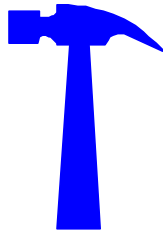
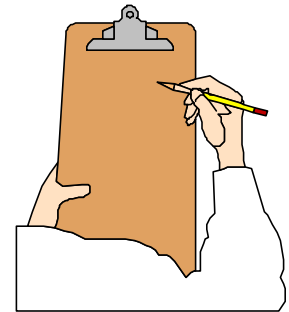


I - Lets start with lists.

Pretend that today is the first day, the first time you thought of becoming an entrepreneur. You must decide many things. How to finance the venture, what to call it, what will you be known for, who will your customers be, what will it look like in the future -- and so forth.



I'd like to propose that the first tool to be taught be the tool used to answer all of the above questions. Not only that, but the tool you will use most often, on a daily basis, religiously, to not only stay ahead of the competition but to lead them by leaps and bounds. To leave them in the dust.



We will start with the most important tool any entrepreneur or problem solver will have in their tool-kit. Making and using lists¹. Through this process you will be able to answer -- firmly! -- the following questions.

- What is your company name?
- What is your claim to fame - the single benefit statement that says it all?
- What are your assets - personal and financial - to start competing?
- What are your liabilities - personal and financial - you must overcome?
- Who can help?
- Who will hinder?
- What are your two major problems?
How do you know?
What are you doing about them?
- What is your vision statement?

These three questions will become the cornerstone of your success

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What's in a name?

There is a company that routinely charges hundreds of thousands of Dollars to assist companies in selecting a name for new spin-offs, new names or new product names. They start with a list, and another and another. Then they blend and mix and create more lists. The final name conveys the essence of the new company or product in one word and one symbol.

You will do the same but will not spend any money. You will learn how to visualize and create words and symbols, half-meanings and full-meanings in syllables. You will learn how to mix syllables and words to create that unique picture in graphic format that reflects the true you, and your enterprise.

Here's a test: What is your 'claim to fame' in nine words or less:

Recently a client of mine, a budding entrepreneur starting a high-tech sales rep. company, was stopped cold with this statement. We had been brainstorming his business, looking into a bright future, feeling good about the business until then. The question chilled him to the bone. There was no way he could synthesize that vast vision into nine words or less.

We all know we must make ourselves visible and convincing within the first 20 seconds of any meeting. ***We never get a second chance for a first opinion.*** The first words out of our mouth should tell the listener who we are, what we do and most important of all -- why the listener should listen. In other words the WIFM (What's in it for me) statement. If you can't tell your listener that they stand to benefit from continuing the relationship within the first twenty seconds chances are you don't have anything they want. You've lost them!

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Ninety percent of hang-ups on telemarketing spiels happen within the first ten seconds - shortly after the horrible “How are you tonight Mr. Lundberg?”

Here’s how to come up with a powerful benefit statement. Remember, this is the single most important thing about your business. It is the one thing that separates you completely from the competition. It makes you uniqueⁱⁱ.

Start with a list of things you know best and things you do best. Then a list of your assets -- physical, financial and even more important; people on your team. Then make a list of the kind of customer that will benefit the most from that which you provide. Get real tight with your parameters here. Zero in on that very unique group of customers or clients who could use you the most. Work the list by prioritizing items in their order of importance. Put the two lists side by side and shift them up and down looking for connections, ideas, quantum leaps in creativity.

Select a few key words and make a phrase, and another and another. Don’t give up until you have seven or eight phrases of nine words or less. The phrase must contain **information, interest and emotion** for the recipient, be they listeners or readers. For example from a sampling of ads:

- 1- Shimmering Diamond Necklace
- 2- A Diamond Necklace for a Queen
- 3- The Necklace that Wrecked a Marriage¹

Obviously the third option carries an emotional message along with interest (in diamonds) and information (a necklace).

When you select your benefit statement it will be used in your direct mail campaigns, advertising, promotions and public relations. When you

¹CompuServe Advertising Made Easy by CyberTech Information Group - Email: 75107,3151@Compuserve.com

Speak at a function you will be introduced as “Whatever the nine words or less means.”

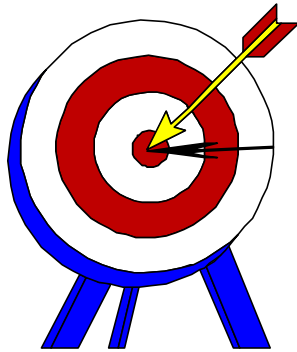
You simply can't come up with a benefit statement without making lists. From the benefit statement you can create your company name, your vision, your strategy and the whole future of your enterprise. What you are doing with this list, as you will see later in this chapter, is to delve deeply into your inner-self, to maximize the use of both left and right brain hemispheres, to turn on the hidden power within. The physical and mental act of making this list forces a path of communication between your true self and the world as you see it. And this is your personal power.

Making lists should be as natural to you and your team as breathing.

If you don't already do so, start carrying a folded piece of paper in your shirt-pocket. At a stop light, in the market, with a customer -- anywhere -- jot down your observations, thoughts, ideas, things to do, comments and even sketches of things or thoughts. Then make it a habit to go over your list(s) every evening -- away from the office -- where the creative juices can fill your imagination with *action* items to be made from these lists!

I guarantee that in the future, as you look back, you will see virtually every new idea, new product, new customer, new market, new employee -- whatever -- somewhere on a piece of paper from the past.

A street-smart axiom: “Nothing gets done that don't get wrote first”



As you get your enterprise underway, a clear runway ahead, clear weather and a clearly defined objective, goal, target -- you will begin working on another set of lists. These should become as routine as the first cup of coffee in the morning. At any given time you should be able to answer the following questions. At any given time your collaborators should be able to answer them also as they relate to their work.

**What are your two major problems?
How do you know?
What are you doing about them?**

Most people guess at these very important questions and make the wrong decisions which often lead them into bankruptcy. They are firmly convinced that what they say in that moment is the most important thing in their business. What happens is this: People are so darned accommodating that they simply get used to problems. You've seen it happen hundreds of times. There's a high curb in front of the building which at first almost makes the person stumble. The second day they grunt but get over the hurdle. By week's end they don't even see the problem. They got used to it. In the meantime they are spending a few extra calories a day to overcome that hurdle. Well, a few calories is no big deal. Add these to the few others at other minor aggravations the person -- or the business -- has gotten used to and you have the makings of a major, major cost avoidance opportunity!

Write your observations on a list. Whenever the same problem happens again or bothers you again put a tick-mark by it. After a few weeks you will have a moderately long list with 80% of the items listed with only one tick and 20% of the items listed with 80% of the ticks. ***This ratio of 80/20 can be applied to virtually every human or natural activity.*** It is a fundamental law of nature and it's called a Pareto, named after a founding father of statistical probability.

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You cannot develop an 80/20 list without jotting down your observations. With the list, however, you can now see exactly what you need to do to eliminate the biggest problem with the least amount of effort. Master this concept and you have mastered success. Almost everything in business revolves around this principle.²

Think of it: You simply don't have the resources to fix everything that's wrong or tackle every opportunity you see. You must determine what will give you the biggest bang for the fewest bucks. Then do it again and again. In everything. From your list of prospects, your advertising methods, direct mail, sales presentations, brochures, product, price, after market service, personnel, banking, etc. and etc. to infinity.

Mankind's first tool was the lever. Humans have time, in most cases, to perform whatever task they see as necessary. Animals either fight or flee and have little time to chose. Leverage is that element which allows a human to work a lever, pull a rope on a pulley, gear-down or gear-up a mechanism - or in today's fast-track world, to use natural laws to power our quest for our personal objectives. You will master three fundamental natural laws during this course: Pareto, the normal curve and the rule of three. The list is step one in a Pareto analysis.

This is the first of many tools you will learn in this course. It is here at first because you can start using it immediately. Start using it to determine how best to use your personal time. Track your time for a few weeks. You will discover that certain portions are absolutely non-productive; in fact may be costing you profits. You will see, at a glance, how to eliminate this waste and replace that time with what we call 'golden opportunities'.

For example: A business to business salesman knows that their most productive hours, the 'golden' hours are from 9 AM to 4 PM and do their

²Roughly 80% percent of a restaurant's business is generated by 20% of the patrons. 20% of all criminals account for 80% of all crimes. In business 80% of the problems are due to a certain 20% of the activities. In otherwords, fixing 1% of the problem will usually result in a 4% benefit. Tremendous leverage!

utmost to see clients during those hours. They do paperwork and administrative stuff before 9 or after 4. These are the 'lead' hours.

From your list of activities you will detect a pattern. You can then analyze that pattern and make changes.

The second question to "What are your greatest problems?" is "How do you Know?" and of course we have the list to show ourselves and whoever else, exactly how we know.



The best leaders in the world ask these three questions of their subordinates on a regular basis.

Which leads to "What are you doing about it?" How's that for putting responsibility where it belongs? Therefore, woven in this mesh of seemingly innocent, simplistic activities, is the heart and soul of any business. The ability to clearly define problems and opportunities, to tackle only those that will yield a healthy return or yield a major cost reduction at minimal cost, AND we mobilize others to assist in the solution. All through the use of three questions.

On the flip side of the coin we can define the solution to a specific problem through the use of lists. Let's say you feel you are not closing enough sales per number of presentations given. That you or your salespeople have to develop twenty prospects before making ten presentations before making one sale. You will reverse the order of note-taking and expedite a quick list of items from you or your sales force. You will invoke a Quality Circles³ type session through which you will discover a list of things. This list will later yield the problem which in turn will yield the

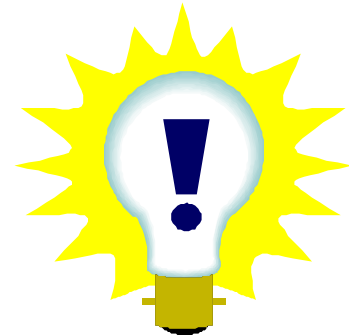
³Quality Circles is the term used to describe a series of events which include a leader gathering people, exposing a problem or opportunity and getting input from the group through a variety of 'tricks' including open discussion, secret papers and the like. More on this later.

solution. Pretty obvious, but rarely practiced. In fact, it is only practiced by some 10% of the companies in the world on a regular basis. Companies like HP, IBM, Caterpillar, Sony, Mitsubishi, GE, Ford -- only the top ten companies in their market niche in the world. Could there be a connection here?



If you had the means to look within the inner-mind of a typical successful entrepreneur you may see something like this: Sitting at a desk, after normal work hours, listing all the things they think are problems or obstacles to making more sales. They give their imagination a real workout and just keep worrying the list until the really ridiculous things start popping into their head. They keep doing it until they want to throw their pen at the wall and say “Enough!” - But they go for another ten or fifteen minutes. Then give it up. They take a pen and paper and put them on next to their bed. They try to relax while going to sleep by picturing in their mind some exotic place having an exotically good time. When the problem creeps into their imagination, they throw it out! They replace it with some wildly exotic thing that involves all senses. They force themselves to imagine the smell, the touch, the feel, the texture, the color, the sound of that wildly exotic something. Get close to it, hold it, embrace it, let it dominate their being. Eventually, they go to sleep.

Chances are that during the night, sometime between 2 and 3 in the morning, they will wake up with a flash of an idea. They will jot it down no matter how ridiculous it may appear at the time. They may have another idea later - they will repeat the process. Next morning they will review their notes over the first cup of the morning. They will let their imagination roam over what they wrote down and try to find a fit. This is lateral thinking - the kind of thinking critical to entrepreneurship. It is not logical linear - it is wildly lateral. In otherwords, they are going to find connections between widely different subjects, topics



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and ideas. There will be no 'logical' connection. Let's face it -- if the problem could be solved in the traditional, linear way, it would have solved without going through witchcraft!

Let me explain what is happening. A lot of research has taken place over the years to try to understand the human brain and the way it works. Hypnosis fascinated many researchers and turned them on to the idea there is a conscious and subconscious mind. The logical modern day Homo Sapiens and the ancient reptile living with us all. For all practical purposes all we need to understand is that human beings live in two mental worlds which often do not connect. Today we call it right-brain left-brain separation. The right brain for most people is the artistic side of the house and the left brain the Einsteinian or logical thought part of us. Engineers are supposed to use more left brain tissue than right. Architects and musicians more of the right-brain stuff.



What we have to do, as entrepreneurs facing impossible problems and tantalizing opportunities, is to learn how to use BOTH SIDES OF THE BRAIN. This will double or triple our creative, problem-solving potential, which in turn will allow us to serve more people, which in turn will make our score-card (balance in our checkbook) look much, much better.

Through 'worrying' that long list of ideas and pushing ourselves to the limit of endurance before going to bed we forced our mind to recognize our sincere interest in this problem. Our inner-self is a most obedient servant. It continues to work the problem even as we sleep. Which is what we want it to do. At some time the synapses will spark with an inner-brain form of Eureka! and wake us from sleep. We must capture those brilliant flashes of insight. Some will be dogs, others will be the elements that will separate our venture from the common and ordinary and launch us into stardom.

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Try it tonight using a little trick developed by Jose Silva, founder of the Silva Mind Control Method. It will help you focus. Later, you can do away with the glass of water if you so chose. Take whatever it is that is bothering you and worry it through an endless list of things. It could well be the question of what you want to do with the rest of your life. Or it could be to define exactly what product or service you will be promoting to get your business started. It could be how to make ends meet while you are going through training and starting up a business. Focus on the problem as a single item, make it like a target that you will hit by defining the real problem within the problem. Use lists as pictured earlier with our entrepreneur before going to bed. Worry the list as they did. Then, just before going to bed take a glass of water, a notepad and pencil and put them on your bedside stand. When ready for bed, drink half the glass and while drinking tell yourself that tomorrow morning when you drink the rest of the water you will have a clear insight into the solution of the problem you have been working on through that list, worrying the words, twisting and pulling them into this form and that. Then try to go to sleep. You will probably continue wrestling with the problem but copy the idea from the above example and force your imagination into exotic, pleasant, good-feeling thought and mental images. Put your imagination to work! And go to sleep.



When you wake in the morning drink the rest of the water and simply jot down whatever is on your mind at the time. Don't expect to discover the theory of relativity. The idea may seem too simple or too complex or not relevant at all. Write it down. Also -- you may have woke during the night with a flash of an idea; make sure your write them down

as well. You are digging into the other half of your human potential. You have the possibility of doubling your normal human output through this method alone!

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For my sessions during this course it is important that you try out the tools being discussed in a real-world situation. This way you will discover they work and we will have killed three birds with one stone.

1- You will truly believe that simple tools can have a tremendous impact on your business.

2- You will accept these tools with fewer and fewer reservations as you go through the course because you yourself have tried them and know they work.

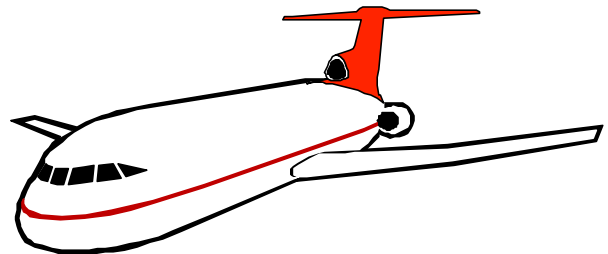
3- Your business will benefit from this increased use of proven tools and your score card (bank account) will reflect this as well.

A few examples of how non-linear thinking works:

A paint company asked a think-tank to help develop a paint for use on highway medians that would last longer. The Paint Company had tried the normal route of pitting their chemists and outside consultants onto the problem for over three years with zilch results. The think tank assigned the task to a team consisting of a mathematician, a historian, a biologist and a physicist. They played a game of getting on the road and feeling the tires run over them -- of being particles that grew each time a tire hit them -- other wild ideas. Bottom line is the biologist felt like a specific kind of moss that grows in the northern latitudes and Paint Company ended up developing a living paint. This could not have happened through linear, logical thought.

Thomas Edison worried a problem from every possible angle within his imagination. He made it a habit to take naps. These naps were sitting in his rocking chair while holding his walking stick. The moment the cane dropped to the floor he would wake from his nap and immediately write down whatever thought was on his mind at that time.

Dr. Largely had all the money in the world, the best engineers and scientists with the single purpose of developing a heavier than air vehicle capable of taking off and landing some distance away at the same or higher elevation than from which it departed. The Wright brothers, bicycle mechanics, had nothing but a dream. They visualized key ingredients to the magic of flight and developed experiments to test solutions. They invented the wind tunnel and their experiments are valid to this day. The only improvement on their wind tunnel data is to extend their three place decimal to seven or beyond. By reading their letters and notes one can see that they tackled the problem of flight from both a linear and non-linear viewpoint. They invented new connections between dissimilar things and used commonly available ingredients to make the Wright Flyer.



Tortillas, Mexico's staple food, principal ingredient of native American food, is made from corn. Corn, boiled and served by itself is not digestible enough to sustain life as does a tortilla. The corn is harvested, let to dry, the kernels removed and stored for later use. To make tortillas one must take the grains and soak them overnight in water with a dash of lime. This lime interacts with the corn and transforms an indigestible enzyme into a nutrient humans can use. Other animals can eat corn and gain nourishment. Homo Sapiens requires the kernel to be treated with that catalyst - lime. In your wildest imagination can you conceive of an ancient American Indian working through this problem in a logical way? But it happened. It could only have happened through non-linear, lateral thinking. This story is like taking a peek into some real Twilight Zone lurking just around the corner. Could there be more to this business of committing a thought to the subconscious and getting miraculous answers? I'm certainly not the one to look a gift-horse in the mouth!

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Your mission, dear reader, should you accept it: Take your most pressing problem and list all the things that have anything to do with it. On the positive side, on the negative side, neutral, close, far -- anything even as far fetched as the place of your birth. Work the list by matching items, crossing them out, moving them. Each entry on the list to be short, only five to ten words. The words are triggers for your memory and once you thought of the ingredient a few words will call it back into focus. The list is for you -- nobody else. Do this while everybody else in your evening circle are watching the tube or otherwise occupied. Beg off social niceties. Tell yourself as you are doing this exercise that you will have a solution to the problem, or a first step solution to defining the problem during the night. Tell yourself through visual imagery that you will have this pearl of wisdom the minute you finish the glass of water you take to bed with you.

Genius, success, people who go the
extra mile, who succeed -- do
not follow the trodden path.

Homework:

1- Develop a benefit statement which in nine words or less tells the listener or reader their benefit for continuing to listen to you. It should separate you from the competition, build interest and contain some emotional trigger.

2- Create a list of at least five possible names for your venture.

3- What are your two major problems? How do you know this? What specific tasks will you implement to resolve them?

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The last and most frustrating hurdle Orville had to overcome before making the first flight.

ⁱThe origin of lists: Industrialist Charles Schwab hired consultant Ivy Lee more than 50 years ago to uncover universal success secrets. After much research and study, the distinguished Mr. Lee returned to Mr. Schwab with a two-word solution: "Make lists," he told Mr. Schwab. "And send me a check for what you think it's worth."

Schwab later send him a check for \$25,000 -- about \$600,000 in today's money!

ⁱⁱJay Abraham, who is paid \$3,000 an hour in consulting fees has this to say about finding out who you really are: "Realize that you're a One-Company Monopoly! -- No matter what product or service your business offers, nobody else does it just the way you do.

That makes you, your business, and your product or service unique!

What does it mean if your business is unique? It means you have no competition!

Your competitors vanish when you make this realization, and you become a one-company monopoly! If your customers want what only you can give them, they have to come to you to get it!

It's liberating to realize that you're not a commodity. You don't have to compete by cutting prices. In fact, since you're a monopoly, you may find that you haven't been charging enough!"

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