little things that interfere with what's really important, but still require attention? You handle those by delegating.

Delegation

A lot of people say they can't delegate. However, if you've divided your schedule into Privilege Days, Power Days, and Prep Days, the remaining time consists of attending to details that neither earns money nor prepares for the future. Delegate the details.

Your valuable work schedule is best devoted to power and Prep Days. Ideally, you hire colleagues and assistants whose Position Results Description includes *taking the details off your plate* to free you for nothing but power and Prep Days.

The word "delegate" scares people because it's often done so poorly, and produces awful results. Delegation increases stress, and decreases profits.

Fine. So let's delegate properly, *not badly.*

Step one: delegate the work to someone who will get it done. That doesn't necessarily mean the person who already possesses all of the right skills. It does mean someone who can marshal the resources, and acquire the proper skills in a timely fashion. As a first step, you might send your delegate to a seminar or hire a tutor for the person.

Step two is to communicate the precise conditions of satisfaction: the time frames, the exact outcome, the budget constraints, etc. This may seem overly involved for small tasks such as picking up dry cleaning, but it isn't for significant items. It's the Position Results Description in miniature.

Every critical "do" and "do not" must be spelled out. Zig Ziglar used to say if you have a basketball game without nets, the players don't know where to shoot the ball. You have to give people the nets – the precise conditions of satisfaction.

Step three: work out a plan. This isn't necessary for simple tasks, but if a project is complex, your plan should include a description of required resources, the approach or methodology, a timeline, end-state deliverables and interim milestones. Sometimes, even simple projects require a plan.

Step four is the most overlooked: create a structure for accountability. If the project is to take place over the next six weeks, schedule an interim meeting two weeks from now, a weekly conference call, or an e-mailed status report at the end of each day. Establish a mechanism whereby you and your delegate jointly evaluate progress, and make mid-course corrections. This helps to keep the project and the people on track. A Perfect Delegation Worksheet is available at www.earntwiceasmuchwithhalfthestress.com/bounceback.html.

Using these steps, you delegate instead of abdicate. Abdication says, "Go do this," and a week later, you wonder why it wasn't done, or was done badly – leading to anger and even more stress. Proper delegation involves the aforementioned steps. In fact, I'd like to add a fifth: obtain "buy in" from your delegate(s).

Although time frames are typically dictated by external circumstances, your delegate still must make the choice of whether to sign on for the task at hand.

If you tell your employee that "this" must be completed by next Tuesday, they have to agree that it's possible – for them. Therefore, frame your statement in the form of a question (like the game show *Jeopardy*). Ask, "Can you get this done by next Tuesday?" Or even, "I need this by next Tuesday. Can you do it?" This might seem a bit remedial, but many employers fail to ask employees whether they can meet deadlines. Whenever possible, ask your delegate to set the time frame himself, and create his own plan. You need only provide guidance, and sign off. As General Patton said, "*Never tell people how to do things, tell* *them what to do and they will surprise you with their ingenuity.”*

What do you do when you have no delegates – when you’re the solo entrepreneur? The best choice is to hire freelance or temporary help, or perhaps hire a virtual assistant. If there is truly no one to turn to – by circumstances or by choice – you must rigorously segment your time into power, privilege and Prep Days *and then* add …

Peon Days. ☺

Peon Days are days during which you perform “C” work, days when you handle the details – the menial things – cleaning your desk, writing checks, picking up laundry, and filing papers. The secret to enhancing overall productivity via Peon Days is in the scheduling.

Don’t decide to clean up your desk in the middle of a Power Day. That’s the day you’re bringing in money. Don’t do the windows on a day when you’re writing an article or your new book. You may have to carve out time, but the trick is to keep everything compartmentalized. For example, I generally can’t write for more than four hours per day, so I usually schedule peon breaks.

Having already discussed delegation vs. abdication, let’s examine the opposite extreme: people who micro manage. They’re on top of every single task, and never empower their team.

Remember what Patton said. Stick to that rule and you wont be a micro manager. In the medium and long term, delegation saves time and effort. The time it takes to establish goals, review the plan and monitor progress is not equal to the time it takes to execute.

This is how you gain leverage. This is how you multiply your efforts. It may take longer – many times longer – to communicate something the first time, but after that, you've created a replicable system. Delegate, and it will be easier in the long run.

Speaking of systems, make sure to develop a checklist for any process when you first delegate it, and have your delegate make a checklist documenting their process.

Mindset

Crucial to earning twice as much with half the stress is to believe that you can. Which means focusing on a prosperity mindset – one of abundance. Get into the mood by reading Napoleon Hill's "Think and Grow Rich." If you've read it before, read it again. Chapter Four is about something Hill calls autosuggestion. I quote:

"First, go into some quiet spot, preferably in bed at night where you'll not be disturbed or interrupted. Close your eyes and repeat out loud so you may hear your own words the written statement of the amount of money you intend to accumulate, the time limit for its accumulation, and a description of the service or merchandise you intend to give in return for the money. As you carry out these instructions see yourself already in possession of the money.

For example, suppose that you intend to accumulate $250,000 by the first of January five years hence and that you intend to give your personal services in return for the *money in the capacity of a sales person. Your written statement of your purpose should be similar to the following:*

By the first day of January, 2007, I will have in my possession $250,000 which will come to me in various amounts from time to time during the interim. In return for this money I will give the most efficient service, which I am capable rendering, the fullest possible quantity and the best possible quality of service in the capacity of sales person of and then you describe your service or merchandise you intend to sell. Continuing on you say I believe that I will have this money in my possession.

My faith is so strong that I can now see this money before my eyes. I can touch it with my hands. It's now awaiting transfer to me at the time and in the proportion that I deliver the service I intend to render in return for it. I am awaiting a plan by which to accumulate this money and I will follow that plan when it is received." The second step is to repeat this program night and morning until you can see in your imagination the money you intend to accumulate. Third, place a written copy of your statement where you can see it night and morning and read it just before retiring and upon arising until it has been memorized."

I was introduced to "Think and Grow Rich" in 1981. At the time my partner and I were building a software company, which we launched the previous year on $3,000 of credit card debt.

I used the autosuggestion process.

I didn't do it perfectly.

I didn't do it twice a day, or even every day, but I did it a lot, and I used the exact formula you just read.

At the end of three years – two months short of my 30th birthday, we sold the company for millions. "Think and Grow Rich" works.

The Dream One Hundred

Zig Ziglar says, "You've got to have goals. That's so important I'm going to say it again, you've got to have goals." Why does Zig say that?

Goals fuel the fire that makes life worth living. Previously, I discussed goals for your business. This section concerns your personal goals.

Some people call this the, "Things to Do Before You Die List," but I call it the "Dream One Hundred." Make a list of all the things you want to do – everything. I'd love to learn Spanish one day; I'd love to go scuba diving; I'd love to see the Great Pyramids. Do this, and if you can, do it with someone you care about. It's a fabulous way to come up with meaningful, personal, long-term goals.

What should be on your Dream One Hundred list? Ask some people and they'll say, "Well, first I'm going to visit all the major cities, and then I'm going to drive my car around the world, and then I'm going to take a cruise around the world, and then I'm going to visit every country, and then I'm going to balloon around the world.

When I really have a lot of money I'm going to hire a private jet, and fly that around the world. Maybe I'll go rustic, ride my motorcycle around the world." As you've noted, there's a theme here: moving from place to place around the world.

Hey, that's great. If you want to be a Multiple Magellan, do it. However, I have a suggestion. Open your mind to a broader range of experiences. Here are a couple of ways to do that.

One is to create categories like travel, recreation, family, intellectual, health and physical, global or environmental, community, social, even spiritual. Pick a category, and take a look. What would you love to accomplish in this area? How do you want your life to be, and what would that take? In the social arena, maybe you want to perform some volunteer work. Would that be fun, meaningful, or just plain awesome?

The Dream One Hundred doesn't have to be about doing. It can be about having, or even about being.

Here's another way to look at it. I call it the Barnes & Noble approach to goal setting. One of my favorite places in the world is the magazine rack at Barnes & Noble. You may not have one in your town, but you must have a shop with a good magazine rack.

Go there, and flip through the magazines. Magazines are great because they have fantastic color pictures of just about everything. Keep flipping, and you will get ideas you may not have had before. Suddenly, there it is, staring at you from those four-color pages, and you decide, "Yes, that's what I want to do!"

When you read *Outside World*, you'll see some guy hanging upside down on a 5.11 cliff, and you may decide that you really *do* want to climb El Capitan.

And consider the notion of balance. There's nothing magic about balance, but in the context of having more life, balance helps.

You can take this concept, and extend it. Clip these images and paste them on a "dream board." Whatever works for you; whatever feeds your fire. But start with the list. It really doesn't have to be one hundred items, but make it long and exhaustive, and include all those things that will bring a smile to your face when you're sitting in your rocking chair at age ninety-five.

Creating Space

As I just said, goals needn't be about having, getting something or even doing. Goals can be about being.

When many people talk about the concept of balance in a business setting, they talk about trading off. If you put a lot into your business, you've got to give up your home life, for example. That's not what I consider a good balance model. It isn't a sustainable, real-world model.

The model is based on natural harmony. You don't say to a tree, "You've got to stop growing on Tuesday, because it's not fair to the other trees." It wouldn't make any sense. This section is about creating space for being. It's not about doing more. It's about creating space to attract the abundance that you want.

I'm not a master – just a student. But the more space I create, the more opportunities for abundance I create in my life. It's become about the journey, about smelling the roses along the way.

Earl Nightingale said in *The Strangest Secret*, "Success is the progressive realization of worthwhile dreams and goals." Jim Rohn said that the purpose of wanting to become a millionaire was not the million dollars, but what that goal would require him to become in order to achieve it.

If you want to create space, you have to schedule in space. Don't worry about doing something during that time: just focus on the journey and smell the roses. Life is that much sweeter; that much more fun; and I find that I have more energy and passion – and more happens in my business as a result.

In the context of creating space, different people will be lured to the things best suited to their personalities. Some people like to meditate in a "meditation space" until it becomes part of their routine.

Other people – I'm one of them – love to hike, and when they're in the mountains, they are performing a "walking meditation" outdoors. The trick is to find what resonates for each of us as individuals. And then making time for that.

Sustainability

Sustainability is a business philosophy, which holds that a business is responsible for the products and services it provides from inception to final use. If we'd like our grandchildren to enjoy the planet as we have, we need to change some of our habits.

The good news is that more and more consumers are demonstrating a willingness to pay higher prices for products when they believe a company is ethical, environmentally responsible and/or contributing some profits or labor to the community. I think it pays to do good.

At our company, we talk about environmental sustainability from the perspective of a system called The Natural Step (http://www.naturalstep.org), developed by Swedish physician, Dr. Karl-Henrik Robèrt.

According to Dr. Robèrt, in a sustainable society, nature will *not* be subject to: 1) increasing removal of substances from the earth's crust; 2) increasing additions of man-made substances onto the earth's crust and into the atmosphere; and 3) physical degradation of the planet. 4) In an ideal society, human needs are met worldwide.

Let's take quick look at those four concepts.

The first is to eliminate our contribution to the growing and systematic removal of substances from the earth's crust. This means substituting minerals that are scarce in nature with others that are more abundant, using mined materials efficiently and reducing dependence on fossil fuels.

In some industries, this is simple, in others (unfortunately) quite complex. However, if we keep digging our resources from below the crust, we're going to use them up. I might take a thousand years in some instances, but it will happen.

Second: eliminate our additions of manmade materials onto the earth's crust and into the atmosphere. This means substituting certain persistent and unnatural compounds with ones that break down more easily in nature, and using all substances produced by society efficiently. Obviously, if we continue to put man-made substances into the air, we're going to reach a wall at some point.

The third systems condition is eliminating our contribution to the physical degradation of nature through over-harvesting, depletion, foreign introductions and other modifications.

This means drawing resources from well-managed ecosystems, systematically pursuing the most productive and efficient uses of resources and land, and exercising caution when modifying nature.

Fourth (and definitely one of the more controversial systems) is to contribute as much as possible to meeting human needs worldwide, above and beyond the first three steps.

This means using all resources efficiently, fairly and responsibly, so that the needs of all people – alive and yet to be born – stand the best chance of being met.

Regarding this last: for many people this smacks of Great Society-style anti-poverty programs and handouts, which we believe are totally unsustainable. In most traditional aid programs – in developing and developed countries – each extra person in a program brings the program closer to the breaking point.

We approach "meeting human needs worldwide" from the perspective of supporting entrepreneurship, that being the only truly sustainable way to help people help themselves.

Toward that end, we support the concept of microlending (this book is, in part, dedicated to this concept.) Microloans are small loans for equipment and inventory made to emerging entrepreneurs in developing countries. These loans enable credit-hungry businesspeople to kick-start their businesses.

The evidence shows that each microloan (typically 100 – 500 USD) helps an entrepreneur create up to five new jobs. The interest on the loans funds the operation of the lending organization; the repayment rate exceeds 95%; and in as few as twelve months those same funds are re-loaned. That's sustainability! (*http://www.crastibifoundation.org*)

Here are three examples of businesses using the Natural Step concepts: a clothing store, consulting business and a coffee roaster-retailer.

Clothing stores can discriminate with regard to the fabrics they use. Polyester and other products made from oil resources are limited in supply, whereas natural products – cotton, hemp or other natural fibers are far more sustainable, and organic cottons have great margins for clothing retailers. They're warm, soft, comfortable, and (from a retail point of view) make good money.

A consulting business can do simple things: recycle paper, use post-consumer content paper in its letterhead and use natural dyes in its inks. The business can look for ways to use environmentally responsible computers. NEC manufactures a computer designed to be upgradeable.

Coffee is a great example, because organic, shade grown, fair-trade, bird friendly, coffees create more sustainable lifestyles for farmers. The farmers get a much better price, so it's much fairer for them, and retailers will have better margins because they're selling premium products. The farmers will benefit; you will benefit; and your customers will benefit: a triple win.

This entire section is about triple wins. It goes beyond, "We win and our clients win." It's we win, our clients win and the planet wins.

OK. This is all well and good. We save the planet. Rah, rah. What about the hardheaded businessman who says, "I'm concerned about my bottom line. How does this help me?"

This helps the bottom line two ways. Stanford University has conducted detailed surveys showing that consumers will pay more for products/services if they perceived the company as environmentally or socially responsible, all other things being equal. That means you can have better margins with products and services positioned in this way.

Second, and equally powerful: you're ahead of the curve if you're environmentally and socially responsible. The media loves it. My company gets ink and broadcast time because it's helping save the planet. It's a good news story. Although the media usually focuses on bad news, this is one "feel good" story they *will* cover.

And, at some point, the media will only cover companies that aren't environmentally and socially responsible. Think back to the early days of labor laws.

Companies with great labor conditions got good exposure. When labor laws were enacted, companies only received media coverage when they ignored the laws. So there's a window, which might be three years or ten years. At the moment, the media loves stories about forward-looking firms that are environmentally and socially responsible. If you're smart and genuine, you'll get a lot of free exposure that will attract more clients. According to the Stanford research, your existing clients will also be more loyal.

In the pursuit of more life, one of your biggest opportunities is to contribute locally and globally. I give a talk to non-profit organizations and business community groups, where I say social and environmental responsibility equals profit.

I use profit as an acronym that describes how you pick a cause for your organization to support.

P is for PR (public relations). Pick a cause that has the potential for some PR exposure. R is related: pick a cause that relates to your business.

At Quantum Growth Coaching, we're involved with helping entrepreneurship grow in developing nations around the world through micro lending programs. It's related to the work we do. We believe that grass roots entrepreneurship is fundamental to democracy, and this is very important to us.

O is for obligation. Create a structure that obliges you to contribute a percentage of gross revenues to the cause, rather than a percentage of net profit. Basing contributions on profit offers too much wiggle room. There are too many ways to cook the books, especially in the pursuit of tax avoidance. Some of the most touted "socially responsible" companies have been using this scam for years. Go for obligation and transparency.

F is for fun. Make it fun. Battered women's shelters are an incredible cause, and there's a big need. But they are not fun – unless you're in the hotel business, and can provide shelter. Then, it could actually be fun. We recommend you find something with which your team can enjoy being involved.

I is for independence. I would rather teach people to fish than simply give them fish. Therefore, "I" promotes independence, rather than dependence. Our micro lending program is a perfect example. It's about creating independence based on entrepreneurship rather than dependence on government handouts.

In fact, Cras Tibi, the name our foundation, is taken from the Latin phrase, hodie mihi, cras tibi, which means, today for me, your turn tomorrow. We believe that microlending helps people in developing countries get their turn. (http://www.crastibifoundation.org)

T is for time. Lock it in: make the cause a long-term part of your strategy; make it a part of who you are. Tell everyone about it, so you're further committed to it.

P-R-O-F-I-T.

I recommend that you choose your cause carefully, and stick with it for as long as you can. For many causes, maximum impact is achieved after long-term application of expertise. So, pick an organization and/or a cause that you will stick with. And remember, the time you and your team contribute may be more valuable any money donated.

Feed Your Mind

Perhaps I'm preaching to the converted. After all, you are already reading this book. Recently, my friend Stan said to me, "I've stopped reading business books. I can't find one with any new ideas. I've turned to fiction."

I don't have anything against fiction, but I pointed out that better options do exist, and those include history books, philosophy books, books about world religion, economics, physics, biotechnology, chemistry, the developing world and military history.

There's a tremendous wealth of ideas available. We call this section "Feed Your Mind," and as a drill, feeding your mind can pay huge dividends. How? Because a steady diet of new ideas broadens your perspectives.

It gives you new ways to think about ideas. It also increases your ability to create and implement new ideas on your own. It's like this: you put things in one end of the hopper, and we call those ideas, and not necessarily business related. These influence your subconscious ability to think. Then, new ideas appear on the other side of the hopper.

It's said that you are the product of the people you associate with and the books you read. If you're reading a wide range of books that are constantly suggesting new ideas, new perspectives and new outlooks, guess what? You will be an "out of the box thinker" who attracts more abundance into your life.

The average American reads two or three books a year. The average (successful) entrepreneur reads at least one book per month. Think about this. If you wanted (or needed) to become expert in a subject, how would you do it?

One way is to step up your reading to one book per week, which – especially if you train yourself to speed read or scan –needn't absorb much time. Read a book a week, and within fifty weeks you can read fifty books on one subject. Now, you've mastered the subject. You probably know more about it than 99.9% of people walking the earth.

How do you make time in your schedule to read? You have choices: you can read at the beginning of the day, or you can read at the end of the day. The choice depends upon whether you're a morning person or an evening person.

Personally I'm a morning person, so I get up at 5:00 a.m., and the first thing I do is I read –typically for thirty to sixty minutes each day. Then, I go to the gym, and then I eat breakfast, and then I go to work. My friend Bob Serling experiences an energy lull in the afternoon. He stops his "work" for a break and will often read.

It's really about determining how important this is, and making the time. At Quantum Growth Coaching, we think this is so important, we're creating a Book of the Week Club to provide our coaches and clients with a steady stream of book ideas.

You can buy the books from us, or get them elsewhere, but we provide a reading list, along with book reviews and a discussion forum. These are all books that maintain the same focus as Earn Twice as Much with Half the Stress and support our theme of "more profit and more life."

Get started. Pick a book. Put yourself on a schedule; make the time. It may not be an hour a day, but make some time.

I recommend one extra step: when you're finished reading, write a review. Often, as we get older, we tend to forget what we've just read.

Make notes in the book, underline, keep a computer file – any way to preserve your thoughts – but when you're done, write a book review. You can post it on Amazon.com or somewhere else on the web.

I put them in my journal. (As an aside, I got an offer from a book publisher to write a book based on a review of one of their titles.) Write the book review because it helps you cement what you read, and helps clarify your own thinking.

We talked about segmenting your time into Prep Days, Power Days and Privilege Days (and Peon Days), and how to delegate the rest that didn't fall into those categories.

We talked about feeding your mind with fresh ideas by joining the "book of the week club," and thinking and growing rich by using the tools of auto suggestion. We talked about painting your future with the Dream One Hundred, and creating space for prosperity.

And finally, helping the planet by engaging in techniques of environmental sustainability, and contributing some of your largess to help others. Taken together, they're about having more life.

Epilogue

So what's next?

As I see it, the issue is inertia. After seventeen years of coaching entrepreneurs, I've discovered that when you come down to it, most people do whatever it was they were doing a moment ago.

If you are like many business readers, after reading a book like Earn Twice As Much With Half The Stress, you've taken pages of notes – you've gleaned at least one great idea (perhaps fifty), and you might be feeling a bit overwhelmed. You may not know where to start.

So, start here:

Pick one idea from any of the eight chapters. It could be an idea from The Ultimate Leverage of Leadership. Or it could be an Attraction Marketing idea to quickly stimulate your lead flow. Perhaps you'll simply declare a Privilege Day for yourself, and go fishing. Regardless, develop a plan of action, and get moving!

You may complete some of your action choices in one day; others, which will pay dividends for years to come, will require more time. I suggest you set aside an hour a day to apply these ideas to your business – the payoff will be extraordinary. After all, you don't get to Earn Twice As Much With Half The Stress without doing any work.

If you get moving right away, you can reverse years of inertia, and immediate generate positive momentum. That momentum will carry you forward in any direction you choose, toward more profits and more life.

If you'd like some help to achieve this blissful state of positive momentum, send us an e-mail at:

momentum@earntwiceasmuchwithhalfthestress.com, and we'll send you three months of daily reminders to support you in your quest.

Godspeed,

Paul Lemberg and Tom Matzen

PS – We'd love your comments and thoughts about this book and what you found most helpful. E-mail your comments to this address: *editor@quantumgrowthcoaching.com* And remember, earning twice as much with half the stress is possible. Frankly, you deserve it.

Standing On The Shoulders Of Those Who Have Gone Before Us

To quote motivational speaker Jim Rohn, "There are no new fundamentals." We'd like to thank many of the people who've helped us learn the fundamentals, along with some things not so fundamental. We've learned from all of them, and each one, in their own way, has helped make this book possible.

We'd like to thank:

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About The Authors

Paul Lemberg's clients call him "the unreasonable business coach," because he insists that they pursue goals and take actions that far exceed their comfort zone. Paul's client list includes hundreds of companies both large and small. Some of the more recognizable ones are Cisco Systems, Adobe Systems, and IBM – even "Marketing Genius" Jay Abraham. And although you may never know there names, some his less recognizable clients have gone on to sell their companies for millions and tens of millions of dollars. Paul is co-founder and CEO of Quantum Growth Coaching, the worlds first completely system-based business coaching program, designed from the ground up to rapidly create more profits and more life for entrepreneurs.

Tom Matzen is the CEO of Parmasters Golf Training Centers and co-founder of Quantum Growth Coaching. He helped make the Dale Carnegie Training Institute the Number 2 leadership program in Canada. His management background includes McDonald's, the Cambridge Shopping Centers, and Koala Springs. After taking Cheesesteaks Plus from concept to full franchise, Tom spent the next seven years operating a marketing consultancy, specializing in feasibility studies and market research, as well as business/marketing plans and company start-ups. In 1993, he developed a national coffee roaster/retailer franchise, becoming the second largest in British Columbia in less than three years. Tom was one of the founding members of the Environment Committee of the Specialty Coffee Association of America, and has published the best-selling *Start and Run a Profitable Coffee Bar*.

"Powerful, simple, practical, 'paint-by-the-numbers' to success. Turn your business from ordinary into extraordinary."

John Harricharan,
author of *When You Can Walk On Water, Take The Boat*

PAUL LEMBERG & TOM MATZEN

Co-Founders, Quantum Growth Coaching

Paul Lemberg's clients call him "the unreasonable business coach," because he insists that they pursue goals and take actions far outside their comfort zone. Paul's client list includes hundreds of companies both large and small from Cisco, Adobe and IBM to much less recognizable names of people Paul has helped put millions, even tens of millions in their pockets. Paul is co-founder and CEO of Quantum Growth Coaching, the worlds first completely system-based business coaching program, designed from the ground up to rapidly create more profits and more life for entrepreneurs.

Tom Matzen has helped more than 200 entrepreneurs start and grow a business of their own in the last 20 years. A best-selling author, international speaker, and serial entrepreneur, Tom's latest ventures include Parmasters, the worlds first, year-round indoor golf training center franchise, and Quantum Growth Coaching. Tom is considered by many to be an inspiration, motivator, a burst of energy and enthusiasm, and a strong force in the push towards ethics in our modern business world.

"If you are a serious entrepreneur and don't read this book... I highly think you MUST reconsider! This book will save you time, make you money and best of all your business will GROW!" John Assaraf, The Street Kid

"Grab a high lighter. With so many truly practical and valuable gems in this book, your copy will be almost solid yellow." Bob Serling, President, Direct Marketing Insider

"A goldmine book guaranteed to help you take your life and your company to a whole new level. There's at least one powerful idea on every page."

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