**Business Black Ops March 2021 Issue 38**

**CLASSIFIED: BBO EYES ONLY**

**From: Business Black Ops Mobile Central Command –**

**Time & Date: 05:30 March 5, 2021 UP BEFORE THE ENEMY!**

# Business Black Ops™ Monthly Mission & Intelligence Briefing

**Ideas and Information To Make Sure That You and Your Business/Practice Thrive And Improve Every Day, Month and Year™**

## What's Inside (MINDSET/STRATEGY) - Volume 1:

**1) The Monthly Message to Members: This month we explore a few of the biggest problems that we face as entrepreneurs (and that you've specifically told us you face) as well as how to defeat them!** One big hairy and reoccurring problem that you (and most entrepreneurs report) is being "STUCK." That can mean everything from stuck in a bad market and revenues that are stuck in place, to being stuck in bad business relationships or stuck in a lease or a bad building/location. Well, you're about to be unstuck, free to "move about the plane," and making progress, more and better results and finding unhinged happiness…if that's something that you want. But this is a weird ride and don't even start this Message or Volume 2 unless you're prepared to question your reality at a profound level. This one's not for the meek. Enjoy!

**2) What Causes People and Their Businesses/Practices To "Get Stuck" and How Do Change Reality So That We Can Escape and Grow?:** Having a Mediocre Year or Mediocre Business/Practice Growth Year After Year After Year? Have Your Goals & Dreams for 2021 Already Gone To Die In Resolutions Graveyard Known As The Month of February? Your Entire Life Can Start Changing For The Better…If You'll Let It.

**3) Actionable Leadership Lessons: By Dr. Dave Weiman -** How to Get Others to Disagree with You, and Why You Should

**4) More Personal & Tools From The Martial Arts: By Grand Master Somnath Sikdar -** You need the right tool for the job

**5) New Members and Field Notes:** Announcements, call schedule and a reminder to ACCESS membership.businessblackops.com for way more optional free and paid courses, trainings and resources.

# What's Inside (TACTICS) - Volume 2:

## Making Higher Profits and Margins Starting Right Now
## The Monthly Tactical, Step-By-Step Business Black Ops Guide To Actionable Force Multipliers, Covert and New Business Growth Skills, Plus Easy To Adapt SWIPE Files.

**Article 1: SWIPE and DEPLOY File: Actionable samples and a glimpse inside Dave's Notebook and TO DO/DELEGATE List. Including his bonus SWIPE, ADAPT, and DEPLOY files from the Asia trip.**

READ AND USE THESE! THIS MONTH'S EXAMPLES ARE OUTSTANDING!

**Article 2: What Dave Is Currently Doing, Reading & Using To Calm The Chaos, Build Margins, Increase Business Entity Value, Stay Happier, Healthier, and Fitter [Especially this winter]. A REVIEW and UPDATE of Last Months Plus**

TWO "NEW" ACTIVITIES and PATTERNS THAT YOU MUST START USING!

**Article 3: SWIPE "How Can I Use That?" In this recurring monthly column, Dave shares examples of great marketing, sales and management/training, ideas that will inspire you to act and get results.**

TWO EXCELLENT PRODUCTS YOU MIGHT WANT TO LOOK INTO.

**Article 4: Spy, Survival, and Preparedness: Being ready for anything in life and business is vital to a mindset of success and power. Every month Dave gives you a new set of skills and action items.**

EVERY MONTH DAVE GIVES YOU A NEW SET OF SKILLS AND ACTION ITEMS.

**Briefing Item #1**

## Dave's Personal Monthly Intelligence Briefing Message

**To: Business Black Ops Agents, Operators, Founders, War Lords and Our Newest Level OverLords™**

**From: Central Command and The Old Man**

### Dear Friends, Intelligence Agents, Founders, Business Special Forces Operators, War Lords and OverLords™:

One big hairy and reoccurring problem that you (and most entrepreneurs report) is being "STUCK."

That can mean everything from stuck in a bad market and revenues that are stuck in place, to being stuck in bad business relationships or stuck in a lease or a bad building/location.

Well, you're about to be unstuck. If you dare to start questioning your own disempowering beliefs, you're about to undo your safety belt and be free to "move about the plane." Just stick with me on this one, read this entire Briefing and before you know it, you'll be making real progress, on the things that really matter. You'll be achieving more and better results where they truly count and finding unhinged happiness...if that's something that you want. And if you're willing to look at the world in new and better ways, to realize that the beliefs that are holding you back are impermanent, and that change for the better is not only possible but sort of automatic when you get clarity then unhinged happiness, joy and achievement probably are things that you'll want and be entitled to have more of.

But this key to your freedom comes at the end of a "weird ride" and don't even start this Message or Volume 2 unless you're prepared to question your reality at a profound level. This one's not for the meek.

But give it a chance. There are hidden messages that may sound weird at first but begin to transform and expand the ways you look at the world and the limitations that you've imposed on yourself... perhaps for years.

So if you're up to it...a little mind expansion and self-examination then read on. And give it a chance to work. Or, just surrender to mediocrity and stay where you are...wallowing in your own pig sty of self-limitation (which might be nice but not all that you're capable of being).

Get unstuck and expand your universe, sense of what's possible, and the quality of your life.

The choice is yours. Pick a route. I hope you pick wisely and that I see you along the way.

**Well enough for now.**

**There are some great articles, action items, and SWIPE materials in here.**

**Go get 'em and make 2021 an exceptional year that gets you more and better change than you thought possible...up until now!**

**Dave Frees**

## Briefing Item #2

**Are you or your business/practice stuck in a rut so it seems that you're…**

**Having a Mediocre Year or Mediocre Business/Practice Growth Year After Year After Year? Have Your Goals & Dreams for 2021 Already Gone To Die In Resolutions Graveyard Known As The Month of February?**

# But Are You Finally Ready To Get Unstuck, Get Going and to Have Some Help With Actually Enjoying What You've Been Working So Hard to Achieve?

**If so, then read on because that's what this is…**
**both a trigger of great things and real help…**

**"Aut Invenium Viam Aut Faciam!"**
**I shall either find a way or make a way.**

As humans, we make models of "reality" in our heads to help us to simplify and then to navigate a highly complex and subjective "reality." *

We simply cannot account for all of the variables in each and every decision we are called upon to make either as professionals or humans. We need a map…a framework do simplify and to clarify the path(s). And even though the map itself might be simple or filled with information, we still make the mistake of thinking that the map IS the territory – and not just a simplified model of reality that served us by making life and our decisions easier.

Want or need an example of just how complicated the universe actually is?

Ok. Newtonian physics (one model/map) serves us well in understanding, navigating and accurately predicting outcomes, BUT only at the **atomic** level and above. In our day to day lives we can predict many things using that model. But it's useless at the **sub atomic level**. We needed quantum physics - an entirely new model to navigate, achieve, and to understand that world. And to make matters worse, there are multiple and conflicting versions of quantum mechanics (different versions of the same map where the road system doesn't completely match up).

How about another? Now this one might hurt your brain a little bit more but bear with me. You'll be way more wise and powerful if you do. And I promise that in the end, recognizing that things are not as real or permanent as you think (including science and your limiting beliefs) will keep you from staying stuck and can propel you into way newer and better places of your own creation.

That said, here's the mind bender.

R. Buckminster Fuller used to observe during his public appearances/ lectures, that "all reality is just in our heads." That's a hard pill to swallow that there just isn't a "reality" out there. But literally, everything that see is strictly in your mind/body. Yet it seems so real.

"What?" you may be saying…

Yes. Whatever we see or somehow perceive, the thing (physicists would call it a "space/time event" emits energy. A portion (but not all) of that energy (if you're using your eyes) enters through the lens and is projected (upside down and again diluted) on the back wall of the eyeball…the retina.

The retina then sends a minute (and "diluted) electrical signal to the brain via the nervous system that turns the image right-side up and, using an electro-chemical reaction, makes a picture of what you (and only you) were viewing (but only if the light entering the lens is in the visible light spectrum rather than above or below that – like infra-red and ultra violet.. where it would be invisible). This picture is a total creation from data carried in energy. But, it is only a metaphor… "an approximation" and another person seeing the same "thing/event" would not be seeing the same thing. It would be their own creation, with their own approximations of shape, size, color and motion of the object.

You see, there is no such thing as a real color.

Your mind makes it all up out of chemicals and electrical energy. Everything… even physical things that we think of as "real" are creations of energy transmissions that are converted into an internal reality.

So to make a long story shorter, we forget (trapped in our models and the day to day stresses and pressures) that we can put down the map, look

around us, and even zoom out or zoom in to get more information from different perspectives, and that we can use different models to get different perspectives and to develop new solutions…to get unstuck.

NOTE: We can't abandon the map and simplification for every decision or every step in every plan, but for the big important and "irreversible" ones - we certainly can and should.

And, by realizing that even physical **things** aren't as real or permanent as we thought, so neither are disempowering thoughts, language, models and beliefs. We realize that we can change them and be freer. Less stuck.

We become "stuck" in our own limited knowledge, limited perspectives, and in our limiting beliefs. And because we believe we're really "stuck," we see all kinds of evidence through that lens and the "evidence" confirms our awful state.

Not you? Really? It's all of us. Think about it…Have you ever said "I'll never break out of this?" or asked "Why can't I make more money or get home on time?" And by the way, that second question is a command to our brains to come up with the reasons that we cannot do something.

Understanding the source of our "stuck state of being" is just the first step to escaping our current prison or limits – but it's an essential one.

First, we have to admit we have a problem before we can understand it and then discover and implement great solutions and achieve more of exactly what we want in new and better ways.

So, how do we now take that knowledge (that we're trapped/stuck/mired) and get unstuck and moving again on the path to our true dreams and aspirations?

There are a number of strategies and tactics that can help.

Not everyone works as well for each and every person (or for every situation).

Some will feel more well suited to you at any given time or for every problem. But have an open mind and experiment. In all likelihood, the ones that meet

with the most internal resistance might be the most powerful for you. Give them a fair shake. You might, after a short period of unpleasantness, be happily surprised, delighted and wealthier for it.

Here are a few strategies (**re-read them because these are an expanded version)** for being unstuck and productive.

1) **Thinking fast and slow** - Make big and mostly irreversible, or high cost decisions slowly using the strategies and tactics here, but make easy, low risk and quickly reversible decisions fast. This strategy can be transformational! This is a true meta strategy. Following it can produce better and better results. And, by learning to make simple and reversible decisions quickly (rather than agonizing over each one) will put you ahead of your competition.

   It makes you determine (in advance) which decisions are likely to be the most vitally important and/or the most difficult to reverse. Those deserve slow thoughtful process (consider using the inversion method below to help you to explore them at a deeper level and to identify/mitigate the risks).

   Going deeper mitigates the big risks that can end an enterprise or suck away the resources from where they are truly needed.

   **Tactics:**
   Examine your assumptions (see below for methods)
   Ask where we are, how did we get here, where are we going? And how ready are we?

   Use argument mapping (see below)

2) **Understand that the map is not the territory** – Your current model is not a complete and unchanging "reality." It simply helps you to minimize complexity and to get around/navigate/make decisions.

   Life and the world are too complicated for us to consider *all* of the factors as we navigate through life. As we evolved, we therefore developed the ability to simplify and to delete data – and to make decisions more quickly. This was helpful and allowed us to experiment, to decide and to move forward with

life. But, simplification and mapping also resulted in the development of cognitive biases/blind spots/assumptions that might not be accurate or useful in every situation.

It wouldn't be useful for our map of the city where we are traveling to also have electrical, sewer, subway and demographic mapping if all we need to do is to walk or to drive from one point to another. Reality is too cluttered for effective action.

We need simplicity to survive, but bias is the natural outcome of simplification. And that bias means that at times (when we are making bigger, more complicated or irreversible decisions) we need to be able to slow down, examine our bias/assumptions and to go deeper before deciding.

Tactics and Strategies for using the Knowledge that the map is not the territory:

One important strategy to do this (as articulated by Charley Munger) is the Inversion Strategy below. Practice using it. It can matter very much.

When making an important decision, chart or record all of the relevant knowledge/resources needed and then apply the 80/20 rule. Which are likely to be the most important at each stage. Then simplify planning.

**Tactical Ideas that might help:** 1) Focus on the matters/issues/thing that we control, 2) ask how, if at all we can gain control (with a reasonable expenditure of resources), and 3) account for the most likely effects of those that we cannot control.

3) **Seek new and different perspectives BEFORE finalizing any important decision or building systems/solutions to bigger problems–** Find ways to seek additional perspectives from yourself and others. There are many in the tactics section below. This means developing more mental models that you can use AND finding ways to engage others to share their unique views/perspectives through collaboration rather than through capitulation of team members and others.

A great resource for this, and for triggering a truly collaborative process and cooperation is Captain David Marquet's newest book: **Leadership is Language.**

Another way to do this is to learn and to use more and better mental models.

These are ways of looking at, examining, and analyzing a situation/problem or the underlying facts.

**I call it the zoom in and zoom out and multiple lenses on reality techniques.**

Knowing that this is possible means you're able to see the same thing/problem/situation/plan/system through different lenses, eyeglasses, a microscope, electron microscope, binoculars and various types of telescopes. When we have mastery of multiple mental models, we can simulate the input of numerous intelligent people/methods of analysis and we can have multiple views for consideration, debate and evaluation.

**Strategies and Tactics that can help:**

Diverse mental models might include the Inversion Model, Scientific Method, The Six Hats Process, and Stoic Model, Various Scientific Models, and the Artist/Culture Change Models – where you examine the subject from the perspective of an artist, or a person from another culture with all of that cultural knowledge/assumptions and perspectives.

4) **The Language You Use Creates "your reality"** - How we speak about things matters very much to our perception of the situation. Language can be limiting and narrowing or freeing and "opening us to new and better views."

**Example: Have you ever said to yourself (or to another)** "He's always a jerk." That sense that he is a negative has a permanence about it. It doesn't allow for deeper thinking about the person, his or her capabilities or various situations.

So developing and using a practice of saying "He seems to me, right at the moment, to be behaving like a jerk." This totally changes your perception of the reality and gives you much more….not less choice. His being a "jerk" is

limited to your current perception. It's limited as to time and circumstances. That lets the brain know it may change. He might not always be a jerk to you, others, in other situations or at different times.

The opposite is true as well. "she's always so smart." fails to recognize that not all smart people are smart at everything (or all of the time) and that mistaken language-based belief might lead you to make serious mistakes as well.

**Tactics that help:**

Try eliminating the word IS as often as possible. Catch yourself using it and then think of the alternatives.

"This is Despotic!", becomes "this seems, to me and in this moment, to be despotic."

"He is a bigot!" Becomes "He seems, to me, to be acting in a bigoted way."

When things become less certain and real in our language we are not trapped by a potentially incorrect over generalization and we are open to other views, outcomes, and perspectives that may be better and more just to all concerned.

A related thought: Learning to say that X, Y, or Z are True "AS FAR AS I KNOW BASED ON THE INFORMATIOIN WE HAVE RIGHT NOW," teaches the brain to recognize that what seems to be the truth may not be the final word.

Likewise, learning to say "That seems correct, 'UP TO A POINT.' has the same valuable effect.

It reminds you that there may be limits to the truth as we know it or that it may be true in some situations rather than others.

The expression "it seems to me…" reminds us that what we are about to say and our perceptions are just that…ours. Others may have different even better views.

5) **Habitually identify and reveal/consider your "hidden" assumptions.** Again, knowing what you're assuming in any situation or before making any decision or creating a system/solution to a problem can be vital and can prevent terrible (ill informed) decisions and actions that might otherwise sap resources, time and money.

   How do we do that? How do we discover our hidden assumptions? We'll, it's hard. But it can be done.

   Optimally, we develop a group of trusted associates, team members and mastermind colleagues that can help us to discover them and then to adjust course accordingly.

   **But, we can also use certain questions to try to accomplish it on our own.**

   **Tactics that help:**

   First, develop a system/habit of stopping before larger or serious decisions and then ask:

   What am I assuming here? CREATE A SPECIFIC LIST.

   How do I know the "facts" I'm relying upon/using in my decision making? MAKE A LIST OF THE REASONS AND HOW WE KNOW

   USE NEW QUESTIONS THAT CHANGE PERSPECTIVES
   What would Jesus/Gandhi/Jefferson/Mao/Biden/Trump say about/think about/solve…?

   What would Chris Voss/Dave Frees/Leonardo da Vinci/Jocko Willink say about/think about/solve…?

   Using these and other questions that force us to identify assumptions and to change our perceptions give us new and better data to evaluate the problems, create solutions, and to prioritize our actions, plans and to deploy our resources more effectivity and efficiently.

6) **Use the six hats method by Edward De Bono –** This is a fantastic methodology/tool/system for developing multiple perspectives on a single issue/problem/system etc. It is a truly meta level thinking about education and thinking tool.

   It can be used on your own (where you use each hat that's appropriate for the situation OR can be used with a team where one or more team members use each hat to think about a problem/solution/system in more and better ways before a full and complete evaluation.

   It formalizes a certain amount of dissent and deeper evaluation/consideration without causing people to feel constrained.

   For reasons of flow of this article, I have attached the Wikipedia entry for this as Appendix A to the article.

   The book is outstanding and any creative/leader/business owner should have a copy on the bookshelf and as a reminder to think about and to use this process.

7) **Use The Dave Frees IDEAS FOR FREE™ GENERATOR for "brainstorming" and devising new products, services, bundles, and marketing strategies/tactics.**

   Whenever you need a burst of ideas/creativity (and whether you're working alone or with others), consider using the Dave Frees Free Idea Generator™. Using this methodology allows your thinking and productive creativity to go deeper…faster.

   **F-** stands for Force yourself to keep going. There are many tools in the full article I wrote on the FREE Ideas Model to do this… "How would I solve this problem or create a solution if money wasn't an issue?... Or "If I only had $450?" How would I solve this problem or create a solution if I had to do it alone or…with a really big team?

   The idea is that we keep going because we get to deeper (and often better) thinking, combinations and less common solutions. But…we can't edit or

judge as we are collecting these thoughts. That would inhibit creative flow and group synergy. So…

**R –** stands for "Reserve Judgment." During the creative phase above the reservation of judgment or evaluation and prioritization is suspended. We can think about "reality", constraints and other limiting factors AFTER that.

**E –** stands for Evaluation and Prioritization." This phase two is reserved for a period when we have exhausted the time we allowed for unconstrained problem solving/creative solutions.

Perhaps we have a few or a few hundred. It's only at this point that we start to ask if they can be completed as needed and with the resources that we have (or can get). But note, by suspending judgment and evaluation until later we often also become creative about getting around constraints.

**E –** stands for enact. Brilliant ideas are just potential energy and change until we act upon them, view the results and act upon the results to modify and optimize the solutions or ideas we are releasing into the world. It is this point of action where we go from the total ambiguity of a thought/idea to bringing it into the world as a physical part of "reality."
This is where the idea of an iPhone became an iPhone.

8) **Use the Inversion Method (well described by Buffet's partner Charley Munger) of analyzing a problem/situation -** The inversion method is a way to become more creative, eliminate or to mitigate likely problems, constraints and points of failure (in advance). This means avoiding going down the wrong rabbit holes and all of the expenditures of cash, time and resources that those mistakes can involve. For those of you who feel that failure makes you bigger, better, and stronger, fear not…there will still be problems to solve.

**The process looks and sounds a bit like this**: Once you've had a real breakthrough and you start planning for build out or launch, invert your thinking and try to identify, discover, and thoroughly examine all of the reasons that the plan might be wrong, weak, or destined to fail. What are the problems, and when, where and how might they occur?

Be the person (or enlist the person) who debates the entire plan and process from the other side. Determine what other plans might be better and why.

Then and only then go back to the plan before implementing.

9) **Use the reality distortion filter and ignore reality – when that's appropriate –** This approach has been famously discussed with respect to Apple and specifically to Steve Jobs. And there is no doubt that being able to ignore the reality around you (that we now know is less permanent than we may previously have thought). Jobs was indeed an expert at distorting reality, breaking through constraints and moving the impossible to reality.

But, what is less frequently discussed, but that is vitally important to this discussion is how often he was wrong and how his team worked to use his genius to trigger him to examine his distorted reality in new ways. For more on this see the March/April Edition of the HBR (Harvard Business Review). Their treatment of how his team actually persuaded him is quite weak but the stories are good.

For example, Jobs thought he knew enough to solve the iPhone glass screen issue (he didn't and his supplier had to bend his reality), and he resisted the iPhone project for years.

The big take away is that if you're a leader that can bend reality and get your team to imagine things beyond what's currently existing and the current barriers to change, that's great and you may make massive innovations. But be prepared to know that others may need to bend your reality as well. And, you should be encouraging that with the other techniques and strategies in this article for maximum effect.

10) **Become a habitual user of the Stoic Model and "the dog attached to the cart" story – And focus on what you can control which then releases you from what you cannot –** The stoics have quite a few tricks for getting unstuck, enjoying life and defeating the paralysis created by fear of loss. But one of the most powerful for purposes of getting unstuck and moving beyond where you feel trapped is their strategy of focusing on what you can do/control/affect and ignoring the external matters that are beyond your control.

Now by ignoring them, we don't mean that you lack awareness. Awareness of them is essential. What releases you from bondage and makes your resources go further and faster is awareness of them and a studied avoidance of pushing against them, spending money on them, and wasting energy and effort.

The power of focusing on what you can change and mold, coupled with an awareness of and avoidance of waste on the things you cannot is rocket fuel to real, powerful and lasting change coupled with a new lease on the enjoyment of life.

And the dog story? Well, if a dog is tied to a cart he can fret and worry, and complain as the cart moves (and thus focus his energy on the thing that he cannot control) or he can master his relationship with the driver of the cart, and those with whom he travels as he enjoys the journey, learns what there is to learn, and finds/expands what IS within his control.

**Tactics that might help:**

**So adding a brain-storming session at various points in thinking and planning on what we can and cannot control helps with both ends of this power equation.**

**If you're doing this alone using a system of inversion or the six hats strictly on identifying what you can and cannot control is very helpful. The same is true with a team but using the black card method described in this article will get you greater clarity of controllable/not controllable in a group/team process.**

**11) Use "systems thinking" for complex problems/situations and "linear thinking" only for easily reversible/low impact decisions/solutions –** More and more businesses (especially in a world so influenced by fear and pandemic) must stop looking for ultra-simple answers in a complicated business environment/world. And yet, turning every little decision, solution, and problem into a complicated maze wastes energy and resources.

**Thinking tools that may help:** Most of us, can make it a habit (alone or in teams) to use a quick thoughtful process to ask two simple questions: 1) “Is this a complicated problem with multiple inputs that needs massive resources and therefore systems thinking?” and 2) “Does it have long term effects on HR, essential business functions, pricing, brand, and/or culture, that would be hard to reverse?” The answers to those questions should then guide our choice of systems thinking (if both answers are yes), or linear thinking (if both answers are no). If the answer is mixed then you have to choose but choose wisely and err on the side of systems thinking the greater the number of issues you can identify.

For a very quick refresher here’s a three-page pdf on systems vs. linear thinking.

Have I whet your appetite for more strategies and tactics to go from stuck to unstuck? From depressed to happiness? From unmotivated to doing the right things? Well, there’s much more to come this year in the Intelligence Briefings, the monthly group coaching calls, and at the live/virtual events.

Also, for your convenience, below is DeBono’s Six Hats Methodology…

**Appendix A – 6 Hats Methodology/Mental Model**
**by Edward DeBono From Wikipedia**

# *Six Thinking Hats*

From Wikipedia, the free encyclopedia

***Six Thinking Hats*** was written by Dr. Edward de Bono. "Six Thinking Hats" and the associated idea parallel thinking provide a means for groups to plan thinking processes in a detailed and cohesive way, and in doing so to think together more effectively.[2]

In 2005, the tool found some use in the United Kingdom innovation sector, where it was offered by some facilitation companies and had been trialed within the United Kingdom's civil service.[3]

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## Underlying principles[edit]

The premise of the method is that the human brain thinks in a number of distinct ways which can be deliberately challenged, and hence planned for use in a structured way allowing one to develop tactics for thinking about particular issues. De Bono identifies six distinct directions in which the brain can be challenged. In each of these directions the brain will identify and bring into conscious thought certain aspects of issues being considered (e.g. gut instinct, pessimistic judgement, neutral facts). None of these directions is a completely natural way of thinking, but rather how some of us already represent the results of our thinking.[citation needed]

Since the hats do not represent natural modes of thinking, each hat must be used for a limited time only.[citation needed] Also, some will feel that using the hats is unnatural, uncomfortable or even counterproductive and against their better judgement.

A compelling example presented is sensitivity to "mismatch" stimuli. This is presented as a valuable survival instinct, because, in the natural world: the thing that is out of the ordinary may well be dangerous. This mode is identified as the root of negative judgement and critical thinking.

Colored hats are used as metaphors for each direction. Switching to a direction is symbolized by the act of putting on a colored hat, either literally or metaphorically. This metaphor of using an imaginary hat or cap as a symbol for a different thinking direction was first mentioned by De Bono as early as 1971 in his book "Lateral Thinking for Management" when describing a brainstorming framework.[4] These metaphors allow for a more complete and elaborate segregation of the thinking directions. The six thinking hats indicate problems and solutions about an idea the thinker may come up with.

Similarly, "The Five Stages of Thinking" method—a set of tools corresponding to all six thinking hats—first appears in his CoRT Thinking Programme in 1973:[5]

| HAT | OVERVIEW | TECHNIQUE |
|---|---|---|
| **BLUE** | "The Big Picture" & Managing | CAF (Consider All Factors); FIP (First Important Priorities) |
| **WHITE** | "Facts & Information" | Information |
| **RED** | "Feelings & Emotions" | Emotions and Ego |
| **BLACK** | "Negative" | PMI (Plus, Minus, Interesting); Evaluation |
| **YELLOW** | "Positive" | PMI |
| **GREEN** | "New Ideas" | Concept Challenge; Yes, No, Po |

## Strategies and programs[edit]

Having identified the six modes of thinking that can be accessed, distinct programs can be created. These are sequences of hats which encompass and structure the thinking process toward a distinct goal. A number of these are included in the materials provided to support the franchised training of the six hats method; however it is often necessary to adapt them to suit an individual purpose. Also, programs are often "emergent", which is to say that the group might plan the first few hats then the facilitator will see what seems to be the right way to go.

Sequences always begin and end with a blue hat; the group agrees together how they will think, then they do the thinking, then they evaluate the outcomes of that thinking and what they should do next. Sequences (and indeed hats) may be used by individuals working alone or in groups. Example programs are shown below, each hat is typically used for approximately 2 minutes at a time – although at the start of a process an extended white hat session is common to get everyone onto the same page, and the red hat is recommended to be used for a very short period to get a visceral gut reaction – about 30 seconds, and in practice often takes the form of dot-voting.[6]

| ACTIVITY | HAT SEQUENCE |
|---|---|
| **Initial Ideas** | Blue, White, Green, Blue |
| **Choosing between alternatives** | Blue, White, (Green), Yellow, Black, Red, Blue |
| **Identifying Solutions** | Blue, White, Black, Green, Blue |
| **Quick Feedback** | Blue, Black, Green, Blue |
| **Strategic Planning** | Blue, Yellow, Black, White, Blue, Green, Blue |
| **Process Improvement** | Blue, White, White (Other People's Views), Yellow, Black, Green, Red, Blue |
| **Solving Problems** | Blue, White, Green, Red, Yellow, Black, Green, Blue |
| **Performance Review** | Blue, Red, White, Yellow, Black, Green, Blue |

## Use[edit]



This article **needs additional citations for verification**. Please help improve this article by adding citations to reliable sources. Unsourced material may be challenged and removed.
*Find sources:* "Six Thinking Hats" – news · newspapers · books · scholar · JSTOR *(August 2015) (Learn how and when to remove this template message)*

Speedo researchers are said to have tried the six thinking hats in the creation of swimsuits. "They tried the "Six Thinking Hats" method of brainstorming, a green hat for creative ways to attack a problem, a black one to look at the feasibility of those ideas."[7]

Typically, a project will begin with an extended white hat action, as facts are assembled. Thereafter each hat is used for a few minutes at a time only, except the red hat which is limited to a very short 30 seconds or so to ensure that it is an instinctive gut reaction, rather than a form of judgement. This pace is believed to have a positive impact on the thinking process, in accordance with Malcolm Gladwell's theories on "blink" thinking.

De Bono believed[8] that the key to a successful use of the Six Thinking Hats methodology was the deliberate focusing of the discussion on a particular approach as needed during the meeting or collaboration session. For instance, a meeting may be called to review a particular problem and to develop a solution for the problem. The Six Thinking Hats method could then be used in a sequence to first explore the problem, then develop a set of solutions, and to finally choose a solution through critical examination of the solution set.

The meeting may start with everyone assuming the **Blue** hat to discuss how the meeting will be conducted and to develop the goals and objectives. The discussion may then move to **Red** hat thinking in order to collect opinions and reactions to the problem. This phase may also be used to develop constraints for the actual solution such as who will be affected by the problem and/or solutions. Next the discussion may move to the (**Yellow** then) **Green** hat in order to generate ideas and possible solutions. Next the discussion may move between **White** hat thinking as part of developing information and **Black** hat thinking to develop criticisms of the solution set.

Because everyone is focused on a particular approach at any one time, the group tends to be more collaborative than if one person is reacting emotionally (Red hat) while another person is trying to be objective (White hat) and still another person is being critical of the points which emerge from the discussion (Black hat). The hats aid individuals in addressing problems from a variety of angles, and focus individuals on deficiencies in the way that they approach problem solving.[9]

## Briefing Item #3

## Lessons on Leadership

**By: Dr. Dave Weiman**

## How to Get Others to Disagree with You, and Why You Should

**NOTE** From Dave Frees: I read the same article that Dr. Dave reviews below and had some similar and some very different reactions to it. In fact, I referenced it as well in another part of the Intelligence Briefing. So feel free to compare my thoughts and perspectives on the article with Dr. Dave's and let both points of view inform your own thinking. It'll help you to get unstuck!

And now back to the article…

In his March-April 2021 Harvard Business Review piece "Persuading the Unpersuadable," organizational psychologist and Wharton professor Adam Grant explores a variety of techniques for engaging know-it-alls in a way that helps you successfully challenge even their most tightly held convictions. He shares anecdotes about the notoriously stubborn Steve Jobs.

Although Jobs is someone viewed as supremely confident and able to "bend the world to his vision," Grant notes that much of Apple's success was due to the ability of the team surrounding Jobs to challenge and persuade him to do things he did not initially believe were worthwhile, but later became culture-changing success stories. Grant reveals what he learned from his conversations with the people who succeeded in getting Jobs to rethink his positions and change his mind.

He combines those observations with research into how and why people change their minds, and the result is a list of things you can do to "get even the most overconfident, stubborn, narcissistic, and disagreeable people to open their minds." Although that sounds like an infomercial for a Tony Robbins seminar, Grant delivers on that promise and outlines the actions you can take to persuade the unpersuadable narcissists in your life.

Grant's primary audience for this advice is people who have to influence stubborn leaders. I wondered, though, if he is also hoping to reach and impact those same overconfident and disagreeable leaders? Is it like the author who writes a book for teenagers filled with secret techniques for managing one's parents, hoping that nosy parents discover the book by accident and read it cover to cover? Although Grant is

focusing attention on a small group of leaders who are particularly arrogant, I'd argue that ALL leaders can benefit from soliciting alternative points of view. But there are many reasons why people do not approach even the most affable leaders with ideas that oppose what they know the leader already believes.

For example, one reason people will not oppose a leader is because people depend on the leader to set the organization's strategic goals and how to reach them. Supporting those efforts is a major responsibility of everyone, and that creates downward pressure on suggesting other ways of reaching those established goals.

Also, a key leadership competency is confidence.

But some come across with such conviction about their ideas that it seems pointless to offer options. In the "frictionless world" my high school physics teacher described, you could present opposing ideas to a leader and the diverse opinions would be welcomed. But the real world operates quite differently and the barriers perceived by your direct reports and other key stakeholders are real.

Here are three things you can do to remove those barriers and encourage people to offer their best ideas, even if they think you might disagree with them:

1. Give them permission to disagree. Letting people know they are welcome to disagree with you helps encourages them to share ideas they think you may not want to hear.

And here's a little secret: They are already thinking those things, so it's better to learn what those ideas are. Be prepared to listen, confirm you understand what they're saying, and share how you will follow up on their ideas. It is fine to let them know that although they have permission to disagree and you will always respect their ideas, you may not necessarily be able to incorporate those opinions. That honesty is important.

2. Give examples of times when you changed your mind (for the better) based on feedback. One of the most effective things a leader can do to create a culture where all ideas are valued is to share stories about times when a diversity of opinions led to great outcomes. This serves two purposes: First, it shows people that you walk the talk. Second, it conveys that a diversity of ideas is a cultural norm at your organization.

3. Offer multiple ways to communicate ideas. Although group discussions are where a lot of ideas are exchanged, many people prefer not to speak up in groups or do not do their best thinking when other people are talking around them. Reach out to people one-on-one and use multiple "channels" to connect. For example, you might schedule phone calls or one-on-one Zoom chats with people to get feedback. If your company is working from a physical location at the moment, create a space where people can contribute ideas on a white board or using Post-It® notes spontaneously, not just at scheduled meetings. If you're only virtual at the moment, digital analogs to white boards can be used for team members to offer creative ideas in a non-traditional format.

Bonus Tip #4. Find your "Radar." One of my favorite TV shows was M*A*S*H, and one of the great characters in that show was Corporal Walter "Radar" O'Reilly, played by Gary Burghoff. He earned that nickname due to his uncanny ESP for the needs of his Commanding Officer. Radar often appeared just as he was about to be summoned, and he seemed aware of things he wasn't present to observe. The character was relatable to so many people because leaders often have someone they rely on to help them understand the organization and themselves. Whether your Radar is someone inside or outside of your organization (often an aide but it can also be a mentor or coach), it is invaluable to have someone who knows you well, is effective at eliciting and discussing your thoughts, serves as a trusted sounding board, and can help you understand the dynamics occurring around you. I hope these suggestions were helpful!

If you have other strategies that have worked to increase the free flow of ideas, or if you have a question about increasing that at your organization, send me a note at david@weimanconsulting.com.

## Briefing Item #4

**By: Master Somnath Sikdar**

# You need the right tool for the job.

**NOTE (From Dave Frees):** If you're looking for more power in the getting unstuck process and in finding more power for what matters make sure to read this amazing short but powerful article from Somnath…

In last month's BBO newsletter, I discussed the paradox of choice and decision fatigue.

Providing too many options to our customers adversely affects their ability to make a choice. The buying decision is delayed or avoided altogether. By extension, providing too much choice for our customers can negatively impact sales and overall revenue.

Similarly, in our personal lives and personal development having too many options, too many decisions to make, hampers our progress.

In martial arts (and self-defense) this concept is critically important to understand. How quickly, and correctly, you can react to your opponent's actions will determine winning or losing. If it's a self-defense situation, it could be the key to surviving.

We all have a baseline reaction time. This baseline may be an inherent or inherited trait, but it can we can also improve our reaction times with knowledge and practice. Different scenarios will yield different reaction times as well.

On average, it's something like 500 to 1500 milliseconds. For highly-trained or highly-skilled individuals it could be as low as 250-300 milliseconds.

No matter how good or bad one's reaction time may be, we know a couple of things to be true. An individual's reaction time can be labeled "X".

- With one condition and one possible response, that individual's reaction time will be equal to X.
- With one condition and two possible responses, that individual's reaction time will be equal to 1.5X
- With one condition and three possible responses, that individual's reaction time will be equal to 2X *or more*.

The condition is the thing, or circumstance, that this individual needs to react to. For example, it could be a fist flying towards his throat.

This knowledge helps inform our preparation and training for both martial sport and self-defense.

By the mid-90s, the sport-form of Taekwondo colloquially known as "Olympic style" had streamlined to become a 90% kick oriented combative. This offered a unique opportunity to distill the point above.

A fighter will either kick with his right leg or his left leg. He will fight with his left leg in front (orthodox) or his right leg in front (southpaw). This yields a few conditions that he can attack and a few ways that I (or my students) could counter-attack.

**Possible attacks**:

- Left Kick from Orthodox
- Right kick from Orthodox
- Left Kick from Southpaw
- Right Kick from Southpaw

For each of these attacks, there are several possible counter-attacks, at least three options. So, with four attacks we end up with at least 12 possible counter-attacks.

While it feels robust to have so many options in one's arsenal, it's actually deleterious in a quick-paced sport like Olympic Taekwondo.

Instead, as a competitor and a coach, I reduced the options down to the most effective 1-3 options. Those options may have been different depending upon the characteristics of the fighter.

The result was having one or two responses to multiple conditions, rather than multiple responses to one condition. Reaction time was minimized and we became the formidable and successful counter fighters in the league at that time.

Note, we didn't prepare ourselves against attacks (punches) that we were highly unlikely to see.

Of course, over time the rules and the game evolved. That necessitated an adaptation of this strategy too.

When we step away from the sport and look to self-defense a similar process applies. Through experience and research, we know that men are more likely to be shoved and punched. If the fight persists, it ends up in a grapple. Women are more likely to be grabbed in some way and taken to the floor or a second location.

We then train a variety of reactions to both of these scenarios, about twenty each. So we end up with about forty responses to two general conditions.

As with sport, this is not ideal for self-defense. Reaction time will be severely delayed if we halt the process now. From this superset of forty techniques, we can determine which are the vital few techniques that are the most effective.

We end up with one to three techniques that become our "go-to" moves in a violent situation. Again, these techniques are different for each individual based on their unique strengths and weaknesses.

And, these "self-defense" techniques are completely different from the "sport" techniques I was referring to first.

Both subsets are highly effective in one set of circumstances and completely ineffective in the other.

***You need the right tool for the job.***

You can also see the dichotomy being revealed here. Having too many choices is not ideal. But, also having too few choices is not ideal either.

There's a saying:

"When all you have is a hammer, everything looks like a nail."

I see experienced and skilled martial artists falling into both of these traps all too frequently.

Having too many answers to one problem isn't a good thing. But, trying to fit one answer to all problems isn't either.

Why do we do this? I think it's a confirmation bias of sorts. When we spend thousands of hours developing deep skill, that skill becomes the most important thing in our world. As a result, that skill *must be* the answer to all of the problems we're presented with.

But, when we can step out of that insular world, we can see that not to be the case.

I try to avoid these pitfalls by having a methodical approach. Do I still get trapped, certainly, but the goal is to minimize that probability.

**For fighting, self-defense, and business:**

1. What are all the possible conditions that we need to be aware of and potentially respond to?
2. Can we identify the conditions that are high probability and eliminate the ones that aren't?
3. Is there an outside resource that I can tap to help ensure that we haven't missed anything?
4. Given this new subset of conditions, what are all the possible actions we can take?
5. Out of this super-set of actions, which are best suited for our strengths and weaknesses? (for now, discard the rest)
6. How should we train this new subset of actions to ensure they are optimized?
7. Results matter. There needs to be a way to test the efficacy of the assumptions made in 1 through 6.

Somnath Sikdar

PS. As you know, I'm a big advocate of martial arts training. Now, this isn't for everyone, it is a time commitment, and can take a toll on the body. But, there are tremendous physical, mental, and emotional benefits. There's something calming about practicing violence on a regular basis.

**Briefing Item #5**

New Members and Field Notes

## Monthly Business Black Ops Coaching Calls
## Updated Schedule and Tentative Topics

**NOTES, COACHING CALLS & ACTION ITEMS:**

**For best results and to get the most for your business or practice out of the monthly coaching calls *join us live or make sure that a trusted leader from your company/team joins!***

**Also remember to *schedule the Elite Events you want to attend in 2021 and let Lisa know so she can save your spot. They're small, powerful, and effective BUT…they always sell out early!!!!***

**The calls are a great break in your day and you'll be more productive and better informed! And the Elite events are laser focused on systems and resources that we'll show you how to use to explode sales, profits and value in your business or professional practice.**

**NOTE: In addition to free access to the monthly coaching calls and free access to Elite Events, War Lord and OverLord™ Level Members get all of these calls plus their own individual/private monthly coaching AND significant discounts on our other consulting and training events and programs.**

**CLASSIFIED: BBO EYES ONLY**

## 2021 BBO CALLS:

### SAVE THE FOLLOWING DATES FOR TUESDAY 12:30 PM (EASTERN):

March 16 – Actionable Fundamentals of Success and Wealth Volume I

April 20 - Actionable Fundamentals of Success and Wealth Volume II

May 18 – Preparing for Q3/Q4 - Meta/Strategic/Tactical Force Multipliers

June 15 – Creativity in Business - Products, Services, Pricing

July 13 – Alchemy in Business and Marketing

August 17 – Sharing Books and Resources

September 21 – Preparing for the Live Event – Getting the Most and Best Results

NO CALL OCT – LIVE EVENT

November 16 – Preparing for 2022 – Your Best Year Yet

December 14 – Turning Personal Goals and Aspirations into Reality

**If you missed a call look for it in the Archives below. The archive is currently available at no extra charge for Founders, Special Operators and War Lords.**
**Membership.businessblackops.com/coaching-calls**

**All other member levels can purchase previous calls a la cart or upgrade to get unlimited access. Call Lisa for upgrade or to buy access to archived calls.**

# Call Archive for Review and Action:

**Just a quick reminder that you should take the time to review the calls you missed. Alex has set them up for easy access on the site and you can listen to them on the phone or in the car if you can't find the time to do it in the office.**

**ARCHIVED CALLS**

**Here's the link to the resources page to access the calls:**

**Membership.businessblackops.com/coaching-calls**

**January 2018: Force Multiplier Topic: Using Systems To Build Better Cash Flow and Entity Value:** How & Why To Get Your Team To Build Them For Marketing, Sales, Customer Service Management, Hiring, On-Boarding, Training, Retention, and Referral

**February 2018 Force Multiplier Topic: A Fountain of Youth and Wealth: How Upsells Help You To Maximize Profits, Improve Cash Flow & Client/Customer/ Patient Experience & Build Elusive Entity Value**

**March 2018 Force Multiplier Topic: "Marketing" To Your Staff and Team: Hiring, Training, Building and Managing An Optimal Team Using Your Marketing Prowess**

**April 2018 Force Multiplier Topic: The Agora Marketing Models:** Look over Dave Frees' shoulder as he takes apart some of Agora's most effective marketing and shows you step-by-step how to get these strategies and tactics working for you… right away.

**May 2018 Force Multiplier Topic: "Rosetta Stone Intelligence Briefing."** Dave and Alex are returning from 3 full days with Dave's friend, Perry Marshall's first major event since Dave met Richard Koch (or the 80/20 Rule). This one will focus on building equity in your business. They will share everything that matters to them and what they're doing at the highest level.

**June 2018 Force Multiplier Topic: Dave Frees and Dr. Dave Weiman - Delegation On Steroids**: Creating More Time To Be More Of Who You Really Are Without Sacrificing Profits and Client, Patient, or Customer Experience.

**July 2018 Force Multiplier Topic: Reactivation Campaigns: Getting Existing Clients/Customers/Patients To Repurchase, Buy Up or Refer.** In this webinar Dave Frees and Dr. Weiman will review a step-by-step direct mail and email campaign (with a retargeting ad and on line options) for getting existing customers to buy, buy more, or to refer more and better customers/clients and patients.

**August 2018 Force Multiplier Topic: Dave Frees and Dr. Dave Weiman - Applied PsyOps and Implanted "Marketing Messages," "Offers," "Conditioning/ Indoctrination,"** and profit boosters in your social media, books, infographics, blogs, reports, podcasts, and videos. Never stop your PsyOps!

**September 2018 Force Multiplier Topic: This call will be focused on last minute preparation for the Fall Event in Tempe.** We'll review the "mission prep assignment," specific wants and desires for things to be covered, arrival times and structure of the event.

**No Call in October due to live event!**

**November 13, 2018 Topic: So Where Do We Go From Here?** Applying Force Multipliers for The End of The Year and Beyond. This month we'll do a recap of the event, with specific QA on follow up actions, ideas and early results from members. We'll also cover the 2019 agenda of live events so you can get them on your calendar.

**December 11, 2018 Topic: Strategic Planning For 2019 and Implementing a Marketing/Content/Sales/and Finance Calendar.**

**January 22, 2019 Force Multiplier Topic: The Secret Strategy To Maximizing your business practice value and improving cash flow and profitability.** There is one major strategy that, when deployed, can add tens of thousands to millions of dollars to the bottom line and to the ultimate value. We'll reveal the strategy and the steps to implementing it.

**February 12, 2019 Force Multiplier Topic: Selling, Presenting and Marketing One To Many Through Presentations, Webinars and More.**

Specific strategies and tactics for greater leverage, higher margins and better results.

**March 2019 Force Multiplier Topic Part 2 of 2: Selling, Presenting and Marketing One To Many Through Presentations, Webinars and More.** Specific strategies and tactics for greater leverage, higher margins and better results. Focus on the marketing of events and making small events more profitable.

**April 2019 Force Multiplier Topic: Understanding and Using Dave Frees' Business Black Ops Matrix/Model for creating ads, headlines, reports and blog/content titles that draw in and convert the very best clients/patients/ customers.** Whether or not you're creating ads, content, videos or other marketing tools and tactics, you'll want to understand one of the most powerful tools for creating great topics, ads, headlines and bullets that sell.

**May 2019 Topic: Couldn't Make It To The Business and Practice Building Summit?** Well, while there's nothing quite like the real time mastermind experience, get a briefing as Dr. Dave Weiman, interrogates (we mean interviews) Dave Frees his newest creations, the value matrix and more with quick skills suggestions from attendees on the strategies and tactics they learned and have been testing/applying to drive profits and revenue.

**June 2019 Force Multiplier Topic: Couldn't Make Traffic and Conversion? 17 (Or More) Quick Tips -** Get a Briefing from Dave Weiman, Dave Frees and Alex Frees on the strategies and tactics they learned and have been testing/applying to drive profits and revenue. Get your marketing director on this call if you can't make it.

**July 2019 Force Multiplier Topic: Frameworks for Business and Life – If They're Good Enough For Charlie Munger (Warren Buffet's Partner) Then You Should Be Using Them Too.**

**August 2019 Force Multiplier Topic: Pricing – A Quick Guide To When And How To Increase Pricing and Margins.** This one will be filled with strategies and tactics. We got rave reviews about this call and a request for more on the topic! If you missed it go to the membership portal and listen in ASAP!

**September 2019 Force Multiplier Topic: Preparing To Get The Most From The 2019 Live event.** Get the secrets used by past top performers to get the best results from the event and get a jump start!

**October 2019 NO CALL - Live event in Phoenix.**

**November 2019 Force Multiplier Topic: Reviewing and Implementing The Tools and Strategies From The 2019 Event.**

**December 10, 2019 Topic: The call will be dedicated to preparing for 2020 with a specific emphasis on better marketing, management, training, and KPIs…the things that really move the needle on happiness and profitability.**

**January 6, 2020 Topic: Using FAQ's and case studies to optimize marketing to the best client avatar.**

**February 11, 2020 Topic: High Performance and Million Dollar Habits, Systems and Mindsets**

**March 10, 2020 Topic: I'm Stuck - Identifying and getting past what's holding you back (in leadership, management, marketing, or growth)**

**April 14, 2020 Topic: Work the Problem: Staying Focused On What You Can Do And What's Actually Working And Resources For Surviving This Crisis And Beyond.** Ideas and powerful information from Dave Frees and Dave Weiman

**May 12, 2020 Topic: Cognitive Bias (Part 1 of 2)** - Two sides of the coin in building and protecting your business or professional practice.

**June 9, 2020 Topic: Cognitive Bias (Part 2 of 2)** - Two sides of the coin in building and protecting your business or professional practice

**July 14, 2020 Topic:** The Difference Between Building a Business and Selling Through Promotions - There's no one right answer but you must avoid this one terrible mistake.

**August 11, 2020 Topic:** 7 Ways To Feel Better And Stay In Charge Of Your Business Or Practice While Remaining Healthy And Super Productive

**September 8, 2020 Topic:** Preparing for the BBO Live Event in October

**October - no call - live event**

**November 10, 2020 Topic:** Preparing for 2021 with a specific emphasis on better leadership, efficiency, marketing, management, training and KPIs…the things that really move the needle on happiness and profitability. (Part one of two)

**December 15, 2020 Topic:** Preparing for 2021 with a specific emphasis on better leadership, efficiency, marketing, management, training and KPIs…the things that really move the needle on happiness and profitability. (Part two of two)

**January 19, 2021 Topic:** From Goals to Systems: Improving the Likelihood of Success

**February 16, 2021 Topic:** Marketing Strategies and Tactics for the Rest of the Year

**If you missed these please remember that War Lords, Special Operators and Founders do have access to the archive of calls and can catch up by going to the membership site.**

**Business Black Ops March 2021 Issue 38**

**CLASSIFIED: BBO EYES ONLY**

# Volume 2

**Making Higher Profits & Margins Starting Right Now…**

## What's Inside (TACTICS):

**The Monthly Tactical, Step-By-Step Business Black Ops Guide To Actionable Force Multipliers, Covert and New Business Growth Skills, Plus Easy To Adapt SWIPE Files.**

**Article 1: SWIPE and DEPLOY File: Actionable samples of more multistep actions for you or your team to adapt for internal or external use and a glimpse inside Dave's Notebook and TO DO/DELEGATE List. For some additional and easy to SWIPE/ERTHICALLY AND EFFECTIVLY ADAPT** READ AND USE THESE as well as the examples in "How Do I Use That?" in Article 3 below! THIS MONTH'S EXAMPLES ARE HIGHLY ACTIONABLE!

**Article 2: What Dave Is Currently Doing, Reading & Using To Calm The Chaos, Build Margins, Increase Business Entity Value, Stay Happier, Healthier, and Fitter [Especially this winter].** TWO "NEW" ACTIVITIES AND PATTERNS THAT YOU MUST START USING!

**Article 3: SWIPE "How Can I Use That?" In this recurring monthly column, Dave shares examples of great marketing, sales and management/training, ideas that will inspire you to act and get results.** TWO EXCELLENT PRODUCTS YOU MIGHT WANT TO LOOK INTO.

**Article 4: Spy, Survival, and Preparedness: Being ready for anything in life and business is vital to a mindset of success and power.** EVERY MONTH DAVE GIVES YOU A NEW SET OF SKILLS AND ACTION ITEMS.

## Article 1

### The Monthly Dave Frees SWIPE and Deploy Marketing Force Multipliers.

**Examples From My Personal and Ethical SWIPE and DEPLOY File:**

**Dave Frees' Business & Professional Practice Force Multipliers**

This month, I have several ideas that you (or your team) can quickly adapt to your own business or practice for better leadership, management, marketing, revenue growth, customer service and product development and pricing results. Try these! They have the capacity to truly improve performance, results and your profits.

See this new/review list of uses for the force multipliers...

But, whether you're using these for:

Internal releases/communications,
External Blog, Article, Podcast/Video Titles, or Headlines
Report, Event or Newsletter Titles/Topics
"One Sheets" to get your name and branding out there,
A Press Release or Pitch for and Interview/Media Appearance

or more...

Get time on your schedule to use one or more of these to boost your marketing or to send it as an assignment to your marketing team.

They're practically done for you and easy and quick to deploy and to test.

## Example 1:

## This one is a method to get people to subscribe, become a member or to sign up for on going or specific content. It's use of a "premium."

**Here's is some ad copy from a WSJ+ ad (I also saw it in the print edition) that got me thinking about how many ways the WSJ is using this ad. Below is the headline with some basic thoughts. I then reproduce the entire ad and then include a few examples:**

**"How Does The Pandemic Affect Your Tax Returns? Find out in the WSJ Tax Guide"**

**I'll breakdown this headline below but…**

**It then went on to offer a download at WSJPLUS.COM/TAXGUIDE**

**Here's the copy from that landing page. The content is available at no extra cost to subscribers to the print or digital editions. So the ad is highly effective at driving membership/subscription NOT the guide itself (that's a premium for membership) and it delivers prospects through the offer of valuable and exclusive/unique/highly sought after content (by their avatar).**

**Note that at the end of the offer, there are three more specialized offers available for an additional charge OR as a premium of membership**

**NOTE TO SELF: Offer a premium and write even better copy selling the premium (that's highly desired by the market) and also offer multiple premium/product/service upsells.**

To access WSJ+, you will need to sign in using your WSJ credentials.

Sign In

## ABOUT THE OFFER

This year, tax filings are going to look wildly different for millions of Americans. Many worked from home full time for the first time in their careers, others faced unimaginable financial and personal tragedy and unexpected medical bills. There were accelerated plans to move states or sell homes, stimulus checks and pandemic programs, all of which add up to a tax season with many new complications.

To help you through this unique tax season, The Wall Street Journal brings you an up-to-date version of our handy e-book, which will explain what the current tax laws—including the many provisions related to Covid-19—mean for you, your company and the country.

Compiled and updated by trusted WSJ reporters and editors, "The WSJ Tax Guide 2021" provides insights on what families, homeowners, retirees, investors, professionals and small-business owners need to know.

### What's Covered?

### The Big Picture

- Tax Rates and Brackets
- Withholding and Estimated Tax Payments
- Pandemic Stimulus Payments
- State Taxes on Remote Work
- Cryptocurrency
- Estate and Gift Tax

### Tax Deductions, Credits and Exemptions

- Standard Deduction and Personal Exemption
- Child or Other Dependent Tax Credit
- State and Local Tax Deductions
- Mortgage-Interest Deduction
- Charitable-Donation Deductions
- Medical-Expenses Deduction
- Retirement Accounts, Including Pandemic Withdrawals
- Flexible Spending Accounts
- Home-Sellers' Exemption
- Other Deductions, Such as for Home Offices
- Tax Breaks for Education
- 529 Education-Savings Accounts

### Retiree Tax Issues

- Standard Deduction
- IRA Withdrawals
- IRA Charitable Transfers

**Beyond the Basics**

- The "Kiddie Tax"
- Alternative Minimum Tax
- Individual Mandate
- Alimony

**For First-Time Tax Payers**

- How to File
- Education Scholarships and Stipends
- Social Security and Medicare Tax

**For Business Owners**

- Pass-Through Deduction
- Paycheck Protection Program
- Employee Retention Tax Credit
- Payroll Tax Deferrals
- Business Meals

**For more insights and to answer your questions about the Tax Guide and the latest changes to the law, join the authors of the ebook for an exclusive live Q&A on March 2. Click here to learn more.**

**RELATED**

**INSIGHT**

**Learn Vital Lessons in Leadership With an Exclusive WSJ Ebook**

Read profiles of leaders navigating the Covid-19 crisis, with takeaways from WSJ Work & Life columnist Rachel Feintzeig

• **GLOBAL**

**OFFER**

**Upgrade Your Decor With Savings on Saatchi Art Prints and Originals**

Enhance your home spaces with an exclusive rate on the online gallery's prints and original works from hundreds of top emerging artists

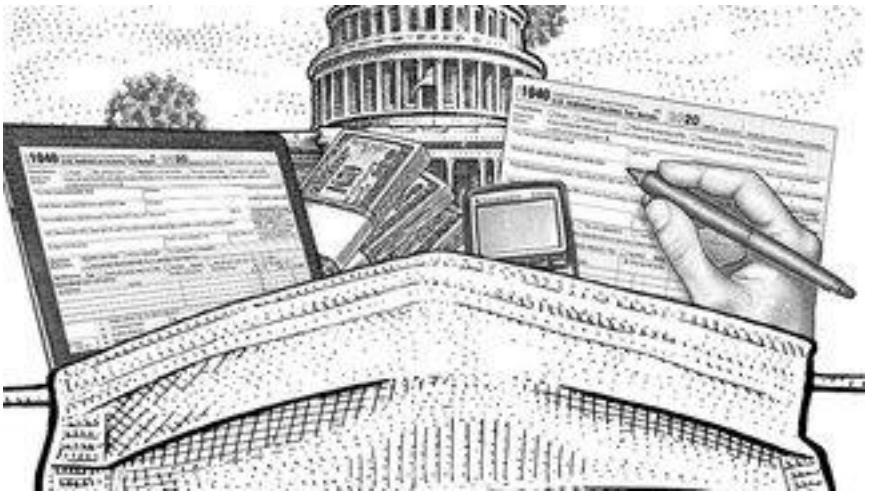
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## WSJ TALK

### Enjoy a Complimentary 3-Day Pass to The Future of Everything Festival

Join world leaders, innovators and WSJ editors in exploring the trends that will shape our lives for years to come

- **GLOBAL**



## INSIGHT

### Navigate a Tax Season Like No Other With WSJ's Updated Guide

Download your copy of The Wall Street Journal's 2021 tax guide to learn about pandemic-related changes to the law and what they mean for you

**Here's the formula I created from the original print ad headline:**

**"How Does The Pandemic Affect Your (x) ? – where x is something of great concern to your target avatar for that particular ad.**

**Find Our [Insert specific offer or report or premium] in the Your Firm X Guide/Video Series/Newsletter/Report/Podcast Series 2021**

**Note: Offer additional compatible and attractive offers of downloads/content etc. for a charge or as a premium for subscribing/becoming a client etc.**

And here is an example of how you or I might apply it:

"How Does The Pandemic Affect Your Estate Plan, Will, Trust and More? Find Out By Subscribing to Our Pandemic Estate Planning Video Series

Just click here and get instant access

**Download now at - PaEstatePlanners.com/PandemicEPProtection**

These may also be of interest:

*Get an estate planning update appointment – call 610-933-8069
*Read our Elder Law and Protecting Your Home Report
*Get a gift certificate to help your adult children do their own estate planning
*Register for our Online Executor training Program and Make sure your heirs and executor are prepared Cost $97 for the next 10 to register – click here.

**ACTION ITEM:** Take a few moments, right now, before you're interrupted, and schedule/block some time on your calendar (or with your marketing team) to promote a profitable business/ practice profit making product or service (or better yet a bundle) by applying the template above to a blog, FAQ, video, interview, podcast etc. Pick a premium that is already developed and proven to be a big hit with the avatar you're trying to attract to subscription or membership.

While you don't have to use this to sell membership or subscription (you could use it to "sell" a series of articles, course, podcast etc.) you should consider whether or not there is a place for subscription/membership or continuity in your business or practice. Any one of those adds to better cash flow and to enterprise value.

**ACTION ITEM:** Schedule the time for you (or a marketing person on your team) to: 1) create the headline and content, 2) to implement and to publish it, and 3) to promote or drive the right traffic to the content, and 4) to go back and to review the results (then to use that data to optimize the marketing creative). BONUS: Consider combining this process with our earlier discussion of developing and later adding more upsells to each campaign or customer/avatar group.

## Article 2:

# What Dave's Currently Reading & Resources He's Using

This month I have two really good ones for you. The first I helped to create and the second is a financial tool that I've been using quite a bit in buying, selling, refinancing and investment decisions.

I hope you enjoy both.

## Resource 1: Dave Content

I have, over the last few years, done a series of appearances on the Unstructured Podcast (a thank you to Tyson Franklin for the introduction).

That show, hosted by Eric Hunley has been a fantastic source of PR and I think I add value for Eric who has grown the show (I'm the only guest to make that many appearances) by having amazing guests such as spies, hostage negotiators, FBI profilers and all manner of human behavioralists (including our own Chase Hughes – who says hello to everyone).

I encourage anyone who's got a drive (remember those…when we went places in cars?) or who has a daily routine of podcast or YouTube consumption to watch/listen to my last appearance on NLP – What it is and what it's not. If you have an interest in better communications skills and/or NLP it should be fun and you'll also get to meet a former intelligence operative/consultant and all-round good guy…Gavin Stone.

But there are a few other appearances that collectively deliver some really good techniques for better leadership, sales, building trust, and marketing.

Here are links to all of the shows:

**My most recent appearance with Eric and Gavin:**
**https://www.youtube.com/watch?v=N1FbddlxLU0**

**Tactical Force Multipliers and Building Trust**
**https://unstructuredpod.com/?s=DAve+Frees**

**Episodes 1 and 2 (Dave's background and some good stories)**

**https://unstructuredpod.com/tag/dave-frees/page/2/#!**

Are you a foodie or love to cook but have trouble finding the time to cook? Well, I'm all of those things and yes pressed for time. That's why I'm glad that I discovered Milkstreet®. This is a great series of cooking shows and the recipes are very different, easy to do and well demonstrated.

They also have: 1) a full on TV show through Public Television, 2) a monthly magazine, 3) a subscription/membership program (called Insider), 4) a podcast/radio show, 5) a cooking school/teaching program, 6) free and paid recipe content (with video), 7) they have a store that sells cooking tools and hard to find high quality ingredients (that people discover by consuming their video etc.), and 8) they sell cook books (including one each year that compiles their monthly content) and several others catering to specific aspects of their avatars needs.

## NOTE: REREAD what I just said. There could be real wealth/value/profits in that for you.

So whether or not you're interested in food visit https://www.177milkstreet.com/tv And move around the web site to see an amazing business, marketing and value delivery methodology.

## Resource 2: Analyzing Real Estate Investments, Loans, and Prepaying Your Commercial or Residential Mortgage Loan(s)

So prepayment of principal over and above what is required each month under your amortization can radically reduce the time until you're paid off and the total expected cost of the loan(s).

It is permitted in almost every residential loan (including most seller take back loans and all conventional bank mortgages) and such payments can be made every two weeks, monthly, or in other regular repayments.

Keeping track of such additional principal payments can be difficult so here's an outstanding tool to make those calculations and to keep track of them.

**https://www.mortgagecalculator.org/additional-payment-calculator/**

Now as to commercial loans, this is a more difficult proposition. Most such commercial loans prohibit repayment (but some do not and others simply prohibit it for a set period rather than for the entire loan). This requires you to clarify and to get the lender to confirm your analysis in writing (as a best practice).

Whether or not these residential or commercial prepayments make sense in a down interest rate environment is the next question, but remember, that your cash is vulnerable to inflation and to the devaluation of the dollar and is only getting a certain amount of interest so it warrants thinking about it.

Depending on your earnings rate, taste for investment risk etc., the loan repayment may still make sense.

So do some thinking, test the models using the link, and make some decisions (you can always revisit them later as the situation changes).

Go forth and think about saving some serious money.

Dave

**Article 3:**

# "How Can I Use That?"

## The Ultimate Guide and App For Problem Solving, Triggering Creativity, Designing New, Better and More Profitable Products and Services And Then Getting People To Take Action Sooner and With More Gusto

**By: Dave Frees**

## How can I use, optimize and benefit from that Part 1:

**So let's go back a revisit MilkStreet.com from the earlier article.**

**There's a lot there to unpack and you should. But let me help you to get started.**

1) **Go to the website and simply focus on the design. Then google them and see how their ads and their organic search results work for them. Always be asking yourself (on each page and in each search…"How could I use that?"**

2) **In particular, whether or not you have a subscription or membership program, go to the Insiders tab at the top of the home page and carefully review the entire Insiders page (related to what you get through membership/subscription as an Insider.** https://www.177milkstreet.com/insider As you read each and every benefit and notice how they present them (and as you think about why those benefits are valuable to their avatar and how they know) be asking "How can I use that?"

**So just to get your creative and profit-making juices flowing, notice how they use images to present every one of the benefits of Insider status. I am also willing to bet that these are very carefully researched and tested as the benefits that their customers most value.**

**Also notice the copy around each benefit, the use of images, and the use of links in the copy for each benefit. It's brilliant!**

**But keep scrolling….**

**That's just the tip of the iceberg on ways you could build your own marketing and use your site.**

**They have a fantastic list with images of the individual cooking classes that can be bought ala carte but offer access to the entire collection as just one of many annual insider benefits…and you'd lose access once you become addicted so you stay on as a member.**

**But keep scrolling…**

**You then get to the store and they remind you that you get free shipping. So, you're happily (at least I am) paying them to sell you things year after year. While I'm in year one I have no intention of leaving.**

**I am sure there are many more and better uses on the site and many more inspirational actions you could take so spend some time exploring and asking…"How can I use that?"**

**So pick two or three features and use the methodology:**

**HOW COULD I USE THIS FOR ONE OR MORE OF THE FOLLOWING: PRODUCT /SERVICE CREATION/OFFERS/MANAGEMENT/TRAINING?**

**1.**

**2.**

**3.**

**4.**

**5.**

# CLASSIFIED: BBO EYES ONLY

## HOW COULD I USE THIS FOR ONE OR MORE OF THE FOLLOWING: PRODUCT /SERVICE/ CREATION/OFFERS/LEADERSHIP/ MANAGEMENT/TRAINING?

1.

2.

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## HOW COULD I USE THIS FOR ONE OR MORE OF THE FOLLOWING: PRODUCT /SERVICE/ CREATION/OFFERS/LEADERSHIP/ MANAGEMENT/TRAINING?

1.

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## Article 4:

**Spy Craft, Survival, and Preparedness: Being ready for anything in life and business is vital to a mindset of success and power. Every month Dave gives you a new set of skills and action items to be ready.**

## This Month: Dave Teaches You The Declassified Secrets of …

### PROTECTION FROM SURVEILLANCE, COMMUNICATIONS, TRAVEL IDS, GADGETS AND OPERATIONAL SECURITY MEASURES – Advancing Your Need For Security, Privacy & Situational Awareness in Business and Life

**Adapted From Declassified Training Protocols**
**And My Personal Notes**

Knowing whether you're being followed or watched (in your business or personal life) is a basic and very important element of any espionage or counter-espionage type of activity and it certainly has application in business. Likewise, being able to recruit others, to learn from them, to understand when deception is occurring, and how to ethically persuade are all skills of spies and intelligence officers that translate directly to business.

Today we'll start with a focus on privacy and surveillance detection as skills.

## Part 1 Surveillance, Spying and Surveillance Detection Routes

It is, for example, vital to know whether or not your competition is spying on you (and if they are any good they already are...it's just a question of how aggressively). Likewise, in both business and in life there are times when you want to assure yourself and/or a contact, connection, business associate, job applicant or others a higher level of privacy.

Finally, building relationships, trust and a collaborative environment with others and resources can mean the difference between massive success and minimal results or failure.

So with that said, let's review some training materials and thoughts on avoiding surveillance, surveillance detection routes, and other skills and strategies for ensuring high levels of operational security and privacy.

There's no way to become a successful spy (or business person) if your competition, or business/personal “opposition” follows your every move and they know exactly what you and your business are up to. If they could, you would become an instrument of the opposition, subject to manipulation and they could steal, much more easily, your intellectual property or your processes and your trade secrets or systems and assets that deserve protection.

In the history of espionage/business, numerous spies/business owners have been identified by counter-intelligence services (or by their competition) and, if they were not arrested, have been duped into the service of an enemy or a competitor. And if you think that this doesn’t occur, then you’re naïve as such spying ranges from simple calls to your business/practice posing as a prospect (to discover intake and other tools) and software tools such as SPYFU to outright intelligence and hacking of businesses. Others, as stated above, have been rendered ineffective – as their every move was known and then countered. And finally, failure to detect interest and surveillance has meant that all of the important work was stolen and the enemy had the advantage.

So, for all of these reasons, it's important to develop some basic detection of surveillance skills as well as some practices to make your information more private and protected.

**Surveillance Detection – On Foot**

Let's begin with the idea that you're traveling on foot.

This is the hardest to detect and can only be **mastered** after several weeks of practice in busy and quiet streets, stores, parks, allies, entrances and exits from buildings.

Professionals practice for hours against counter-intelligence and surveillance teams. However, just by becoming aware of this, you can begin your own practices and enhance your habits to minimize the likelihood of surveillance and of observation going undetected.

Here are a few strategies and actions for detecting surveillance:

- Be observant (but without staring, rubbernecking or being obvious in your observations).

- Pay attention to faces and, in particular, pay attention to clothing, shirts, coats and shoes (notice when some are out of place or incongruent with one another OR when you see them reoccurring).

- When you have a meeting prepare by designing a surveillance detection route (SDR) that is both logical and will force the opposition to show themselves. More on that later.

- Remember, "Once is a coincidence, twice is enemy action."

The SDR:

Design your SDR to take you at least three different places in different areas of a town. The last stop should be somewhat provocative, perhaps an alley leading to a small store, compelling your surveillance to wonder what is going on and, therefore, following you, allowing you to identify a face that you might have observed earlier.

In this way, as you force those who may be surveilling you to show themselves through doubling back or other techniques we'll discuss, you become more aware of the observation of your activity systems, etc.

Know, in advance, what you'll do if you confirm that surveillance exists.

For example, once you have confirmed or strongly suspect surveillance, will you go home and cancel the meeting, or jump into a taxi or use the store's rear entrance? There are many options, but it's hard to make a choice when there is an emergency situation or an emergency set of facts. Rather it is better to have a plan and a fallback plan. In that way the decisions are easier under pressure.

Likewise, in a business or professional undertaking, having plans, learning and practicing essential skills doesn’t eliminate the chances for failure but they do help to mitigate danger and risks.

A WARNING ABOUT COUNTER SURVEILLANCE:

Almost nothing will work against a large team of professionals if they want to stick with you over a long enough period of time. I have heard stories of almost 60 FBI agents in a special surveillance group following a subject in Santa Fe in 1985. That type of activity is very hard to detect because of their incredible resources (they're able to change cars and change people who are following you) and they have superior communication. There are also stories of the KGB, back in the day, and in Moscow, mobilizing as many as 200 agents on one suspected CIA officer. Against this type of manpower, it's pretty much time to go home, while remembering the words of Yakov Peters, deputy head of the KGB in 1918, "The best quality of a spy is patience."

## Surveillance Detection Routes by Automobile:

Conducting an SDR in a car is easier than on foot. Cars cannot change clothes and are easy to spot without turning around, i.e. through the rearview mirror, for example. But there can be multiple cars that are changed as you go. The principles are the same; visit three spots with an obvious reason for each stop (these might include a bank for check cashing, a laundry to drop off clothing, a grocery store to pick up snacks). Keep track of the types and colors of cars at all three places, in particular, notice tag numbers if possible, and at this point, you are able to decide if you're clean or not.

If you're clean, move on to your rendezvous or to whatever sensitive task you might actually be undertaking.

## Public Transportation:

Old spy movies love the scene where a man gets into a bus and steps off at the last moment before the door closes to see if someone else tries to jump off. This is a bit exaggerated, but it does demonstrate an important principle of a good surveillance detection route (SDR).

You always want to channel your opposition (those following you or surveilling you) into choke points, across a small bridge in a car, go up an alley by foot, or go into a bus where you can isolate and identify them.

## So what’s next after understanding and practicing a SDR?

The operational style, if you decided you are clean, is, obviously, the most important part of your trip.

But, you've come all the way (and gone to all the trouble) to meet someone important and privately or in secret. The effort you made by paying your tickets in cash, inventing stories for your spouse and boss, and the reasons for your SDR stops along the way, have finally brought you to a destination.

It is, therefore, important that you've chosen a good venue for the final stage. That brings us to Part 2 of trade craft communications.

## PART 2 COMMUNICATION

“Signals” and other type of covert communication are necessary for secure contact with your conspirators. Signals, while traveling, can be visible and verbal. Normal covert communications are the coded letters or secured telephone chats you may have with your team, recruits and “conspirators.”

These normal communications are not done or are often harder while you are traveling. Signals are covert communications that you might use with your conspirators when you both approach operational activity. In other words, you've arrived, for example, in Budapest, and are set to meet someone within 24 hours in the park near Margit Hid Thermal Island Hotel. The meeting was set up a month before and now you're ready to signal your agent. You want to tell them, "I'm here, ready to meet according to plan." You'll also want to hear from him or her, likewise, that they're okay and will attend the meeting. Thus, you both have a signal plan that was established in advance.

It will come as no surprise to you that even when we travelled as a family – and even when the kids were young – we set up signals to show Robin and me, if we went out, that all was well upon returning to our rented house, hotel, or suite. The kids loved these games. But they taught an important skill of clandestine communications using signals.

So what are a few types of signals?

Stationary Signals: The classic, perhaps, a chalk mark on a particular step or sidewalk square. A pot of flowers by the window (or a changed planting

or change in the position). An orange peel tossed on the sidewalk near your hotel (this was an old KGB favorite in the USA). Use your imagination, but don't get too exotic or draw attention to yourself based upon the signal itself. No neon flags…for example.

Moving Signals: Perhaps you drive by a specific bus stop known to your agent at a specific time and in a specific vehicle, or perhaps you stand at a specific street corner for 5 minutes where your agent can see you from a high-rise building nearby.

Published Signals: This is where there is a prearranged article or better yet (for ease of placement) an ad that appears in a particular publication or on a particular blog that has a prearranged and known meaning to all parties.

Verbal Signals or Pass Signs: The most dangerous sign, because it usually means you and conspirator/agent etc. need to be in contact. That's bad if anyone else is paying attention. Example: Call your conspirator's office with a phony message, i.e., "Please tell Mr. Smith it's time for his annual dental exam." Never use a phone from your office, residence or hotel. Always use street phones (These days, pay-as-you-go or “burner” cellphones) but remember, these are also subject to tapping by professionals.

For this reason, professionals use the telephone only in extreme situations such as a danger signal. This tells your conspirator to get out or go on ice. The risk of a phone call is merited only by such a situation, so good spies or operatives always thing first about the hot water their agency (or business) can get into by poor planning and can result in an agent getting burned.

Also, always analyze your plans from the perspective of your agent's/contact’s/conspirators’ security. Make life easy for your agent.

If he's a professional person, don't ask him to meet in a dark and dirty bar on the wrong side of town. Maybe you’d fit in, but he doesn't. Identifying meeting places where your contact has a good reason to be present and where you and your agent or contact both fit in and appear natural is what you want to do.

A good common plan for successful operational communications is necessary for any long-term, effective relationship and the success of any mission. The plan should be developed after reviewing your own lifestyle, as

well as that of your agent, wherever you are. Are you in your home town and base of operations? Are you travelling? Have you cultivated others to help you remotely but need to maintain contact, build trust etc.?

If you have cultivated resources/people from outside of your immediate marketplace/geography, you'll probably be flying in to see your agent every quarter year or so.

Make plans in advance for meetings, places and times, arrange the times for signals and arrange the signals…in advance. Have danger and escape contingencies. You, the intelligence officer, must take the lead in drafting the plan when reviewing it with your agent to make sure that he or she a) understands it completely, and b) is comfortable with it.

Write the plan down, analyze it together and commit it to memory. Any brief notes should be destroyed OR at least well-hidden and should make no sense to anyone who might read them.

In espionage as in business, Murphy's Law applies but double.

If something can go wrong, it will. I have worked, as you know, with CIA, FBI and others who told me countless accounts of how their "perfect" plan for meetings that went terribly wrong at the last minute. The resourcefulness and creativity of a spy to think fast on his or her feet, to adapt, and to invent new tactics are primary for success. Note: The same is true of anyone running a business or a professional practice.

## PART 3 TRAVEL

**Here are a few of my notes/learning on travel. A few of my notes have been adapted and updated. Others are dated by travel changes or Covid-19. In any case their adaptation to business is obvious and can be a real business game changer.**

Airline Reservations: Airline computers are bad for spies. They leave footprints of where you went and specifically when you went there. If you have fake I.D.s, it is best to use your travel alias and make reservations from a public phone or, again, a pay-as-you-go burner cellphone and from a place not near your home or office. If you do not possess or utilize fake travel documents, it's still a good idea (when traveling on sensitive matters), to

travel part of the way under alias. If, for instance, you have to travel from Miami to Vienna, make a reservation from Miami to another city (by train) and under an alias, and make a true name reservation from that city to Vienna, as passports are checked. (These days, of course, one cannot board an international flight without identification, so, therefore, take a train or bus whenever possible).

It is best to pay cash for your tickets. Credit cards also leave footprints. As a note, bitcoin can be used, but there is a record of bitcoin and it is not totally secret. It is simply easier to provide for confusion/subterfuge.

Whenever possible, use smaller, carriers or even foreign airlines, which are generally less available to those checking computer reservations. For this reason, and back in the day, the KGB officers always preferred Malev (National Hungarian Airlines) whenever they crossed to Europe.

Once inside Europe, or with respect to domestic travel, it is best to take a train, taxi, bus (or other transport methods such as an Uber – if it's not too far) anywhere and everywhere. As anyone who has traveled with me knows, I am not a big fan of public transport (for all manner of reasons) but I had to use it extensively for a long time for all of these security reasons.

Border guards on trains do not have regular access to computer for checking passports. Though watch out, many now carry laptops. Domestically, crossing state borders poses no such trouble unless you're stopped for speeding or a driving violation.

So, let's say you are traveling to Europe for a secret rendezvous. Do not fly directly to the city of your rendezvous. Fly to another and spend 2 or 3 hours checking for shadows using a surveillance detection route, before proceeding to your target area.

Approach your target area then with caution and by train or some other source of public transportation.

Make hotel reservations at the last possible minute from your first European stop. Even better, find a place to stay once you arrive. Allow yourself a day or two in the target city to familiarize yourself with the rendezvous site, keep a low profile and develop an escape plan. Utilize all of the signals that we talked about before.

## PART 4 OTHER TOOLS OF THE TRADE

This is all about gadgets and devices, the goods I may want to have in hand for a dangerous rendezvous or during travel.

My personal fascination with gadgets began with the old James Bond movies in the 1960s and with a visit to the NSA's old museum. Bond had many goodies from an exploding suitcase to an Aston Martin with an ejection seat for unpleasant passengers. The NSA had some less savory exhibits such as those related to an anal storage device. While these are absurd, there are some everyday carry items, inspired by these movies and my extensive experiences through life that you may want to consider.

If you haven't come to a go/get home bag BBO lecture try to come to such programs that Buster Tate and I have created as well.

In that regard, there are even some less extravagant items that you may want to have on hand, and ideally, these items that are helpful to you in execution of your mission, will not attract attention if found in your luggage by a customs inspector. Good spies like to go unnoticed, knowing what the opposition is doing, being able to switch identities, have good communication with agents and be prepared for all eventualities, including emergencies.

So, what tools or gadgets would help with that?

Let's start with disguises. They run the gamut from wigs and mustaches to full-blown face masks, but also include glasses and different clothes, such as a cleric's collar. In short, whatever it takes for the opposition, which already knows what you look like and not to recognize you.

The No. 1 Rule with Disguises: Do not choose one that attracts attention. Keep the "gray man" concept in mind here. Don't wear that clerical collar to a beach. Don't wear sunglasses in the rain and clouds, and don't wear a cheap mustache past an immigration inspector. In fact, never wear a disguise past police or immigration unless it's a dire emergency. If it can't be done right, then don't do it. Nothing looks worse and attracts more attention than an amateur wig or fake mustache. I'll never forget the time, so I've been told, that one of my students went to meet a CIA instructor on a training

exercise in Virginia, and their mustache started coming off as they ate soup in a restaurant. The simpler the disguise, the better. You'd be surprised how a simple pair of sunglasses can change your appearance or how much just combing your hair a different way creates a new you. Combine both and you've altered your appearance quite a bit.

Next is the Body: Carry a briefcase with a jacket and a pair of shoes inside. Change in the restroom. Anyone watching would probably not recognize you coming out. I'm a big fan of a nondescript back pack with loads of pockets and multiple hats/sweaters/t-shirts that can change my appearance.

"Travel" and ID Documents: As a tool of the trade, documents are important and can get you out of jams, but like a bad disguise, nothing stinks better than a poor document. Cops and immigration officers are experts at spotting them.

However, I have recently, because of the pandemic, created a number of very high-quality documents, all of which are based upon and express some version of the truth and can be utilized legally. But, their appearance and the nature of the documents themselves helps me. They are high quality and will withstand more than a bit of digging.

Ancillary Documents: Club memberships, library cards, etc., are good for faking laymen and are good backup for fake I.D.s such as driver's licenses. They will get you past janitors and doormen, but they won't get you into an ICBM site, a high security business, or across international borders. Genuine phony documents for international use, such as passports, take a considerable amount of time, money and effort. The best bet is an expensive second passport from a country like Paraguay or Costa Rica.

But ancillary documents to support your purpose for being somewhere, or your story/role are easier to create and to use.

Third – Things and Gadgets Themselves: A technical gadget will never replace good human planning and ingenuity. Many a spy has been caught because he or she has relied too much on their particular gadget or that they possess too many controversial gadgets. Some good gadgets to consider (and that are available to civilians on the web or in certain stores): Scrambler telephones, coded chats, radio scanners (to listen to your opponents or police etc. radio chats), night-vision goggles, lock picks,

miniature cameras, infrared cameras and pen video cameras, miniature transmitters for eavesdropping, recording device, fake car tags, paper that dissolves in water, a spray bottle that turns envelops invisible so that the contents can be read, devices for concealing documents (think the NSA anal pill), miniature copying devices, and smoke bombs/flash bangs.

Analyze your business mission as a spy would analyze theirs and determine what is truly necessary for accomplishing your specific objective. Don't believe the more you spend on gadgets the better the spy you'll be. Buy and take only what you need. The simpler the gadgets the better. Secret compartments in briefcases can be created by anyone with a flair for leatherworks and sewing.

Signal Tools: There are items you will need for communication between you and your agent to signal I am in town and ready to meet and I have left a package for you at Site X, such as a dead drop.

Two Principles About Signals:

1. KISS, keep it simple stupid. The simpler and easier the communication plan, the easier it is to execute it.

2. Signals must appear natural. A tossed orange peel near a newspaper vending machine is always better than a red flag in your window!

Signal and Com Tools: Chalk, bottlecaps, orange peels and tacks for sticking on telephone poles. Have these with you before you travel. Don't wait to buy them when you get there and you need them.

There's a standard list of things I take when I travel. For normal items, regardless of the purpose of my travel, I take a collapsible, small umbrella, pen and paper, Swiss army knife, or a foldable knife or multitool, sewing kit, basic medications, reading material, a photocopy of my passport (and credit cards) kept separately (and digitally), a card for monetary spending, snacks and a city guide where I'm going (possibly with some maps, as you cannot always rely on the availability of electronic maps on your phone). If I were to visit another country on a mission, either for intelligence gathering or business, I take the above, plus one more detailed information on the city and always a good street map.

Contact information for my agent or contact, which would either be memorized or written in a personal code, additional cash of that country, as well as my own, a good legend about the purpose of my travel, sometimes simply being a tourist doesn't cut it, dress and casual clothes, binoculars, a gym bag for carrying extra clothes for a quick change to evade surveillance, a camera. In addition to that, on my phone, a set of second documents kept in a safe place and a feasible escape plan upon returning to my hotel to collect my things.

## Conclusion

**I hope that these thoughts about privacy, surveillance, signals/codes and communications/travel, Identification and Gadgets has been helpful AND interesting. Try using the "How can I use that?" methodology to find ways to use the spy information and to apply it to your own business or professional practice to better protect yourself, your teams, and your other agents/consultants and others as well as you trade secrets and intellectual property.**

**You've worked too long and hard to build such systems, tools, teams and more to have them stolen, coopted and used for free by others.**

**So build your situational awareness, and your skills of recruiting, building trust, and gathering information to make your business and your practice even more powerful and successful.**

**Cheers!**

**The Old Man – Dave Frees**

# IT'S A GO! READ THIS NOW.

## Do You Want To Join Dave For His Birthday Bash In New Orleans on Friday, November 5, 2021?

As they say during the wedding ceremony… "Speak Now Or Forever Hold Your Peace."

You Are Invited But…You Must Act NOW

Yes, the time has come. Given the strict travel situation internationally, and the uncertainty of travel before 2022, Dave has made the call and is holding his 60th birthday bash in one America's most interesting cities…New Orleans.

Now YOU have to decide if you're gonna celebrate with Dave and enjoy the program he has arranged for you OR if you're gonna sit this out and forever wish you'd done it.

New Orleans has a lot. Great food and coffee. Cool entertainment. History and culture. It's exciting and fun…and it's made even more fun when Dave and you are there together.

If you play your cards right, you'll get to have a morning coffee and beignet with Dave at Café Du Monde. Enjoy a lunch time muffuletta or other crazy lunch sandwich from one of Dave's favorite places and discover the debris sandwich or an amazing po boy at Mother's.

Between amazing meals and entertainment, you'll also enjoy a four hour mind expanding program and some amazing stories/revelations and higher level thinking from Dave on mind

skills, time travel, remote viewing, and other skills and topics that he's never discussed before (other than with Drs. Richard Bandler and Saul Schwartz, Robert Anton Wilson (who appointed Dave as a "Discordian Pope"), The Shaman O (don't bother googling him, he's not there), Deepak Chopra (yes, he and Dave have met...twice), and the entities that he's met while "traveling."

But it's not <u>all</u> crazy stuff. Dave's ready to take you on a guided tour of how to use these skills, tools, and stories in your daily life to expand your experiences and the richness of life's texture.

There's no charge for the Friday. Everything is on Dave. You just have to get there and Saturday/Sunday are yours to continue your exploration and enjoyment of New Orleans. Dave wants this to be a way of saying thank you to those of you who have made Business Black Ops so special over the years.

But because the meeting space is limited and Dave wants this to be a small elite group, this offer is limited to War Lords AND to the first 10 BBO members to save their spots.

Once it's full, it's full! So call Lisa TODAY at 610-933-8069 and she will charge your card $250 to save your spot. <u>At the event you'll receive a check refunding the entire amount. There is no charge. But we need your attention and commitment on this since spaces are so limited. This event is not for slow actors and wishy washy thinkers. It's for players, men and women of action...who know what they want and who will stop at nothing to achieve it.</u>

# ALERT!

## Save The Dates and Your Spots For These Small and Elite Events That Really Make Your Business and Life Better and More Powerful!

### Upcoming Elite Level Business Black Ops Events:

**Remember War Lords and Overlords™ Get All Business Black Ops Elite Events and VIP for Free and all members get discounted pricing on a first come, first served basis!**

**Get Registered Now For One Or More Of These BBO Elite Events™**

**These events are small, focused and intensive so get your spot before they sell out and bring a team member!**

**Elite Event Tentative Date Friday MAY 14th (In Pennsylvania): Hang out with and learn from the stories of a Dev Gru/Seal Team 6 Sniper. Become An Agent Of Persuasion & Influence: Using The Techniques and Skills Of Top Level Spies, Interrogators, and Hostage Negotiators to Build Charisma, Sell Anything, Persuade Anyone. Transform Your Business and To Create and Enjoy An Exceptional Life with Real World Strategies and Tactics as well as the skills of Hypnosis, NLP, and High Level Persuasion!**

**This one day live and virtual combination event will be held in the Philly area. You'll get to spend time with a true American hero (A Seal Team Six Sniper and Friend of Dave's)and learn things from Dave that could completely change your ability to detect human deception, build rapport and trust, to radically build your negotiating skills and then to adapt these new super powers to leading, marketing and building your business and professional practice.**

**Elite "Event": Almost Alchemy Book Club Study Group Led By Dave Frees with Business and Practice Building/Life Optimizing Bonuses out the Wazoo!**

**We have two people interested already but Dave won't run this without 10 participants, so call Lisa at 610-933-8069 now if you're interested.**

**"The Club" is at least three Zoom calls to review the strategies, and tactics of the book and how to apply them. It starts in June of 2021 but registration will open to the public in under 6 weeks, so use your BBO VIP Status to skip to the front of the line.**

**The calls are recorded if you can't make them live (but live is better for Q/A and networking)!**

You don't have to buy this new book Almost Alchemy from Dan Kennedy. You can get it (and all the benefits that can come from applying it) for free – I'll buy it for you as a bonus - if you come buy the book club in March.

To join the book club and to get access to three live calls (once a month and then to the recordings) where we review how to use and apply this book and the "Found Money Map" to improve profits, margins, and the value of your business/practice just call Lisa at 610-933-8069.

You'll get access to the archived calls and coaching on this book from Dave, get a free copy of the book, and get Dave's three cheat sheets/checklists for making more through alchemy. **The Business Black Ops Alchemy 3 Session book club is free to War Lords, and costs only $99 for all subscribers and other BBO members.**

**Come and spend time with the team and start getting more benefits from your Business Black Ops resources:**

**https://www.facebook.com/groups/businessblackops/**

# Dave's Rescheduled Birthday Bash

**Dave's birthday was a disaster and obviously he didn't get to go anywhere with you guys other than the live event in Phoenix.**

**So, this year he's going to try again. Dave is hosting a free training/event/party for all of his members and a few friends and family.**

**While it was originally going to be overseas (He was hoping to break new ground in the comfort zones of a few of you) popular demand has been for a US based event as well.**

**All of the costs of the one day party/training and event are courtesy of Dave, Business Black Ops, and our sponsors. You just need to get yourself there and make hotel arrangements. We're also encouraging everyone to stay for another day or two to relax and to think deep thoughts about your experience and how you'll use it.**

**If you want all of the details as they come out, call Lisa at 610-933-8069 or see the formal invite in this month's Intelligence Briefing.**