Business Black Ops April 2021 Issue 39

CLASSIFIED: BBO EYES ONLY

From: Business Black Ops Mobile Central Command –

Time & Date: 05:30 April 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

NEW: Look below for a new column from "Marketing Master" Alex Frees!!!

1) <u>The Monthly Message to Members</u>: My message contains not one but two crazy stories that raise a number of vital/survival/optimization questions for anyone with a business or a professional practice and/or who manages/leads employees. First, the "Acme birthday shrimp 'upsell' story" raises issues and strategies of hiring, training, career development and what it really means to have clarity and alignment at all levels. Next, the "'I can't <u>give</u> this guy my money for his beehives!' story" reminds us that we need to be careful that neither you, as owner, or your team, as the front line, lose track of what our buyers are truly telling us… and proves that clarity of communication <u>*REALLY*</u> matters. Get better at listening and selling/marketing/persuading and influencing because soon it won't be for self-improvement… it'll be essential for surviving in the world of business and "unrestricted warfare." NOTE More on that and it's implications in this and coming issues.

2) Achieving Way More Business and Personal Benefits From Work You're <u>*Already*</u> Doing - Achieve and Improve Clarity and Alignment (Even In Complicated and Radically Changing Markets). And who doesn't like getting more from things you're already doing? Plus I'll give you …More Than Twenty Specific Ideas To Implement For Even Greater Success And I'll explain "Why Failing To Understand The Strategic Importance and The Specifics of Clarity, Alignment, Products, Pricing, Team and Avatar Can Hold You Back, Doom Your Business/Practice, Hurt Your Sales, Marketing, Hiring and More…"

3) Actionable Leadership Lessons: The Real Psychology of Second Chances By Dr. Dave Weiman – A simple but highly effective way to change your perception of previous bad experiences and to boost happiness, performance and more.

4) More Personal & Tools From The Martial Arts: The Opposite of Happiness Isn't Sadness By Grand Master Somnath Sikdar – An article on meditation, futility and finding/harnessing HAPPINESS.

5) Marketing Insights: Improving The BBO Avatar & Empathy Map Exercise To Get Even Better Results From All You're Already Doing By Alex Frees Credit Suite Marketing Master - In this short but powerful article Alex takes on a quick journey of how to go even deeper in understanding our Avatars and what to do with that new found knowledge!

6) 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 Volume 2
(TACTICAL FORCE MULTIPLIERS)

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 of more multistep actions for you or your team to adapt. PLUS: TWO Meta Strategies (successful people/companies use these mindsets), over 23 strategies and numerous specific action items to implement these winning techniques that can be easily and EFFECTIVLY ADAPTED and DEPLOYED. **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. **TWO EXCELLENT RESOURCES YOU MIGHT WANT TO LOOK INTO INCLUDING HOW WE FEEL ABOUT CLOWNS.**

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.

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™:

This month was quite active and a lot has happened. Some of it might be interesting to you and might make your life a little better or your business a bit smoother.

I seem to be a magnet for these lessons so I am always making notes of what to share. This month there were at least two stories with important lessons. So here are the basics.

Dave's Experience/Story #1: When a well-intentioned employee works "against you" and why that might still be advantageous.

The Story of fresh vs. frozen shrimp…a nice guy…and why ACME may or may not have been harmed.

So it was my birthday weekend. And we were staying at our home on the Eastern Shore of Maryland…which is located on the water in a primarily agricultural area just outside of a small town with two grocery stores (Redner's and ACME). NOTE: There is also a small gourmet foods shop, a very high-end bakery, a bakery focusing on gluten and dairy free natural foods and a few nice ice cream and coffee/lunch shops). All of this detail is by way of saying it's quiet but you're not missing out on the basics.

Miss Robin decided to cook a brisket and to make some cooked shrimp as an appetizer.

Now there are many outlets for shrimp near Chestertown but we needed a few things and stopped by the grocery store.

I know deep-down that buying shrimp "on sale" is probably not a great general rule of thumb, but I'm Scottish and the fresh shrimp that were on sale looked and smelled great. We wanted a pound and a half. However, the guy working was young, super friendly, and happy to help and thought that we should have two pounds... more on that next.

But, even though Acme probably wanted to move those shrimp (they were previously frozen but thawed that day and placed in the case for customers to buy before they went bad, he instead "upsold" us to a 2 lb. bag of frozen shrimp in a bag in the next freezer. These bags of frozen shrimp were not anywhere near the end of their life expectancy.

He also told us that either way (fresh on sale or frozen) that they would steam them and add our personal level of spice. They'd have them ready at a specific time before my birthday dinner.

So he did get us to buy an extra half pound (good for the employer ACME) but he sold us the shelf stable frozen and didn't sell the more perishable thawed shrimp. And, he didn't even offer to upsell us to a higher quantity of those fresh shrimp (probably bad for the employer ACME).

In short, he went the extra mile. He was looking after us, told us about services that he thought we might like, he upsold us to a slightly larger purchase and seemed to have our best interests in mind.

Now on a quick review this story raises several important issues for you to think about.

First, he was obviously the product of really good hiring and training.

Question: Are you focused on finding team members that really understand your purpose, values, mission, customers/clients/ patients and culture? And even if you are, how can you improve selection, onboarding, and training as well as communication about values, purpose and mission?

Next, while he was super helpful, should he have understood that he might have made us just as happy AND sold us the shrimp we originally selected and or more of it, rather than selling us a product that was less "perishable?"

Question: Was he doing the "right thing" by us and his employer or should he have been trained (as everyone who has ever worked as a waiter has) to let us buy the "special?" There's no "right answer" to this but it seems to me we can train employees and team members to be fair and to put the customer's interests first but to still have awareness of pricing, margin, and other issues that fairly benefit the company/practice.

So for example, if the "sale" shrimp weren't as good or were best for use in a chowder or seafood stew then tell that to the customer and let them make their choice. But if all things were equal and the product was still good, then let the customer buy it.

And that brings me to the next story in which I get a call from a guy who wants to sell me a beehive and in which I wish to buy it. So what could go wrong?

You'd be surprised.

I can't even give this guy money for something he actually wants to sell and I really want to buy…the cautionary tale of a beehive sale gone bad – make sure you (or your team) aren't doing this!

First, you should know that the guy in question bought the hive four years ago and then accidentally, but almost instantly, killed off the bees by failing to feed them during the winter.

He seemed remorseful and also seemed to have lost the desire to do beekeeping. I offered to buy the equipment. If new, that hive and equipment would sell for around $350.00. I offered him $250.00. He refused and said "I might get back into it again...someday."

That's language that means, to the savvy observer/listener, that the person will never actually do it. Ok. No worries. Whatever he wants to think. NOTE: I could have convinced him to sell the hive the first time but decided to let him enjoy his decision to keep an abandoned hive in his backyard rather than enjoy the money.

Flash forward three years.

The same guy calls me and tells me he's "moving to Atlanta." "OK." I say... "have a safe move".

He seems to want to say something else but is hesitant so I give him time and then eventually ask, "Anything else Roger?" Eventually, after some coaxing, he tells me that he still has the hive and now wants to sell it. That's why he called, but he can't seem to get out the words.

That's fine. I still keep bees and could use it. But, I have a policy of reducing what I'll pay if someone previously turns down a good offer. So I say I'll give him $200 which is still a fair offer. He accepts.

I also ask him if he still has and if he wants to sell his bee keepers helmet and related gear. He says that he does, but stops there. I'm curious why someone who is moving to Atlanta and has sold their beehive would want to keep those items. Taboo beekeeper dress-up parties? Beekeeper fetish lovemaking? Who knows? I just wait and eventually he tells me he would sell them to me as well. We

agree upon a fair price and that I'll pick them up before he leaves on the first of April. NOTE: So I could have set a specific date and perhaps avoided what's about to occur. That's on me. But I'll be there before you move on April 1st seems pretty unambiguous.

A week later (and well before April 1st) I arrive at the home where he lived with his parents (he was 39 years old). They tell me that Roger "Thought you were coming the week *before* so he gave them away." Now you might think that means he sold them to a higher paying buyer. And I suppose more power to him if he did. But no. He gave them away.

Let's review...this guy called me to sell me a beehive but couldn't bring himself to ask me to buy it.

He had other beekeeping gear he wouldn't ever need but never thought to sell me that for more.

And then he didn't listen to me when I told him when I would come to pick them up...and never called before giving them away.

He made it impossible to give him the money that he really needed for his relocation. Weird. But not uncommon.

Worse yet, we all do this (or something like it) from time to time and in some aspects of our businesses/practice.

No? Not you? Really?

Ever work hard and spend money to get leads that never close only to abandon them and never monetize them?

Ever hire a great team member but then fail to properly train them and to optimize them by finding out what they love and do best?

Ever run a campaign or do marketing that really worked only to never repeat it again?

Ever have more that would be interesting or useful to a buyer but failed to make an upsell offer to them?

These are all things that we do. And we do them all the time.

And as for his failure to listen or to call...

Ever have confusion about an appointment or call time? Did you make it right?

Ever have a party that was hot to buy but then you failed to follow up in meaningful ways?

I know that I have.

But all of these things represent "holes in the bucket." They're all places that we are leaking profit and margin and where we are missing opportunities to build better, stronger, more efficient and longer lasting client/customer/patient relationships.

So what can we do with the lessons from these two stories?

Action Item: Review the two stories and make a list of how you could use a lesson from each to improve your product development, marketing, sales, hiring, onboarding, training, ongoing monitoring and performance reviews, offers, bundles, upsells, or systems. Pay particular attention to where your profit bucket might have leaks that could be plugged so that get more from what you're already doing.

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

Achieving Way More Business and Personal Benefits From Work You're *Already* Doing To Achieve and Improve Clarity and Alignment (Even In Complicated and Radically Changing Markets)

Plus More Than Twenty Specific Ideas To Implement For Even Greater Success

And Why Failing To Understand The Strategic Importance and The Specifics of Clarity, Alignment, Products, Pricing, Team and Avatar Can Hold You Back, Doom Your Business/Practice, Hurt Your Sales, Marketing, Hiring and More…

NOTE: After you're done reviewing this meta level strategic thinking on CLARITY & ALIGNMENT, make sure to read Alex Frees' article in this issue and Volume Two Of the Business Black Ops Intelligence Briefing this month for some strategic and actionable tactical Force Multipliers that will boost marketing effectiveness, sales performance, and will change how you view your business or practice for the better!

In coming months we'll examine how and why business has become part of the worldwide shift to unconventional, asymmetric and unlimited warfare in which there aren't any bullets flying but the danger is real and the fighting occurs everywhere from magazines and papers to business purchases, churches/ religious institutions, and the government.

The world has become a place where the battle seems everywhere (and the fighters are celebrities, media, and many corporate and individual players).

But you're one of the few who chose wisely and who picked Business Black Ops – a membership designed to help you to succeed, to fight the unlimited war and to learn the value of force multipliers: how to identify them, use them, and magnify

them to get better and better results…even in the face of a troubled and constantly changing battlespace.

Now that you're starting to think about building your business or practice in a new way, let's get on with the higher level thinking and how it acts as a force multiplier of extraordinary value and leverage…

For some years (and intensively since 2019) Business Black Ops has been extolling the virtues and major benefits of getting real clarity of your **Purpose** (the Why that drives you and your business and the higher reasons you do what you do), your **Values** (The core values that direct your actions), and your **Mission** (the specific and measurable actions you'll take as part of a plan over a set period of time). Businesses and professional practices that take the time to really dig deep and to get clarity (and to revisit and to refine that clarity) about these matters have numerous advantages over those that do not.

However, clarity is not the end but rather the beginning… a necessary step to achieving all of the benefits of clarity and then alignment.

Those benefits are numerous and we'll discuss them in some detail here. But take my word for it…having clarity and creating and maintaining an open-minded alignment (as it relates to avatar, team, culture, products, product development, marketing, sales and pricing) is a major force multiplier and an unfair advantage over the rest of the market (especially in volatile and changing times).

This isn't just my view.

There is a growing body of social, psychological, neuro, and "business" science that identifies and explores these advantages (and the damage that awaits those who fail to understand what's happening here).

Some benefits are obvious. For example, when you know why you exist, what matters and how you're going to get from where you are to where you want to be then decisions get easier, trust builds faster, and fewer resources are wasted chasing the wrong things. Efficiency and effectiveness explode.

These are not insignificant. They can be real game changers.

But there are many more advantages to be harvested by a savvy professional/business owner and some of those might matter very much in your particular business or professional practice. **These are the deeper and more nuanced set of powers that flow to those who prepare – based on evolving clarity and persistent alignment and realignment.**

And that's where we're going today… to really understand the strategic importance of clarity and alignment on issues such as hiring, performance, brand and market.

In a coming article, we will be more tactical about it. I'll reveal ten improved and specific language patterns and tactics to go from thinking at a higher level to actually "doing." They will help you to improve your communications skills (and to achieve higher levels of clarity and alignment), boost your effectiveness as a leader, and help you to develop leaders across your teams.

But this article is an analysis of broader research along with some materials prepared by the company Beehive (that conducts programs for companies that are starting the process of becoming more aligned with a clear purpose and values).

Note that when I spoke/speak about "mission" we were using the word in a slightly different manner than it is used in common business parlance. When I speak of mission, I'm speaking of a plan with a set of measurable goals that guides action over a specific period of time rather than simply a clear and succinct statement of the purpose and values.

Purpose, Mission, Values - Clarity & Alignment

Organizations (of all types but especially business organizations including professional practices) are facing significant economic, environmental, political and technological changes that are influencing how leaders and employees make decisions and work and how consumers make decisions to buy (and when to remain with a brand or service provider).

As we noted during our earlier discussions, these changes aren't slowing down, and they require businesses to evolve quickly and continually. **So achieving and then refining clarity are both more important than ever. And, so is alignment with what that clarity teaches us. The ability to review, revise and o constantly improve that alignment isn't then just a super power…it's one of the greatest super powers you can ever possess.**

And, if you've been reading the Intelligence Briefing for any time, I know that you have perhaps already gone pretty far in developing and clarifying purpose and values. You've probably already built and documented a five year mission.

But that work is never really done.

The most successful practices/businesses hiring around this self-awareness, train and communicate about it, and constantly put their attention on it, in decision making as well as further defining and clarifying.

So I have included a few reflections on how and why we do it and remain focused on it as well as where we go from here.

So back to the pace of change…

Research firm Gartner recently found that seventy-three percent of organizations expect more change in the next few years. And that data was collected before Covid-19 even hit.

As we also discussed, at live events and in previous articles, an organization can easily get off track when facing significant change if it's not clear about exactly where it's going and why. Better yet, a well prepared and agile company should have a predetermined process for addressing course correction by different departments or business functions so that everyone knows what's happening, how to react and communicate what's happening, and to collaborate on how that change and reaction affects other business functions and decisions.

This kind of clarity comes from really understanding where we are, where we are going, and the purpose and values that guide the company and decisions across all essential business functions.

When that clarity is reinforced with effective communications (at all levels) and continued alignment (with a shared purpose and mission), the company can stay on the right course…even in rough times and under rapidly changing circumstances. It has a well-built internal guidance system.

In short, aligning to a clear mission, values, and purpose helps organizations navigate these shifts by keeping them laser-focused on making decisions in support of the organization's "Why."

And that is achieved (across a company/practice and in each of the essential functions of a business/team) by building your powers of creativity and iteration AND then **always** asking which of the available options are most aligned with the purpose/values and that most effectively advance the mission.

Additional Factors (Besides Change) Driving the Need For Deep Level Purpose, Mission, Values Clarity & Alignment

Employee and consumer expectations are rising. Organizations can no longer be in business solely to sell things. Stakeholders demand better business practices and want organizations to be environmentally and socially responsible.

Rising employee/team member expectations and other benefits of alignment

Employees expect more from their employers than ever before. In addition to looking for flexible work arrangements and professional growth opportunities, employees want to find purpose and meaning in their work, and these higher expectations are becoming the status quo among all workers at all levels and at all ages as social consciousness increases and as the flexibility of remote work options develop.

A recent survey conducted by BetterUp found that 90 percent of employees — across age and salary groups — are willing to trade a percentage of their lifetime earnings for greater meaning at work. A workplace culture survey conducted by LinkedIn found similar results: seventy-one percent of respondents said they would be willing to take a pay cut to work for a company that has a mission they believe in and shared values or guiding principles.

So, having clarity about purpose allows a company to communicate the value proposition in hiring and to build a team that feels more aligned with those purposes and with a culture of people who share a vision and how to achieve it.

Finally, having clarity and always working toward alignment through improved and continuous communications builds trust. And things get done better, faster, and more effectively in a trusting environment.

So, attention to clarity and alignment has numerous practical benefits to the company/practice, to you, and your team.

Rising consumer expectations are another driver of the need for deeper level clarity and alignment

Just as team members value purpose and clarity/alignment, consumers are also making purchasing decisions based on an organization's purpose or mission. Accenture recently surveyed nearly 30,000 consumers and found that 63 percent "prefer to buy goods and services from companies that stand for a shared purpose that reflects their personal values and beliefs, and are ditching those that don't."

It's not enough for organizations to say they're acting in line with a mission or purpose. Transparency and trust have never been more critical to building and maintaining relationships within the company and with the partners/stakeholders and consumers. Seventy-four percent of consumers report that they "crave greater transparency" from companies, yet, nationally, trust began to decline in 2017 at a steeper rate than ever before.

Being mission- or purpose-driven is therefore no longer a choice. Employees expect their work to contribute to an organization's mission or purpose, and consumers are keeping tabs on whether the brands that they buy from are acting in the best interest of their stakeholders, consumers, and the communities they impact.

Beyond Clarity - The shift to purpose-driven and well aligned businesses

Businesses are taking note of the shifting dynamics that reward organizations for being purpose-driven. Larry Fink, CEO of BlackRock, the largest multinational investment management firm in the world, penned a letter to CEOs in 2017 that brought socially conscious investment to the attention of a broader constituency than just fund managers and academics.

In that letter, Fink noted the economic, technological and political changes that businesses need to be aware of. He told his clients, "we will be looking to see how your strategic framework reflects and recognizes the impact of the past year's changes in the global environment. How have these changes impacted your strategy, and how do you plan to pivot, if necessary, in light of the new world in which you are operating?" This letter indicated, on a well-respected, global stage, that profit is no longer the only thing that matters — even to investment firms.

In short, recent trends are driving businesses toward purpose-driven models. Yet, both purpose- and mission-driven frameworks support better business because each requires organizations to evolve continually toward being better tomorrow than they are today. The most important thing for organizations to do is to understand their "why," create alignment across the organization and do the work required to live and to implement the organization's chosen path.

Why Values/Alignment and Communication are Vitally Important

Values are what an organization believes and the behaviors it agrees to embody. Some organizations call these guiding principles, company principles or company beliefs. Mission and purpose answer the question of *why* an organization exists.

Values answer the question of *how* it gets where it wants to go. What is acceptable and desirable and what is unacceptable no matter what the circumstances.

Values give an organization the structure needed to empower employees to work toward achieving the purpose or mission collectively. Not every employee has a seat at the boardroom table, but they do have a role to play in living the organization's values.

Values inform decisions and give employees guidance on how they're expected to do their job and interact with colleagues, clients and partners. They create a common language across an organization. Values also set expectations for how the organization promises to interact with its stakeholders.

Choosing authentic values

An organization's values or guiding principles should support its "why" and its business objectives. Organizations should consider what behaviors will reflect the organizational culture and drive successful outcomes when choosing values. Values should be both authentic and aspirational, pointed toward what the organization is committed to becoming. Ultimately, when values align with an organization's purpose or mission, the speed at which they can achieve results accelerates.

A business that needs to maintain a high-level of client service to fulfill its purpose, for example, needs values in place that build trust with clients. Earning trust may mean the organization expects transparent communication and action-oriented behavior from its employees.

A health sciences company that relies on accurate scientific practices to achieve its mission may choose integrity as a value. Prioritizing integrity at the organization means employees are expected to behave ethically and report behavior at all levels of the organization if it doesn't support the value. Leaders might establish multiple communication channels for employees to report unethical behavior, including

anonymous channels, and develop policies stating that anyone reporting unethical behavior can do so without fear of retribution.

The organization can more effectively work toward its mission when employees embody integrity as an organizational value.

A technology company with a mission to develop and deliver innovative technology needs values that support innovation. Innovation often requires risk-taking and collaboration. The company would be wise to incorporate these desired behaviors as values to encourage employees across the organization to try new things, push boundaries and share ideas.

Leaders (at all levels within an organization) can incentivize the value by creating rewards and recognition for innovative ideas or provide employees with dedicated work time to pursue innovative strategies.

Organizations that have values, guiding principles, company principles or company beliefs misaligned to their purpose or mission should spend time redefining values and seeking higher levels of alignment with what matters.

These organizations can ask themselves:

- What behaviors will enable our purpose or mission? And how do we encourage/ incentivize them?
- How do we want to show up in the world?
- What do we believe, and what are the behaviors we agree to live by?
- When someone is demonstrating this value, what are they doing?
- What behaviors are authentic to our organization, and do they align with the future of the company/practice?
- How are we willing to model our values every day — through talent-related initiatives like hiring, training, incentivizing and promoting?

Activating values

Establishing a set of values is just the first step.

Activating those values is where organizations create true impact. Organizations should start by clearly defining what each value means to their team and their behaviors. Clearly defined values create shared understanding and consistency across an organization. This clarity empowers employees to embrace the values and work accordingly.

Let's consider an organization with a value of being growth-minded, which is defined as having a curious mindset to help grow the business. A growth-minded value can only become part of how the organization operates when employees understand what the value means and how they are supposed to act based on it. They have to feel that those actions are safe and will be supported and rewarded.

Often we see an initial clarity of purpose and values but a failure to successfully communicate them or a failure to return to and to review them across the organization.

Using examples to articulate what the value means helps employees visualize how they can live and activate it in their day-to-day work. Organizations with a value of being growth-minded might bring it to life by encouraging employees to seek out professional development opportunities, creating an open and transparent feedback loop for employees to share ideas with leadership, and encouraging and fostering collaboration among colleagues. Employees effectively shift how they make decisions, approach their work and communicate with others when they understand and embrace organizational values.

Below are some additional ways an organization can activate its values or guiding principles:

- **Reinforce values through communication and leadership modeling.** Leaders must model organizational values if they expect employees to adopt them. Employees are more likely to embody the values themselves if they hear leaders talking about *and* modeling them in their behaviors, actions and decisions. The organization should also tie any new policy, product or initiative back to its values to reinforce their importance and provide clarity on how they come to life through the organization's decisions and actions.

- **Hire based on values by incorporating them into recruiting and interviewing.** Organizations need the right people in place to achieve their mission or purpose. Values aligned to the purpose or mission help organizations hire the right employees. Incorporating values into recruiting efforts, including values-based interview questions, helps organizations hire and retain the right people needed to achieve its purpose or mission with energy, passion and efficiency.

  Being clear about values or guiding principles also helps organizations attract candidates whose personal values align with organizational values. Employees are more likely to be creative, inspired and loyal when their values are in sync with the organization's values. Misaligned employees will be less passionate, committed and productive.

- **Review, incentivize and recognize employees based on how well they embody organizational values.** Reviewing employees against values allows organizations to incentivize and reward them based on these priorities. Rewarding value-aligned behavior is both positive reinforcement for employee behavior and a demonstration of how seriously the organization takes its values.

  Values provide an objective filter for conducting employee performance reviews. With

a strong set of values, organizations can celebrate, coach and correct behaviors to ensure employees are in alignment with the company's values. Organizations can more quickly fulfill their purpose or mission when employees are acting against the same set of values.

- **Bring values to life in the workplace.** There are many ways to visually weave values into the workplace to reinforce the organization's commitment. Consider posting values on walls throughout offices, creating computer screensavers, incorporating them into slide deck templates, and integrating the values into the workspace itself. For example, if wellness is a value, provide access to a fitness center, offer healthy snacks and install standing or walking desks.

  If collaboration is a value, offer creative brainstorm rooms, develop a culture of face-to-face meetings over emails and integrate office seating across departments or practice groups. Spend time considering ways to creatively, visually and operationally reinforce values or guiding principles.

  Values are essential to achieving a purpose or mission. They influence employee behavior by setting expectations for how the organization expects employees to interact with colleagues, partners and customers.

How purpose, mission and values affect business metrics

A workplace culture survey conducted by LinkedIn found that 87 percent of Americans say having pride in the company they work for matters. Yet, only four in 10 U.S. employees strongly agree that the mission or purpose of their company makes their job feel important. Gallup predicts that organizations could reduce absenteeism by 41 percent and improve quality by 33 percent if organizations increase this ratio to eight in 10 employees.

Employees also want to know *how* their work impacts the organization's mission or purpose. Gallup found that employees are three-and-a-half times more likely to be engaged when employees see how their work connects to the organization's goals.

The impact of strong employee engagement is far-reaching. Organizations scoring in the top quartile of employee engagement surveys experience better customer engagement, productivity, retention and 21 percent higher profitability.

Clearly, alignment with well-defined purpose, values and mission impact real business outcomes.

Below are four additional ways being purpose, mission and values aligned impacts business in a positive, tangible way:

- **Improved retention and recruitment.** Employees increasingly want to work for organizations that are making a difference for their stakeholders. Employees consider purpose twice as important on average than traditional motivators like compensation and career advancement. Company purpose is also one of the strongest retention drivers for millennial employees. Retention will improve and recruitment will become easier when organizations activate their purpose or mission. Employees are more likely to want to work for an organization when they understand why their work matters.

- **Thriving innovation and creativity.** Having a clear purpose or mission helps organizations be more innovative, which is especially important in times of industry disruption. Sixty-eight percent of "purposeful companies" agreed that purpose is extremely critical to an organization's ability to innovate in times of disruption. Purpose or mission also serves as a stable reminder of why the organization exists, keeping the organization on its intended path during times of change.

  Employees are also more likely to contribute innovative and creative ideas when they believe in the organization's purpose, mission and values. Effective purpose- and

mission-driven organizations consistently help employees understand why their work matters, how their innovation and creativity helps the company reach its objectives quicker, and why that creates value for both them and the organization.

- **Increased loyalty and trust.** It pays to build trust and loyalty with customers. Numerous studies show that repeat customers spend more money than new ones and are less expensive to sell to than acquiring new customers. A recent study from CGS found that the second-highest reason repeat customers return to a brand is its sustainable/ethical business practices and the fourth reason is the brand mission. Customers appreciate — and respond with their purchasing dollars — when organizations stand for something beyond profit alone. Mission- and purpose-driven businesses should share why they exist, what they're trying to do, and whom they serve to build trust, loyalty and preference.

- **Healthier workplace culture.** There are clear benefits to workplace culture when the company organizes itself around its purpose or mission. Organizations that clearly define and communicate the value they deliver to the world or their stakeholders have employees who are significantly more motivated and passionate than employees at companies that don't effectively communicate their purpose or mission. Passionate, motivated, inspired and engaged employees contribute to a healthy workplace culture. Healthy workplace culture leads to better-performing employees who can more effectively activate the organization's values and work toward the purpose or mission.

Distraction, disengagement, and inconsistency result when purpose, mission and values are out of sync/alignment.

However, organizations experience higher profitability and better retention, engagement, innovation and creativity when purpose, mission and values are clear and where there are ongoing processes to remain in alignment with them. Employees work more effectively together toward a shared objective, and customers trust

organizations that work toward delivering positive value to their stakeholders or a larger global community.

Which brings us to one of our final points and it's the bridge to our next article…

The Role of Strategic Communication in Activating Purpose, Mission and Values

Seventy-nine percent of business leaders believe that purpose is central to their organization's success. BUT…fewer than half of employees know what their organization stands for and what makes it different from competitors.
Purpose, mission and values activation requires strategic communication that provides clarity and alignment and establishes expectations. Gallup employee engagement research over the past 20 years has repeatedly found that for employees to be productive, they need clear communication about the organization's purpose or mission. Employees who understand the purpose or mission and how they contribute to it are more motivated and passionate about their work.

Key steps to activate purpose, mission and values and to clarify the need for more and better communication surrounding each step.

Purpose, mission and values work starts with defining and articulating what these terms are, developing an activation strategy and aligning leaders as champions. Communication is vital in each of these phases. Companies cannot bring purpose, mission and values to life without comprehensive and continual communication. And that level of communication is essential to…

Activating Employees

Once owners/executives are clear on what needs to be done to achieve the purpose or mission, they need to consistently inform, motivate and educate employees to take the actions necessary to get the desired results.

Activating employees requires ongoing communication focused on helping them understand their role in the purpose or mission, then empowering inspiring them to embrace and live it. The internal communication strategy should leverage multiple channels to accommodate different learning styles and can incorporate videos, infographics, written documents and in-person events.

Employees are ultimately responsible for doing the work required to achieve the purpose or mission. They need to buy in to why it's important, and they need to know how they can work toward achieving it. Enlisting support from employee ambassadors who are naturally influential can be effective for motivating other employees to embrace the purpose, mission and values. Reviewing and rewarding employees against not only the values but also the work they're doing in support of the purpose or mission can effectively reinforce the organization's commitment to it.

Some Examples of Effective Communication Strategies

Organizations undertaking a significant purpose, mission and values initiative (versus simply refreshing values) may consider approaching the initiative from a change management communication perspective. Activating a purpose or mission and its supporting values often represents a significant organizational change. It can include changing employee behavior to work toward the purpose or mission and live by the organizational values. Changes like these can fail when companies neglect to communicate effectively.

Activating purpose, mission and values requires a commitment to proactive, frequent and clear communication that helps to educate, inspire, create new habits and build trust. Organizations can do this by:

- Explaining why the purpose, mission and values are necessary for the organization's future success
- Demonstrating the role employees play in activation and how employee performance will be measured
- Keeping leaders involved, committed and communicating about the purpose, mission and values
- Engaging in open, collaborative two-way communication about the organization's progress toward achieving its purpose or mission
- Leveraging multiple communication channels and weaving purpose, mission and values information into all relevant initiatives
- Celebrating wins as the organization works to achieve its purpose or mission

Infusing the purpose, mission and values into everything the organization says and does helps drive clarity and understanding and motivates employees to embrace the organization's "why" and "how." Effective communication has the potential to turn employees into advocates both inside and outside the organization.

Measuring the Success of Purpose, Mission and Values Activation

There are numerous metrics to track that can provide insight into how effectively the organization is activating its purpose, mission and values. These metrics include:

- **Retention and recruitment**. These metrics measure the average length of employee tenure and how long it takes to fill an open role. Organizations that are clear about their purpose or mission are magnets for the right employees and are more likely to keep these employees longer. Retention and recruitment should improve for

organizations that are effectively operating based on their purpose, mission and values.

- **eNPS** (employee Net Promoter Score). This one-question survey asks employees how likely they are to recommend the organization as a workplace. Employees are more motivated, passionate and engaged when they understand their organization's purpose or mission and the role they play in it. These employees are more likely to give strong eNPS ratings. Learn more about using eNPS here.

- **NPS** (Net Promoter Score). This one-question survey asks customers how likely they are to recommend a brand to a friend or family member. Today's customers care about whether an organization is living up to its purpose or mission. They pay attention to things like how a company treats its employees, the environment and the communities in which they operate. Companies will likely see an increase in NPS when they build trust with customers by aligning to a purpose or mission.

- **Employee engagement.** These metrics assess how engaged employees are based on standard questions about how happy they are at work and the strength of their relationships with colleagues and their boss. Employees aligned to the organization's purpose, mission and values will be more engaged and committed to their work. Weak employee engagement metrics could indicate the organization hasn't successfully activated its purpose, mission and values, or it might not be attracting the right employees.

- **Business performance.** Business metrics like sales revenue, cost of acquisition and customer retention rates can also indicate how well an organization has activated its purpose, mission and values. Customers increasingly want to do business with companies that operate on strong values and purpose. Business performance also improves when companies are clear about the reason they exist and make all decisions

in support of that reason.

Organizations should choose metrics they can routinely track to measure the performance of purpose, mission and values activation. Evaluating these metrics helps leaders identify misalignment and spot areas for improvement.

Conclusion and Next Steps

So you've all worked hard and reached a point where there's true clarity of the purpose, values and mission. You're not afraid to revisit and re-examine these issues to gain further clarity and to react to changes in the world and in the marketplace. You realize that in some ways, that work is never really done.

But it's also become abundantly clear, that the real work of communicating and building trust through communication and actions that are consistent and in alignment is the next step to higher levels of success.

So that's where we go next.

In our next, article/discussion/training/exchange, I'll guide you through 10 specific tactics of better and more effective communications that build your skills and help you to develop as leaders.

Dave Frees

Briefing Item #3

Lessons on Leadership

By: Dr. Dave Weiman

NOTE: Dr. Dave's brief article has incredible power to improve the quality of our day to day personal lives as well as our businesses and professional practices. Do not let its length distort your view of its importance and empowerment. There are things that you can do to change your reality. I'll see you at the end of the article to get that process going.

There's a concept in psychology called "The Corrective Emotional Experience."

It refers to an experience you have later in life that "corrects" a bad experience from earlier in life that left you feeling emotionally upset.

Typically, those bad experiences involved relationships with people close to us.

If we're still upset about that prior experience, a new relationship that's healthier can help correct that bad emotional experience.

It's not that it erases it, but it is about creating something new that's more recent in your experience and therefore has this corrective quality to it.

In sports and in life, you might think of it as the do-over, the second chance. And if you think about it, there are all kinds of things that happen to us in life where a corrective emotional experience could come in handy!

If you order breakfast, and it's not very good, you can have a fantastic lunch that you like and create what I call "The Corrective Gastronomic Experience."

If you're getting dressed to go out and don't feel so hot about the clothes you put on, you can change your clothes and create a "Corrective Sartorial Experience."

The real nugget here is not just correcting the experience —the do over — it's the realization that there is power in the choice of doing something to correct that bad feeling or that bad experience.

The corrective action itself is important.

A study years ago showed that a surprisingly large number of people who call a psychologist's office to make their first appointment don't show up for that appointment.

And the reason given for that phenomenon was many people feel better for just having done something … just having made that call.

I hope if there are things going on in your life today that you feel you'd like to correct, you'll take the opportunity to create a corrective experience … no matter what it is.

Remember that part of the benefit is the experience and part of the benefit is that you chose to take an action.

ACTION ITEM FROM DAVE FREES: After I read Dr. Dave's article I was immediately moved to take action. This process worked so well that I want to share it. But if you don't like it, don't blame Dr. Dave. Blame me and find your own way to use this extraordinary article that he prepared for us.

So let's think about this in three stages:

1) Identification: What are two or three bad experiences (recent or from the more distant past)…that provoke a negative experience to this day…or that diminish your enjoyment. They trigger a negative view of the world, situation, or of a person or thing? Make a brief list. I noticed that I would sometimes get a bit sad that my Mother never got to know Bodhi before she died.
2) Reframing Experience: Prioritize those experiences and pick one that, when you do reframe and correct for it, that experience will most positively change your life. The identify an experience you can use to correct for it. In Dr. Dave's example about clothing, what outfit would we change into? In my example, I decided that whenever playing with Bodhi triggered that little feeling of regret, I would use that as a trigger to remind me of an exceptional experience with my mother when I was very young.
3) Go do the new experience and pay particular attention to all the ways in which it makes you feel better, smarter, stronger, more confident, happier….or whatever you seek.

Now rinse and repeat sometime soon with another corrective experience!

This is an extraordinary article with the power to really make change for the better, in how you feel or how you interact with and relate to others!

It will make you more powerful and happier. Enjoy!

Briefing Item #4

By: Master Somnath Sikdar

The Opposite of Happiness Isn't Sadness…

The opposite of happiness isn't sadness...

...it is misery.

To paraphrase Swami Vivekananda: Sadness isn't the opposite of happiness, misery is.

And, we experience misery when our expectations aren't met.

Swami Vivekananda was a Bengali Scholar and spiritual teacher in the late 19th century. He is known for lecturing in the west and popularizing certain Hindu philosophical concepts. He was a disciple of Ramakrishna and would later found the Ramakrishna mission, a secondary school that my father would attend about 50 years later.

We grew up hearing of his lessons, reading some of his books and essays as part of our own religious / philosophical education.

Swamiji describes misery as trying to empty the ocean with a bucket. The task is futile, yet we persevere ***with the expectation*** of drying out the sea. Failure is inevitable and the journey begets suffering because our expectations are misaligned.

If you'll allow me, here's my takeaway (and twist).

Dragging buckets of water from the ocean for your child to build castles of sand, even knowing they will be destroyed when the tides change, will bring you great joy.

The task and the process is the same, but the expectation is completely different. The purpose and meaning of the work changes your perception of both the result and the journey.

First, a little bit more this philosophical approach to happiness and then we'll fast forward and apply this to good ol' 21st century capitalism.

According to the yogic teachings, our senses (sight, smell, hearing, touch, taste, temperature, pain, position, balance, etc.) cause our suffering. Whether we are happy or not is susceptible to our environment because we have not mastered ourselves.

And, the way to work on self-mastery is through meditation and moderation.

(You can grab my 1-pager on getting started with meditation here --> https://bit.ly/2Ou7RZZ)

The benefits of meditation are many: improved sleep, better emotional control, impulse control, increased kindness and gratitude, heightened focus, more self-awareness, less stress, and less anxiety. The benefits are physical and mental, and meditation can be practiced anywhere, anytime.

Most importantly, it will help you make an important shift. You will become less of a product of your environment; instead, your environment will become a product of you.

Ok, now that we've spent some time counting beads in our imaginary ashrams, what does this have to do with *Business*?

Well, the smart folks at Oxford and MIT found, through extensive study, that happy workers are more productive. (I hear they're also working on a project to determine if water is wet.)

While this is probably painfully obvious, we can't just tell all of our team members to go meditate and "be happy" and hope they'll get more done. Although, I'd argue that's a good start, we need something a bit more tangible.

These studies help reveal what some of those tactics are. Increased happiness in ourselves and our teams leads to increased sales, higher levels of output, and improved customer satisfaction. Note: it doesn't correlate to more hours worked.

The researchers offer the following insights to increase the teams' happiness and in turn their productivity.

1. Give them a sense of autonomy. We can't give everyone full autonomy since ultimately we need things done a certain way. However, if the team has input and ownership in how things are done they are more likely to be focused on doing those things well.

2. Help them understand why they are working for the company. This starts with leadership, then management, and then goes to the remainder of the team. The organization needs a clear purpose and vision. Only then can the team members start to see how they fit into that bigger picture.

3. Offer them feedback and ability to grow. As Daniel Pink discusses in "Drive", we're all partly motivated by being on the path to mastery. Most people want to get better at what they do and to be better in general. Misery, the opposite of happiness, stems from misaligned expectations. Make sure expectations are aligned and provide a roadmap to meet and exceed them.

4. Find the right work-life balance for yourself and your team. And, understand that you're not standing on the same scale. As an entrepreneur and a leader you're fundamentally built differently than the people that work for you. That's a good thing. If you hire people that are too much like you, they will leave, and you'll be upset and wonder why. Everyone needs a time away from work, a time to recharge and pursue personal goals that are different from professional goals. Understand that how this time is spent will be quite different for you and the rest of your team.

Somnath Sikdar
"Be The Coffee."

PS. Swamiji emphasizes the importance of moderation. Too much of anything, even a good thing, can be a bad thing. Don't eat too much, don't eat too little. Don't overeat, but also don't fast for too long. Don't be too sedentary, but don't exercise "too violently" as he puts it. Sit comfortably so that you can meditate for a long time, but maintain good posture and don't slouch. The list goes on...

But, then by extension there is a corollary. If too much of a good thing can be a bad thing, then too much moderation can also be a bad thing. The necessity, and value, for extremes. Just know when, and how.

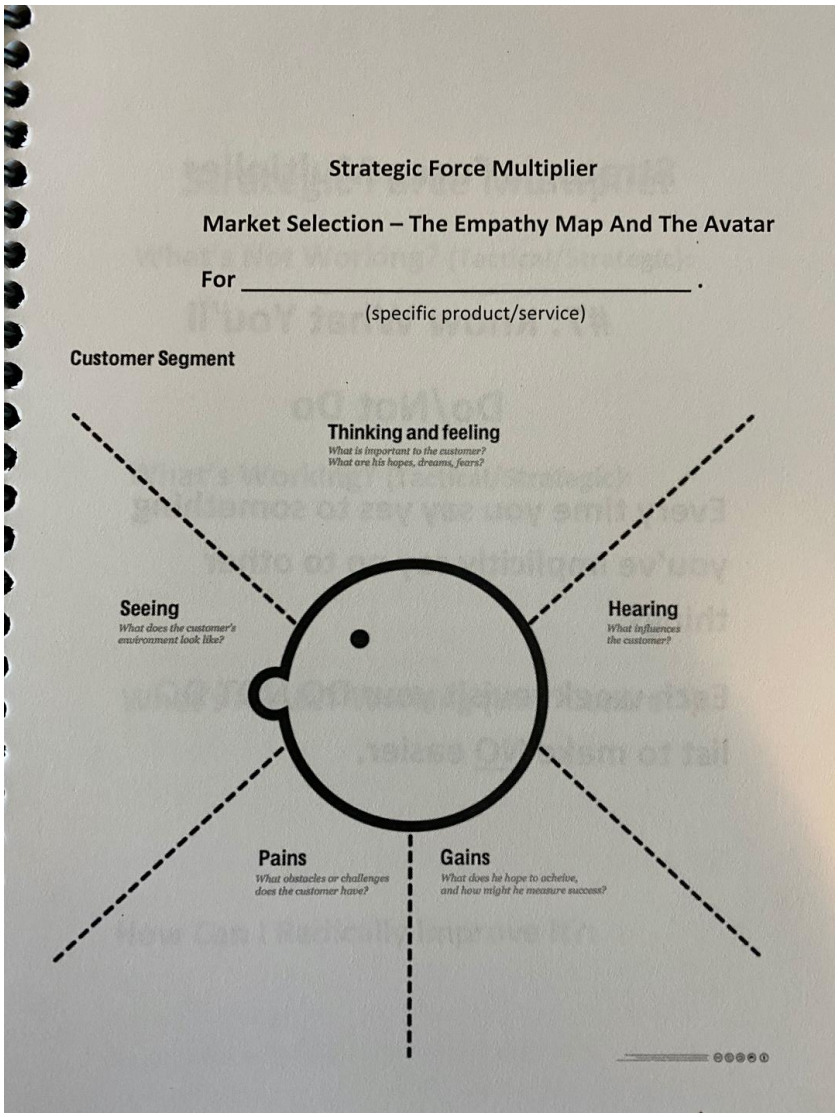
Briefing Item #5

What Is Your Avatar Thinking?

Improving the BBO Avatar & Empathy map
The Problem Statement Model Add-On

By: Alex Frees

Every year since my 6th or 7th birthday (I'm exaggerating I was really 12) I feel like I have seen some diagram that looks like this:



Anyone else have their dad give them a field manual as a kid? No? Just me? Ok…

If you've ever been to a BBO or three days to success mastermind or been coached by The Old Man then you have seen this and even completed one. The Empathy Mapping process is vital to any business and without it your marketing will seriously underperform (and no one wants that).

By the way… I am assuming that you have already completed the Avatar creation statement.

I help _____ A very detailed description of the demographics and psychographics of who you help with the particular product or bundle/sequence of products/services

To _____ Achieve the particular thing/overcome the barrier that you know they really want
By _____ The method/way you achieve this or help them to achieve this
Even if _____ The objections that they have experienced and how you overcome them

Between the avatar creation statement and the empathy map we can get pretty much all the way there. But *sometimes* it kinda feels like getting to where you're going and parking in the employee lot. You're close but not all the way there!

That's why I've started developing and using what I call the Empathy Problem Statement…

It's an add-on exercise to the Empathy Mapping that can totally change the way you think about your avatar!

This is something that we have now started testing at Credit Suite on a regular basis. It helps us know we are on the right track with our marketing strategies, goals, tactics, etc…

It also helps coordinate properly with our product development team. They can't do their job without input from marketing, and we can't do ours without a totally killer product.

So, what is a problem statement? It's like the Avatar creation formula but… You are approaching this statement from the view of your avatar.

Here's how it works…

Step 1. Work through your Avatar creation formula if you haven't already.

Step 2. Now you're ready to either do some interviews with your avatar, current customers that closely resemble that particular avatar, etc.

You want to ask about things around what are they trying to do:
What are their goals?
What are they trying to achieve?
How important is it to them? and
How satisfied are they with how things are currently going…

Step 3. Next ask questions about what is getting in the way. You also want to find out why they think those things are getting in the way:

What has been or still is keeping you from…?
What challenges or barriers have you experienced?
That's interesting…what else has prevented you from…

4. Finally, find out how that makes them feel.

That is your problem statement. Structure it like this:

I am_____

I'm Trying To_____

But_____

Because_____

Which Makes Me Feel _____

You can see how this process, while not really required, is incredibly useful when it comes to understanding **how your avatar thinks about their problems as it relates to your products, services, and solutions.**

Now you can move on to the empathy map in the mindset of your avatar. You know exactly how they are thinking and feeling, you know how they are describing their problems. You know A LOT more about them just through a few interviews or a survey. So take that knowledge and optimize the exercise:

I help _____ A very detailed description of the demographics and psychographics
To _____ Achieve the particular thing that you know they really want
By _____ The method/way you achieve this
Even if _____ The objections that they have experienced and how you overcome them

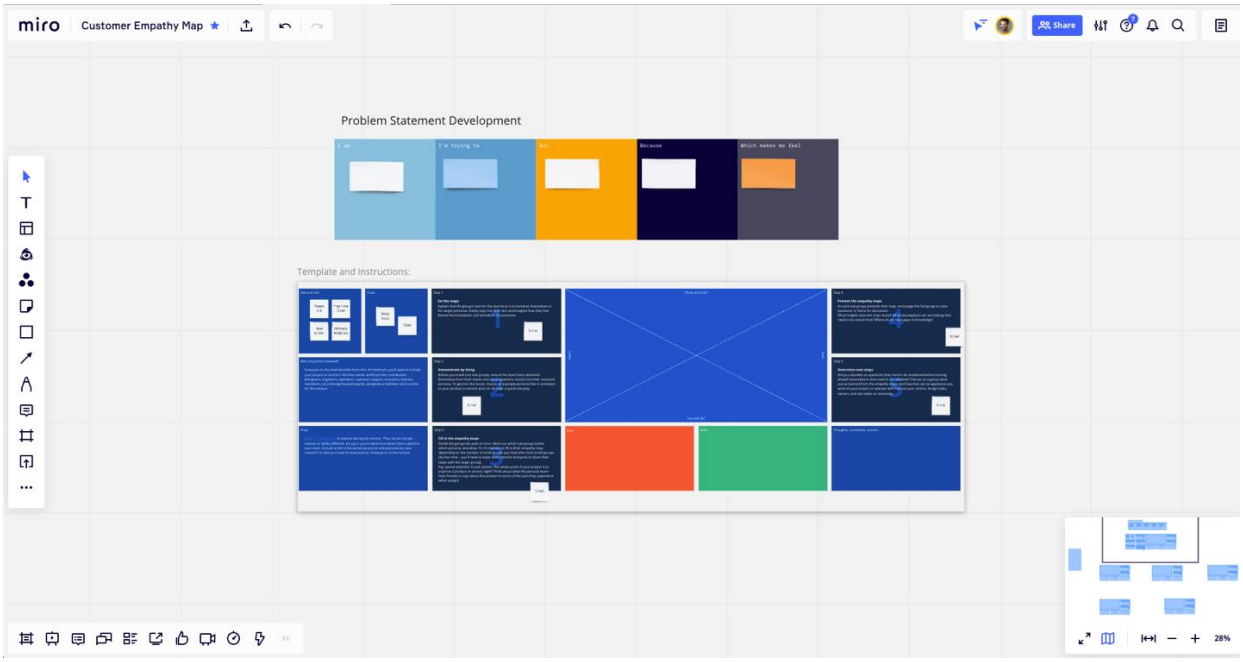
NOTE:

There are some nuances that I left out of this exercise that are worth thinking about.

For example, how you run surveys or interviews matters. The way you write or ask questions could dramatically skew your results. You should consult a professional before trying this on your own if you've never done it before. Or do some serious reading on survey question bias and survey methodology. Otherwise you may be directing their responses rather than learning from them.

A Few Hacks:
As a remote team we use a tool called Miro to collaborate across teams on any given issue. It helps us map out everything from marketing and advertising campaigns to our empathy mapping exercises. Its collaborative and super easy to pick up and use.

Here is what our board might look like as we work through our empathy mapping at Credit Suite.



Users can use sticky notes or call-outs so as we run through this, everyone can take part. We can then add Asana (project management software we use) tasks right on the board so that we can act off what we discuss. Those tasks are assigned to the appropriate team member and team leaders have a record that makes follow/accountability up easier.

I hope this opens your mind a little. I also hope that you do the avatar exercise a little more often than just once a year at BBO. It is a constant work. The world and our products/client/customer/patient needs are changing all the time. Understanding that at this level gives you an unfair advantage! Best of luck.

-Alex Frees

Briefing Item #6

New Members and Field Notes


Angela and Somnath

This month we put BBO Intelligence Briefing contributor and War Lord, Somnath Sikdar, in the spotlight. He is the President of Dragon Gym Legacy, a small chain of martial arts schools in Southeastern Pennsylvania. A 6th Degree black belt with over 30 years of experience, his training has covered a broad spectrum of martial arts to include a variety of weapons, self-defense, as well as Taekwondo, Hapkido, and Brazilian Jiu Jitsu.

His current focus is developing top-notch instructors in order to grow Dragon Gym into a national brand. He also consults with martial arts and fitness professionals around the world to help them systematize and scale their businesses.

A passion-project is "Be The Coffee." This is a coaching program for individuals to become "the thing" that changes the essence of their environments for the better through mindset, energy, and action.


Greer

- **What is on your night stand?**

A bottle of bourbon, reading lamp

- **What is the first app you use in the morning?**

Home security / Baby Monitor to check on the kiddos.

- **What would you do if you won the lottery?**

Try to keep it a secret. Not because I wouldn't want the general public to know, but because I wouldn't want Greer to know. Trust me, it would be better for all of our safety if she didn't have access to that kind of money.

· **What was the last gift you gave someone?**

Pizza Oven

· **What's the last thing you watched on TV and why did you choose to watch it?**

The last thing I watched in it's entirety was the movie "Shooter". It's great movie in my opinion and have probably seen it a dozen times. There's so much content available now, it's hard to sift through it all. And, much of it is garbage. Plus, usually when I settle down to watch the brainwashing machine, I fall asleep anyway. That way the programming goes directly into my brain without conscious interference.

· **What is the funniest thing that has happened to you recently?**

The way this question is framed now makes me wonder. Where people laughing with me or at me? And, by people I mean Angela. So, I guess that answers that…

· **What do you want to be when you grow up?**

Old. It may sound strange and it's a bit selfish, but I want to grow old. When you cross the threshold of middle age you realize that there are likely more years behind you than ahead of you. And, I feel like I'm *just* hitting my stride. (I guess we always feel that way though.) One of my best friends died at 40. Not young, but still had so much potential ahead of him. My kids are young. I want to grow old to see them have careers, families, and flourishing lives of their own.

· **What inspires you?**

God. Well, the stories of the gods. A common misconception is that Hinduism is a polytheistic religion. In fact, it is a monotheistic religion. But, it's also understood that it's impossible for us to comprehend omniscience and omnipresence. So, in part, out theology is broken up into a pantheon of gods and a rich mythology. These stories instruct us on how to act and construct a life. The most famous example is the explanation of Karma by Krishna to Arjun on the battlefield in the Bhagavad Gita. But, there are also many more smaller, unknown stories. For example, in their youth, Arjun and his brothers are sent to Gurukul (school in the woods). There is a story on how Arjun and his Guru deal with a competitive archer. The allegory informs us on the students duties to his

teacher, and more importantly the teacher's duties to his students. Stories like these inspire me to do more, and to do better.

· **What do you do in your free time?**

Free time? All time is precious and I don't see any of it as "free" so to speak. My most valued and precious time is with my wife and kids.



· **What's the most interesting thing about you that we wouldn't learn from your resume alone?**

I worked on a major motion picture for about 6 months doing background fights and stunts. It's not on my resume since it's not something relevant to this career and the last. However, it was a ton of fun and I met some great folks.

· **If you woke up and had 2,000 unread emails and could only answer 300 of them, how would you choose which ones to answer?**

I'd use a script to filter out all the emails that aren't from someone I know or from a relevant financial institution.

· **If you had to be shipwrecked on a deserted island, but all your human needs—such as food and water—were taken care of, what two items would you want to have with you?**

Item #1 would be a solar array that would be sufficient enough to power item #2, a satellite down link.



· **Are you a hunter or a gatherer?**

Definitely a gatherer. The idleness of lying in wait makes me to uneasy and / or puts me to sleep.
I absolutely don't have the patience to be a hunter.

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.

2021 BBO CALLS:
SAVE THE FOLLOWING DATES FOR TUESDAY 12:30 PM (EASTERN):

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

March 16, 2021 Topic: Actionable Fundamentals of Success and Wealth - Volume I

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.

Volume 2

Making Higher Profits & Margins Starting Right Now…

What's Inside Volume 2
(TACTICAL FORCE MULTIPLIERS)

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. PLUS: TWO Meta Strategies (successful people/companies use these mindsets), over 23 strategies and numerous specific action items to implement these winning techniques that can be easily and EFFECTIVLY ADAPTED and DEPLOYED. **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. **TWO EXCELLENT RESOURCES YOU MIGHT WANT TO LOOK INTO INCLUDING HOW WE FEEL ABOUT CLOWNS.**

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.

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 very powerful strategies and tactical ideas/applications of these strategies 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.

Meta Strategy (Mindset Force Multipliers): Get More For Less and Get More From Everything that you do.

Specific Strategies to Achieve The Meta Level Mindset:

1) The "Toll Booth Position" Strategy – where every lead, client/customer/patient is worth much more to you and that in turn allows you to spend more (than your "competition") and to dominate your niche(s). "He who can pay the most for the customer wins." Dan Kennedy

2) Be In The Business of Using The "Finding New Audiences Strategy" NOT Just Developing All New Content and Resources All The Time– Building any new evergreen marketing campaigns, media, content and/or presentations is very hard and time/ resource consuming. So, get the most out of each one that you've painstakingly created, optimized and fine-tuned, by finding new audiences that are underserved, and who want/have the capacity to buy. Better yet, do this first with your highest margin products/services/bundles.

Try these! They have the capacity to truly improve performance, results and your profits.

Examples 1 and 2:

This is really two for one. It's Business A (in this case, AWAI) selling a product (it could be a service) produced by Business B (in this case Dan Kennedy).

Business A hasn't developed or produced the product/service. It's merely profiting from the sale of the product to its list.

This system allows you to improve margin and customer value without the high costs of product development/testing/ deployment. NOTE: You want to develop your own back end and upsells (or acquire them from another source) so that the margins are even higher and you're not dependent on another company. But this is a jumpstart.

Notice that this is an article (Example 1) reviewing and discussing Dan Kennedy that then includes a link to a sales letter (Example 2).

Both are great and you can learn a lot from each that can be adapted and personalized using the strategies and tactics contained in each one.

But it's the higher-level strategy of partnering with someone who has a product or service that's compatible with and desirable to your Avatar. They shouldn't, for obvious reasons, be in direct competition with you but rather, select someone who sells to your type of buyer. While at first, you're paying

someone else to access their list, you eventually acquire and build your own.

That then allows <u>you</u> to be in the toll booth position we discussed earlier – charging money to access your list and your client/patient/customer base and increasing the average value of your buyers

On top of that, the copy both for the article/offer was written by one of America's top direct marketing companies, and the copy for the sales letter/page was written by Dan Kennedy. I'll call out a number of worthwhile techniques in red notes as we go. But I'm only noting a very few of the many great ideas and techniques.

Why?

You'll be better served by finding them yourself. You know your business and how they might apply much better than I do. And what am I anyway your coach or your nursemaid?

Anyway, my status aside, this is a great strategy for getting exposure to new markets/audiences. Remember my strategy suggestion that great sales tools (such as evergreen webinars etc.) are time and resource intensive. So, once you've developed one or more make them work by discovering new audiences!

This is just such a play! ******** (it's above five stars for great and powerful).**

Read the above paragraphs again. They can make you loads of money and make everything you do worth more.

Couple this strategy with an upsell, bundle or follow up selling and you're looking at really significant growth in margin and cash flow.

Follow that up with developing your own back end business, upsells, etc. and you'll be making way more profit.

So with no further ado… here are examples one and two:

Example 1 – Published in AWAI's blog

Is Dan Kennedy the Real Deal … or Just Damn Good at Marketing Himself?

By Paul Hollingshead

MY NOTE ON THE HEADLINE: This headline will be provocative to the audience reading this piece and they are likely already fans of or aware of Dan Kennedy. Watch how he starts off suggesting a negative review (which will compel readers to keep going).

Something's happening to me these days.

I'm not sure what, but over the last year or so – ever since I hit half a century – I've found myself less accepting, more jaded of people, their motives and a long list of other things.

I've always thought it was supposed to happen the other way – where, as you age, you become accepting of others … at peace with one's self.

Nope.

For instance, I've lost all patience with people trying to pull one over on me, and I'm less likely to hold my tongue about it – even when I'm not sure they are.

I used to be something of a news junkie, but now I'm fed up with the media, government and the games they both play. Can't be bothered with any of it.

Suddenly I hate it when people are late, so I've instituted a strict five-minute rule: If someone's more than 5 minutes late for an appointment (especially a tee time), I leave.

And then there's Dan Kennedy.

I'm the first to admit I'm probably wrong about this. I don't know Dan well at all. I met him once – at Bootcamp. Very nice guy. Definitely smart. Knows his marketing like few people I know – definitely in Michael Masterson's league. And people who know him better than I do say he's a really great guy.

But there has always been something about his writing – at least the writing *I* see – that puts me off. I find it on the high and mighty side. Braggadocios. There's a "you're lucky I'm even talking you" quality to his writing that I find, well *off-putting*.

So, over time, I have to admit that I've built up a little bit of a prejudice against Dan.

Now, as you know, we (AWAI) do a lot with Dan and his Academy and I found myself wondering if he really was a good influence on AWAI members …

I asked Katie not too long ago (no doubt in a cynical tone), "Did people really get $5,000 worth of value from his get together in Cleveland" a while back? (Yes! I was assured. And Katie should know. She was there … plus she e-mailed me all the glowing letters from AWAIers who went and said it was the best experience of their life!)

Okay, but still I wondered …

Is Dan Kennedy the real deal? Or is he just damn good at marketing himself.

I can't say why for sure, (remember, there's something happening to me …) but for some inexplicable reason, I had convinced myself of the latter.

And I went on my merry way.

All the while I've been getting Dan's "Look Over My Shoulder" reports in the mail. And ever since I formed my opinion about Dan, I've let them pile up, unopened.

There must have been more than a dozen of them, sitting there on my shelf – still sealed in their colorful envelopes with cartoon illustrations of Dan and someone called "Pete the Printer" on them. (Had I been harboring these feelings about Dan *this* long? I asked myself …)

Now here's the thing – and why I'm telling you all this in the first place.

Yesterday I went to the mail on the way to picking up my son Michael up from school. And in my mailbox was the latest issue of "Look Over My Shoulder" and a bunch of bills. (Frankly I was disappointed because I was expecting a royalty check …)

So I did what I've done with the past dozen or so LOSs … I tossed it in the back seat, buckled up and headed to school to get Mike.

But I arrived 15 minutes early. So with no phone service (Vermont!), no papers and only bills to read, I did what I haven't done in months … *I opened the latest issue of Dan's Look Over My Shoulder & "Marketing Your Services …*

The first thing that fell out of the rather thick bundle of papers was a big picture of Dan and 'Pete the Printer' posing by a helicopter with "TRUMP" stamped on the side of it. (Not sure why the picture was in there, but it didn't do much

to change the impression I had formed. Dan does speaking engagements with Donald Trump, so I suppose he got a ride in one of his helicopters. Somewhere I have a picture of myself with Ed Asner, but I'm not about to post it here)

So I tucked the photo away, and another sheet of paper fell out … headlined "Dan Kennedy's 10 Wealth Creators." I read down the list assuming I'd find things I've heard a million times before.

I didn't.

Notice his savvy technique here that now represents Dan overcoming the writers anti-Dan prejudice.

I had to admit, these were good. I mean there were things on that list that made great sense … things I've never heard before. Because they weren't strictly about writing stronger copy, like an "in-the-box" thinker might come up with when putting together a list on how to make more money as a copywriter … .

They were about developing better relationships with the clients you get and have ... so they pay you more for the same effort!

Smart.

One stood out. "Find people (clients) with unmet specialized needs and match yourself to them."

What Dan is saying here (I think) is there are hundreds of thousands of smaller businesses out there that can use specialized marketing copy but have no idea how to do it themselves … can't afford a big advertising agency … and really don't know where else to turn. So you – with your marketing know-how and writing expertise – can come in and be the hero … or as Dan puts it, "the guy (or gal) who showed the caveman fire."

Here's a little snippet that gives you a good idea what he was talking about:

This is what you want to do for prospective clients and then again for the new clients with the work you do: show them something as revolutionary and amazing to them as fire must have been to the caveman. The good news is, it doesn't take that much. Most business owners, corporate executives, even marketing directors still wear, as Paul Newman put it in Butch Cassidy and the Sundance Kid, bifocals, not binoculars. They don't look far afield. They are myopic. They have scotomas.

When you show them a thoughtful, probative diagnostic process for unearthing opportunities and organizing marketing priorities or at least gathering comprehensive raw material before writing copy, it'll be fire to the cavemen. When you show them a variety of approaches to each component of a marketing campaign, it'll be fire to the cavemen – and this can be fascinating fire indeed. For example, most give zero consideration to the envelope. Most (small businesses) will take whatever sales letter or material you write for them and send it in their ordinary business envelope without a thought. An envelope designed like the one shown here (MY NOTE: there's a great innovative envelope shown at the bottom of the page) would never occur to them in a million years – unless you show it to them. And if you show them faux Express mail, window with personalized check, odd size, odd shape, odd color … options of clever, mysterious teaser copy (like – PHOTOS ENCLOSED. DO NOT BEND) … explain the A-pile/B-pile theory … even suggest a split test, then you will truly be The Wizard of Fire …

Okay – what Dan's telling you here is something not many people have ever bothered to tell you: *How to not only get a client – but how to "manage him," so that he regards you as a knowledgeable genius who's crucial to his business.*

Of course, you'll need to eventually 'deliver the goods' in the form of some good, effective advertising. And this is something AWAI shows you how to do *at length*.

But Dan also chips in in a very real way with the other material he stuffs into this monthly package – mainly in the "Look Over MY Shoulder" component of the package, where he not only shows you one of his current campaigns in progress, but his *thought process* behind it as well.

It's powerful stuff – and as I read it I can feel my 'pre-judged' image of Dan starting to melt away: *this guy not only knows his stuff … but he also has some fascinating insights into marketing techniques I'm sure you won't hear anywhere!*

In this issue it was work he was doing for "Proactive" acne treatment – a Guthy-Renker product you see advertised on TV infomercials now and again. Included are a bunch of copy ideas he may or may not use, but there was something in his pre-amble that struck me as very valuable because, again, it was new to me. In my 17 years of copywriting I had never heard it before – at least not the mind-grabbing way Dan presents it.

And it was simply this: Sometimes, there are times when you don't need to focus so much on "credibility" in your copy. And in the case of the Proactive Ads, this was one of those times. Reason being? Well, Dan's done a lot of research that suggests the younger your audience is – the less credibility you need. He says Seniors need a lot … boomers quite a bit … 40+ some … under 40 hardly any and under 30, virtually none.

In other words, Dan says, when you're marketing to a younger audience, they don't necessarily care that your product is #1 in the marketplace … or why the ingredients work like they do. And if you make "credibility" the focal point of your marketing campaign, you're going to make a big mistake. (Then, of course, he shows actual examples of the kind of messages he's considering using for the Proactive campaign … it's really good stuff!)

Watch what he does next…he has you imagine something that he wants you to experience.

Now imagine having this knowledge for a client who may be targeting a younger audience – and being able to go to your new client armed with that information …

You come off looking like a marketing genius. That's instant credibility and, in all likelihood, a client (and fan) for life!

Of course these are just two of the very valuable tidbits of information I found in this month's issue of "Look Over My Shoulder" while waiting the 15 minutes to pick up my son. Two things I know I'll remember and use for the rest of my career.

And when I got home, I started ripping into by backlog of unopened "Look Over My Shoulders" and I'm finding tons and tons of very useful stuff.

But what makes Dan's "message" about these things memorable is *the way* he talks about them. Dan has an extraordinary way of "shocking" you into remembering important marketing ideas with fantastic (and sometimes really out there) analogies between real life and marketing. (For instance, who else could use "D-list star Kathy Griffin to make you realize how much more you really know about advertising than your clients – and how you should use this fact to your advantage!)

Now I don't know how much Dan's "Look Over Your Shoulder" costs. (Even though I should, because I was involved in the initial promotion of it I believe …)

If its $1,000 a year, it would be a very good deal. Because from what I saw from this month's alone – just on the stuff about "managing your clients" you could easily use the knowledge and advice delivered to command an extra $10,000 a year in fees from every client you get – maybe more.

I believe, though, it's something less than that.

NOTE: Multiple links to the sales page located at various points recognizing that different buyers might be ready at different point.

Regardless, you can find out the actual price and more because I've asked Katie to link the promotional letter to this little essay I've written. Just click here.

Why? Because whether you're at the stage where you're learning about what makes good copy – or you're working with clients already – you should be getting this resource regularly.

Dan's style may or may not rub you the wrong way. But please don't make the mistake I made and let his bloviating tone get between you and the powerful knowledge he generously shares in these issues.

I promise you, there's something you will take from it every month … something that, when used properly, can't help but lead to thousands of dollars in extra income – whether it's higher royalties because of a copy tip you've used … or extra money you've earned by better "managing" your client.

And if after three months you don't feel this way, just let us know and we'll make sure you get back every penny you've paid.

Again, you can order now, risk free, by clicking here …

Or go to the sales letter to learn more here.

Here's what you get if you click the "click here" link:

Example 2

NOTE: Notice, right from the start, that as you jump from the blog to the sales page, that there is a transition that assures you that you're in the right place!

Hi, it's Katie Yeakle at AWAI.
You've arrived at the right place,
but here's what you've already
missed from Dan Kennedy in the
past few months....



In his LOOK OVER MY SHOULDER monthly program on copywriting: •the power of borrowed influence •how to use analogy-anchors to gain ready acceptance for any idea •5-Step Formula for placing copy into a frame of Personal Relevance for the reader •the power and hazards of Leadership Position Copy •how to use the Declaration Of Agreement •4-word opener for instant rapport •5-Step Price Presentation Copy Formula •9 Ways to improve readership •case history: $75,000.00 in 3 days from an ELEVEN PAGE e-mail (yes, long copy works online)

In his MARKETING YOUR SERVICES letter on the business of copywriting: •why "where do I find clients?" is the wrong question – and the more productive question to ask and answer •10 Smart Questions to ask every new client about his customers – that demonstrates your value •Project Control: 6 Different Tests to build into copywriting assignments, to multiply your chances of success •How to achieve conversational credibility with clients – 3 keys •Copywriter-At-Work: THE List to make before you write •Can you get rich writing copy? Yes – and here's how • The Little Lecture to give clients about Offer-Strategy •How to erase fee resistance before it comes up

"There's something you will take from Dan's Look Over My Shoulder every month… something that, when used properly, can't help but lead to thousands of dollars in extra income – whether it's higher royalties because of a copy tip you've used… or extra money you've earned by better "managing" your client."

– Paul Hollingshead, Co-Founder, AWAI

From Dan Kennedy
Introducing *LOOK OVER MY SHOULDER*
And *MARKETING YOUR SERVICES*

NOT New.

NOT Improved.

STILL Guaranteed.

Sure, it's the norm to yell "NEW AND IMPROVED" in advertising – especially at people who've ignored a product or offer before.

But I have no such thing to yell about.

LOOK OVER MY SHOULDER – the unique, unprecedented opportunity to literally look over MY shoulder, at raw, first draft, evolved and final copywriting work commanding high 5-figure and 6-figure fees…in a variety of fields, product categories and media…with IN-DEPTH ANALYSIS of what's done and why… and even get results, good, bad, ugly… is…

UNCHANGED*… just as it has been, raising the prowess of copywriters, equipping copywriters with "Magic With Which To Attract & Astound Clients", for more than TEN YEARS!!!!*

And some top-flight copywriters, some direct marketers have stayed as subscribers that entire time. In fact, this highly specialized Letter has the lowest subscriber exit rate of any newsletter I know of, and I consult with - or have consulted with - publishers of over 300 different newsletters.

If you've NOT been on-board, you're missing out on "techniques revealed" - EACH AND EVERY MONTH - that can dramatically strengthen your capability to get results for clients.

I'm so sure you'll be blown away, I'm gifting you over $500 worth of resources – FREE, yours to keep even if you decide to cancel your subscription. Which you can do, anytime, month to month.

Also, **NOT** New or Improved: my *MARKETING YOUR SERVICES – FOR FREELANCERS LETTER*, all about "Client-Getting"; about THE BUSINESS OF freelance copywriting, writing and consulting. No reason to change this either. And you get it right along with LOOK OVER MY SHOULDER.

Here are all the details….

Of course, this is a limited offer …

NOW IS YOUR TIME TO Elevate Your Insight, Skill, And Ability To Get And Optimize Clients And Boost Your Income As A Copywriter - In Just One Evening A Month

Because you're with AWAI …
I'll give you over $500.00 in FREE GIFTS directly relevant to your success as a copywriter just for saying "MAYBE" to my complete offer …

CLASSIFIED: BBO EYES ONLY

Hello,

My name is Dan Kennedy.

Two to three days most weeks, I make **the 5-minute commute** with brief stop at the "Starbucks" i.e. coffee machine in my kitchen, downstairs to my spacious subterranean office, put brain in gear and fingers on keyboard, and produce the "copy that sells" for my clients … for which I am routinely paid from $50,000.00 to $150,000.00 per project and more plus royalties … totaling well **over One Million Dollars every year.**

THE SAME KIND OF INCOME AND AUTONOMY is well within reach of any copywriter 'worth his salt' as a writer – *if* he understands the same writing, speed of writing, client-getting and client management strategies, which I lay out every month.

I do this, incidentally, while also having time to write at least two books every year (there are 19 currently on bookstore shelves), write seven paid-subscription newsletters each month, churn out syndicated articles and other content, have active entrepreneurial interests, occasionally speak, split time between two homes, and watch over my stable of harness-racing horses — even drive professionally myself in over 150 races a year. **But it's the first paragraph that's *important to you*,** the one about the 5-minute commute, the million-dollar income. About it, I want to put three questions to you …

First Question:

Do you think, if you were invited into my "cave," to peer over my shoulder, to *see* how I pull my raw material, research, and thoughts together … to *see* the actual copywriting work I do, in every stage — first drafts, final work … to quiz me and get in-depth analysis of the "Why" behind the copy — the psychology, the choice of stories, the structure of the headlines, a thorough anatomical dissection of the work, in some cases line by line, item by item … were privy to results, both good and bad … *if you were "inside"* seeing copywriting that earns me a million-dollar income and produces over $50-million in an average year for my clients — would that sharpen your copywriting power?

Before you answer, also consider the shoulder you're looking over is attached to a copywriter with 40 years' experience. Yet I'm as current as that tweet you got a minute ago. 'Cuz I'm showing you work being done for — and making, as my old friend Gary Halbert often said, "mucho fungolas" for my clients — right now, this minute, with every media. I'm NOT a teacher of theory and "ideas" or of ancient history and distant memory. I'm on the firing line *today*.

And before you answer, let me mention one other thing: SPEED. Not only am I the highest paid copywriter I can find, I'm almost certainly the fastest. And that second thing makes the first thing possible. I don't spend weeks and weeks puttering around, producing an ad or a sales letter. What takes most pro copywriters a month to finish and deliver, I do in three days. But I'm not some mutant freak. I have trained and conditioned myself for this just as an athlete trains, plus I have and use "shortcuts" and "reliable re-cyclables," and I have a particular approach to work, all of which makes prolific production at high speed possible. You might be interested in this, too.

So, now, that first question: do you think actually looking over my shoulder and seeing my work progress through stages and in various stages and having me dissect and analyze it for you would be valuable to you? (How could it not?)

Question Two:

Do you think, if I showed you how I attracted clients ("then" and now) … how I attract truly outstanding clients, how I've set up an "assembly line" that brings new ones to me regularly, how my "feeder system" works, how I handle the beginning of the relationship so I have control, how I structure and easily get top compensation, how I diagnose

what offers best chances of success rather than just writing by assignment … how I make my money as a copywriter — **could a true "inside look" at that boost your income, get you to where you want to be in this business faster?**

You might ask: why on earth would I reveal such information to competitors? You skeptic you. Well, over 85% of all my clients return to me at least from time to time, some every year like geese returning to our near-by lake every spring, or stay in on-going relationships, so I'm pretty booked up. In 2014, for example, I've taken on only four new clients and turned down nine. And I'm deliberately cutting back year to year on work, and bluntly, could stop earning any more income now and not run out of money for the rest of this lifetime and maybe the next. So, I'm just not worried about competitors. Never really have been, which is why I've often invited other pro copywriters and marketing consultants into my events to speak, into my publications, given them exposure to my primary 'client pool'. No, I have no need to hold anything back nor any hidden agenda. In fact, I enjoy presenting my business methods. There's quite a bit that I do that's very different from anything you've been told about the getting and keeping and optimizing income from clients, *and I actually resent the fact that high-skill people who could be of great help to clients and to the economy as a whole, and could easily achieve their dreams of top income and liberty and status as writers are sabotaged by "b.s.". I get a kick out of revealing what really works*. Of course, to be completely frank and blunt, most people who claim great desire for top incomes and prestigious, rewarding careers as copywriters aren't really willing to do what it takes to make that happen, so I know full well that I can hand out the treasure maps in big quantities and have very few ever make their way to the gold mine. The few that do are welcome — there'll still be more than I could ever want.

Anyway, here's Question #2 again: do you think being let in on my business methodology as a copywriter can lead you to client-getting, income, and status breakthroughs? (Hint: if you're ready for truth, if you can handle the truth, if you are sincerely committed to a great income and great lifestyle based on being a high-paid copywriter, the answer to this question is a resounding Yes. But to be fair, I'm presenting advanced information absent any sugar-coating or dumbing-down, so if you're merely a casual dilettante or someone who prefers pleasant delusions to truth; if you refuse to approach copywriting as a business, then the answer's probably 'not for you'.)

Finally, my third question: fully considering your answers to question #1 and question #2, will you give me just one evening a month to sharpen your skills and ability to get maximum results for clients AND empower you to attract the clients you need to earn the income you desire as a copywriter? If you seriously study each month's LOOK OVER MY SHOULDER and you do the same with each month's MARKETING YOUR SERVICES, you will invest a few hours. The equivalent of an evening. And everybody on American Idol or Dancing With The Stars will get by without you watching.

So let me give you the details …

If you act now, you can get in at a nicely discounted, AWAI exclusive rate – and get MARKETING YOUR SERVICES – *FREE!*

LOOK OVER MY SHOULDER is sometimes 8 pages, sometimes 20, occasionally 50. I never know until I assemble it each month, because it comes 90% from actual copywriting work I'm embroiled in at the moment; new projects, projects in progress, finished projects … for my clients and for businesses in which I have an interest. **Each LOMS contains actual EXAMPLES of the work — in raw, down 'n dirty draft stage or finished or somewhere in between**, sometimes merely there to study with general comments, other times **dissected like a frog in biology class** with each piece analyzed in microscopic detail. One way or another, I don't just show you what I did — I tell you *why* I did it. And most importantly, this is NOT like any number of "newsletters" where some fresh-faced kid right out of college and appointed editor is "reviewing" ads and websites and direct-mail campaigns. This is the guy doing it and getting paid big money to do it showing 'n telling what and why.

Along with the Examples and specific analysis, I also "teach" almost every month, talking about what's going on in my copywriting life, and extracting principles, strategies, even handy checklists from the work. Now and then I show you somebody else's work or stuff from my personal archives, too. You also see the "mistakes" — not just the home runs.

Admittedly, the whole thing is pretty inconsistent. It's definitely not a polished 'n pretty newsletter with fancy graphics and pictures and pastel colors. I prepare it myself on my Mac, print it out, attach the Examples, and it gets copied just like that. And the content, as I said, varies based on whatever I'm working on — and to a degree, my mood. It's a lot like coming to my workplace for a few hours, pawing around in my work-stacks and maybe even trash cans, and saying "Hey, what's this?" and getting me talking about some of the work. There's nuthin' else like it, that's for sure. Which is why it's NOT "new and improved."

So, why haven't you already been on-board?

Maybe you didn't know. Fixed now.

Maybe the money? Well, about the investment: it's *not* "Wal-Mart priced." It's value is too great. Different people are paying slightly different rates – based on membership status in different groups, private client status with me, getting LOMS "bundled" with other publications and so on. **What AWAI has worked out for you is THE LOWEST net fee** anyone is getting. Thanks to your connection with AWAI, you invest just $87.00 a month.

Is that a lot? Or a little? If it's a tough pill to swallow financially, you probably need it, urgently. If you're a pro or damn serious about being one and gag at $87, something's very seriously wrong. I smell a rat: voiced ambition but little commitment.

Obviously, if you somehow managed to go a whole year and extract only one "trick" you only used once to get better results for and thus keep or get referrals from just one client, and a not very good client at that, LOMS would earn its keep! It's an enormous bargain for the right person, although over-priced for the wrong one. If the fee "bothers you," you shouldn't question it — you should question your commitment to success and excellence as a copywriter. They don't call me 'the professor of harsh reality' for nothing. It's $2.90 a day. Can't park at Starbucks and send tweets for that.

But, as we say, wait 'cuz there's more!

I provide a **second Letter every month: MARKETING YOUR SERVICES**, in which I focus on the getting, care 'n feeding of clients; your marketing of yourself; your compensation; leverage of client relationships. Business. Money. This Letter – MYS – **will come to you right along with LOMS.**

As long as you're an LOS subscriber, thanks to your AWAI connection, you ALSO get MYS each and every month.

MYS *alone* could "SET YOU FREE"!!! – it could liberate you from poor, too-small, too-dumb, argumentative, unappreciative clients … liberate you from scrounging and begging for work … liberate you from low fees and wrangling over fees … lead you to 'the promised land' of good, financially strong, respectful clients who honor and value your work.

If you read *DM NEWS* or other trade journals, you will see ads in the back pages offering 'free copy critiques' or free consultations by copywriters with 10, 20, even 30 years' experience, some "big names" – and that IS SAD. To be cruel, it's pathetic. Why would these pros need to do this? Shouldn't they have a "bank" of clients and a waiting list and abundant referrals by now? In saying this, I pass no judgment on their skill as copywriters. But I will say, in "business development," they have to *suck*. I stopped doing free consults my 2nd year. 38 years ago. I won't even have lunch with anybody free. I stopped doing "pitches" to prospective clients free my 2nd year too. Even big direct-marketing companies like Weight Watchers and Amway and Mass Mutual Insurance had to pay my daily fee for me to visit with them and "pitch" them. I have *never* run ads offering free copy critiques or consults and would *never* recommend the practice – it's demeaning. To each their own, but I promise you, there are much, much,

much better ways to attract high-value clients, whether you're a beginner or veteran. And I reveal those "better ways" as we move along month to month with MYS.

I "EARN MY KEEP" WITH YOU EVERY MONTH.

Since you are paying as we go, by the month, with no year or two-year commitment and no payment in advance, well, you take no risk. Every month I crawl out on a limb over a cliff and you can saw it off if you decide to. *You can cancel your subscription at any time* with zero hassle. You can play Trump, point and say DAN, YOU'RE FIRED! No forms to fill out, no tele-marketer to talk to, no questions asked. Just say: stop. (By the way, we don't even have any staff. I write these and my friend, Pete Lillo, known far and wide as Pete The Printer, prints it, puts everything in a nice package and sends it to you. If you need something or decide to yell "Stop," you'll be simply sending a fax to his little home office where either he or his wife will pick it up and handle it. So don't worry about ever being browbeat about anything by anybody.)

But as long as you're an LOMS subscriber, you'll be getting MYS.

Oh, and if you do decide to FIRE ME, the $500 in Free Resources are yours to keep – FREE.

NOTE: What comes next attributes value back to AWAI!!

Here's a run-down on those Resources….

> Your friends at AWAI have arranged for something else – a big basket of nifty goodies handed to you like **a welcome-to-your-new-home basket. As soon as you join up, you'll be sent:**

1: The transcript of a Roundtable of Master Copywriters Discussion that I conducted, previously doled out to LOS subscribers over months. John Carlton participated. David Deutsch participated. More. I probe 'em and get to what they do to consistently produce maximum-results copy.

2: A special newcomers' edition of Marketing Your Services, which will set the stage for us going forward — and includes a powerful article about how to educate a client about proper testing, so you expand your writing assignment (and increase your fee), while multiplying your chances of creating a big success for the client. *This alone is worth the whole price of admission! (Read this issue three times and click your heels like Dorothy in The Wizard of Oz and watch, magical things'll happen — it's that powerful.)*

3: The 'Best Of' Collection, which includes five previous editions of LOS, which I've selected personally — to give you the most amazing bag o' tricks. At regular subscription rates, by the way, this one is worth about $500.00. This Manual also includes — for the first time — my 'Bookshelf List', which tells you about the reference books on my top shelf that I rely on most, 20 books I believe any copywriter worth his salt must read, even websites and other resources you need to use.

4: My Special Report: How To Command Respect As A Copywriter: Five Things The Client Must Know. This is only available with this offer.

5: A unique audio CD, titled 'This Writing Life', in which Katie Yeakle and I discuss a far-ranging variety of topics about making a great living by writing.

6: A copy of one of my "NO BS SERIES" BOOKS that shows you how I "make my case" to prospective clients.

You get the whole welcome-basket … worth considerably more than $500.00 at publisher's pricing, but potentially worth a huge pay-off for you in income, fulfilling elusive career goals, liberty … ALL FREE. And it's all yours to keep no matter what. You could "stick us." You could subscribe, stay for just one month, holler "stop" and grab all these resources given to you as your welcome-gift for keeps. I'm betting — based on experience — you won't. I'm betting you will be so impressed with LOMS and MYS that you wouldn't leave no matter what. The most common comment made about me is: "every time I give Dan Kennedy money, I make a lot more." I'm proud of that. Very recently, at a seminar, I asked everybody who believed they'd spent at least $10,000.00 with me to stand up and of the 200 there, over 150 stood. I asked those who'd spent over $50,000.00 to stay up and about 60 did. At $100,000.00, it dropped to about 30, but then quite a few in the room were young. (I call that 'the principle of demonstration', incidentally.)

NOTE: Don't overestimate the need for specific guidance. Remove friction. Tell them exactly what to do next.

So, here's what to do:

You can read the further introduction of me from Mark Ford that immediately follows or click on ENROLL NOW, zip over to the Acceptance Form, and get back to Mark's note afterward. Either way, just fill out the simple ACCEPTANCE FORM and click SUBMIT when you're done for instant processing.

Your big welcome basket will be on its way to you within days. Remember, everything that arrives in that big box is yours to keep, no matter what you decide about staying with me. It's yours, no strings attached. All you're committing to now is a "definite maybe"!!! – then each and every month you get to be my judge and jury and decide if I've delivered, in every sense of the word.

There is just one teeny-tiny lil' "catch" to all this. *Just one.*

Exclusively for AWAI, for this brief time only, I've built a very, very, very generous offer. It is "over-built," like putting a 460 horsepower V-8 engine in a cute little SmartCar. So, it can't last.

If you want LOMS at THE preferred AWAI rate + MYS tagging along every month + the big welcome basket of goodies free + pay as you go with no commitment, no

advance payment, and option of canceling any time you like … you need to enroll RIGHT NOW.

You know, when most copywriters hear – from me or told to them by somebody else – of my giant project fees, my top income, my secure position with a great stable of repeat and on-going clients, my lifestyle including two homes, travel by private jet, three collector cars, racehorses … of the demand for my services … *most envy me, a few resent me*. Some think it *crude* to wave it like a flag as I just did here. I don't mean to be Trumpish though. I mean to be inspiring. And for the record, I have a high school education — no college; I'm a self-taught copywriter and marketer – no apprenticeship, mentor, years in somebody else's agency. I made this from a lump of clay on my own. I have A LOT to give and share and reveal, and a genuine desire to help people get what they want out of life – and if that's as a copywriter in whole or part, try and find a better "guide." So, hey, please **don't resent me or envy me. *Join me.*** CLICK NOW FOR ACCEPTANCE FORM

Sincerely,

Dan S. Kennedy

P.S.: Recently a guy who has – himself – written eight different sales letters that have each produced over $1-million for his company still hired me to write a direct-mail and online marketing campaign for him, paying a fee of $68,000.00 plus royalties. Wouldn't you love to have the level of skill and "attraction" to get such a client? To play at this level? And *imagine* NEVER having to worry about where work might be coming from? *See yourself* living 'the copywriter's life' … have laptop, work anywhere you like … Secure in your abilities to get and keep clients and produce results for them. This is waiting for you behind the LOS+MYS door.

P.P.S.: There's always the temptation to WAIT. For what? Most can't really spit out any sensible, rational reason. They just hem and haw and mull and ponder, until the impulse to move forward dissipates. This is how so many stay so stuck. If you aren't going to get SERIOUS about your ambition now, well, when? And what will it take beyond one of the most successful copywriters in America offering unique "back door" insight into both his copywriting and business methods with zero risk, at a cost roughly equivalent to a Starbucks run a day??? (By the way, I own Starbucks stock, so, by all means, keep going to Starbucks. But don't let the price of a double latte stop you from becoming the copywriter you can be and having the copywriting career you want.)

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P.P.P.S. – a few words from LOS subscribers …

"The interview between the Dan and Katie is worth the price of admission, but reading just one past issue of **LOOK OVER MY SHOULDER** also triggered inspiration for a headline I was working on; another showed me how to re-position a product with copy to create a new business … I can't list everything I've gained so far. Then there is the **Marketing Your Services Letter**, with his 3-part formula … instantly broadened my horizons …"

– Cathy Chapman

"I'm an original, charter subscriber — I've had the richest years for my marketing company (working with the dental profession) thanks in part to examples right out of L.O.S. For example, following your tips on lead generation in one issue, **I wrote one letter that brought in $120,000.00. Another letter based on concepts presented in L.O.S. brought in $300,000.00 at 76% net profit.**"

– Jerry Jones,
"Loyal follower since 1997." Jerry Jones Direct

"One idea from L.O.S. helped me rake in $220,000.00, for a new product I'd never sold before — in my old business. Now I study each issue intently, to turn around and create great marketing for my clients as well as my own companies."

– Deam Kilingbeck, GetCustomersNow

… and about Dan Kennedy's copy strategies …

"I've been using your ideas for 2 years … with a direct-mail campaign that sends over 750,000 pieces a month to homeowners … carefully implementing your advice has resulted in **a 300% increase in profits**."

– Doug Hinton, V.P., Seacoast Equities

"… the one idea you gave us has made us the most money ever in such a short time — within 9 weeks, **$271,752.34 on a mailing that cost only $11,714.41**. Of course, you've helped us make money since 1993 …"

– T.J. Rohleder, MORE Inc.

"… two of your strategies **increased sales of my mail-order business by 86% …"**

– Mal Emery (Australia)

"Dan, you have **erased the mystery of writing** for me. Never again will I sit with my head in my hands struggling to write my sales letters. I'll write more now, and writing more means more money in my pocket."

– Michael Gravette, CEO, SafetyTechnology.com

"… huge breakthrough that I must tell you about. I decided to put on a cosmetic surgery seminar. I did a classic Kennedy-style promotion … a tabloid-style, 'unprofessional' advertorial in my local newspaper, recycled that ad as a giant postcard 2 weeks later … results: 300 registered! 250 showed up! 140 booked appointments and, so far, we've booked **over $100,000.00** in procedures …"

– Peter Ursel M.D. (Canada)

From other copywriters …

"Dan is one of the few copywriters who puts his own money where his mouth his, writes copy for his own projects and brings in millions …"

– (the late) Gary Halbert

"There have been great copywriters in the past 25 years that are without peer. After the death of Eugene Schwartz, there are only three left living and you, Dan Kennedy, are one of the three! **Your copywriting advice has helped me write copy that makes more than $60-million a year."**

– Sonia Amoroso, marketing executive/chief in-house copywriter, Naturopathic/Skin Doctors Cosmeceuticals

" … one specific campaign I did for a high-end land developer with your strategies and examples boosted response to their event by 210% from the previous year …"

– Troy White, SmallBusinessCopywriter.com

"This gold coin is a little gift … every Thanksgiving, I send one to a fellow professional in our industry whose work I've greatly admired, and whose unselfish sharing of ideas has helped me and my clients make money. That's particularly true in your case. Your newsletters, your books have given me so many golden ideas that have helped me and my clients enormously. For all your products, you've shamelessly UNDERCHARGED me all these years."

– Gary Bencivenga

"Thank you for being one of three people I credit most with helping me achieve financial independence."

– Yanik Silver,
author, 'Moonlighting on the Internet'.

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From: Mark Morgan Ford

Dan Kennedy told me he has dog-eared copies of my books on his "A" shelves, and AWAI's work in his 'swipe files', as I do his books, his work. A little secret I'll reveal here, one of the top-performing copywriters at Agora right now came "trained on Kennedy." There's no doubt, Dan has a razor-sharp marketing mind and an extremely effective approach to writing copy that succeeds. An opportunity to observe him in action as a copywriter – what we've arranged for you – is priceless.

But really, no opinion of him or his work matters much, including mine. The proof is in the pudding of the marketplace. There, Dan has made a name for himself, made a personal fortune for himself, and established an unending, ready market for his services as a copywriter… demand that outstrips his willingness to work….that has stood all tests of time. He has succeeded for his clients and prospered himself for 30 years. At AWAI, we know just about every professional copywriter in the entire country and I can assure you, you won't use up the fingers of both hands listing those in his league, in terms of demand,

fees, total earnings or longevity in client relationships. Any way you care to measure, he's at the top of our profession.

From the standpoint of AWAI, what is equally important is that he got to the top by deliberate design, by systematic approach, with methods anyone sufficiently motivated and disciplined can mimic. He began with no advantages. And even if you do not aspire to his level of success in this field, you can better and more quickly break through the difficulty of early years when clients seem hard to come by….you can better and more quickly sharpen the skills that impress clients, command respect from clients and lead to profitable results achieved for clients…better and more quickly create whatever income you desire as a copywriter by being invited in by Dan, to the 'behind the scenes' of Dan, to see and hear firsthand from Dan how he writes copy that succeeds so magnificently so reliably for clients in so many varied businesses and how he has marketed himself and continues to market himself, and position himself, to attract more of the most appropriate clients. Whatever your goals as a copywriter, this should be an opportunity you'd go to extremes to get for yourself. Of course, you need not. We've arranged for it all to come to you, at very modest cost, with zero risk. If you are already doing well but want to do even better and raise your client quality or fees, or if you have serious ambition, this is for you, and I'm proud to endorse it.

Mark

CLICK NOW FOR ACCEPTANCE FORM

Dave's suggestions:

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 consider how you might be able to use the meta strategy of selling another businesses product/ service or vice versa.

ACTION ITEM: Schedule the time for you (or a marketing person on your team) to: use the long form sales copy (modeled in Dan's letter above) to sell a product, service or subscription or membership and then add an upsell.

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 with Grandmaster Somnath and the second is a fantastic article I wrote on skills learned from interrogators that can be applied to your business and practice.

I hope you enjoy both.

Resource 1: Dave with Grandmaster Som

Asking better questions and getting better answers in your business and personal life…

Yes, I do actually go back and review and benefit from my own work/coaching.

And the materials on how we feel about clowns is worth the listen/watching.

https://www.facebook.com/intopform/videos/472198436511222

Resource 2:

The Interrogator, Negotiator, And Special Forces Operator's Guide To Building A Better Business Or Professional Practice



Business Force Multipliers:
How Interrogators, Special Forces Operators, and Hostage Negotiators Might Build a More Profitable AND Client or Customer Focused Practice or Business

Yes, each of these professions (operator, interrogator and negotiator) have much to offer a business or professional practice owner that wants to build a successful business, a collection of happy buyers, patients or clients and/or in the management of teams, creation of products, services, marketing and sales training.

That might seem hard to believe.

What can a hostage negotiator, special forces operator or an interrogator offer us? Well let's take them one at a time and see.

We can start with interrogators.

Part I The Models Of Interrogation And How You Might Apply Them To Building, Managing, and Marketing A Successful Business or Professional Practice

The ability to influence people (even enemies) and to persuade others to reveal accurate information, to assist you, convert to your cause, to join forces and to become assets in your undertakings is one of the most prized skills of spies, interrogators and hostage negotiators. These skills, when combined with exceptional problem solving, ferocity in combat, and unnatural levels of persistence also make for the best of the best special forces operators.

Strangely, these skills are also found to be the foundational skills of great leaders in most fields of business and some of the most successful business leaders and innovators have and further cultivate these disciplines.

Here's the good news. Almost all of these skills are learnable.

We can also improve our abilities by improving these skill sets and when we learn the systems and skill sets employed by hostage negotiators, interrogators, spies and special forces operators, we can achieve amazing leverage, reduce stress and achieve more with less effort and fewer resources than ever before.

But you don't have to believe me.



Here are a few articles and tools, based on new research into interrogation and "deception detection" followed by my analysis of how to take this knowledge and to apply it to building a client centric and successful practice.

Let's start with the idea that spies and interrogators are trained in a few techniques that can be ethically adapted to our own private sector business and personal endeavors.
For example, in a recent edition of Sabotage Times entitled: "An Ex-Spy Told Us The 16 Best Ways To Interrogate Someone", **the authors examined the work of ex-spy, John Augustine and in particular, a number of approaches that are proven (in scientific research) to work better than compulsive or "enhanced interrogative measures." Enhanced interrogation techniques (including but not limited to sleep deprivation, confinement, stress postures, humiliation, physical stress – for example, waterboarding) are thought by many people – even some interrogators to be more effective than many of the techniques below based on rapport, trust and other psychological triggers. But studies are confirming that there are good scientific reasons why effective tools of trust and empathy can be much more effective than compulsive interrogation.**

So, let's look at each one and then how it might be applied to our own business situations. This can include how we might use these techniques in sales, marketing and management as well as building and keeping trust and rapport with our team, clients, patients and customers.

PRO TIP: Note that there are many studies and articles (as well as a quick review of the methods below) that verify that rapport and empathy tend to work better in both the short and long term to get information from an enemy (even a hardened and well trained

enemy). So, imagine what those techniques can do for you with friendly clients/customers/patients, team members and partners.

The Sixteen "Approaches":

1) The Direct Approach: Believe it or not, according to our ex-spy Augustine, 90% of the time, if you ask a prisoner or a terrorist a question, they will answer. It may not be the truth but it is information that can be used later on for leverage. And, it's this foundation of communication that can get us to move toward better sharing or even some level of trust and rapport. And understand almost everyone "lies" when we first ask a question. They tell us the story that they have been telling themselves but it may not be true or the whole truth. They might need some help figuring that out themselves.

How we use this: So, most of the time we develop products, services as well as advertising and marketing materials, programs and systems based on what **we** know and think is best for the client. We never actually ask the client what they want and need. But spies spend an enormous amount of time collecting and analyzing information. You should too. In my own practice, we discovered a very powerful selling proposition (probably responsible for over $5,000,000.00 of sales in the last few years) because we kept asking clients what they worried about and what they found most helpful following the planning process. When we first asked clients what made them come to see us (we do trust and estates planning for wealthy families and business owners, and professionals) they told us that they wanted to "save heirs time, probate fees and taxes." When we asked virtually the same question as they finished the process they told us that they really valued and never knew that they could protect their heirs from "losing an inheritance or family assets in a divorce or lawsuit." We had taught them something that they did not previously know and it was very important to them. By doing this we learned that people really feared the divorce of their heirs so we started having that conversation earlier and based much of our marketing on this idea. We came to understand this important thing only by directly asking the clients and then asking them again and again.

Bonus Note: Like terrorists, clients will often lie and tell you what they think you want to hear. But deception detection (which we'll also examine in a later blog), a healthy skepticism, and "follow up interrogation" will help you to really get to the bottom of things and to develop actionable HUMIT (human intelligence). So again don't accept the first answer to your question and learn to pay close attention to the answers. Your subject will notice and probably be more thoughtful and truthful.

HUMIT can also be supplemented with ELINT (Electronic Intelligence in the parlance of the NSA). No we're not suggesting that you bug anyone's phone or capture them on secret video cameras (both crimes). However, if you sell or teach through a web site, you can gather such data through the use of "heat map" or web site tracking software, Google analytics, pixel retargeting, surveys etc. When you actually see the data related to the user experience of your clients, patients and customers, you can redesign, enhance and improve that experience for a real and perhaps even unfair advantage. For more specific information on these tools join us on the show In Top Form on Sundays. We examine many of these tools and discuss specific ways to be better at everything you do. IN TOP FORM

2) The "Establish Identity" Approach: This is a very effective technique. You start your interrogation by telling a terrorist he is a spy captured without a uniform therefore losing the protection of the Geneva Convention. The prisoner responds by refuting the charges therefore establishing his identity by going on to explain that he is perhaps fighting as a soldier in a "Holy War" – telling you more than he had originally planned.

How we use this: In this case, the civilian or business version of this is to tell a client a story about someone who is like them, who failed to go through the process you are using, or who failed to use an appropriate technique and as a result terrible things happened. For example, people in second marriages often call thinking that the estate planning will be inexpensive and easy. They think that they will "just leave everything to their children" (possible missing real tax planning opportunities or being unrealistic regarding a second spouses expectations) or that they will leave it "all to my wife" who will then pass on the wealth as agreed. In reality neither of these plans work very well. But the alternatives such as the use of insurance, trusts and other techniques can be expensive and complicated – yet achieve the client's real goal of protecting his or her new spouse and the children from a prior marriage.

So, when we tell them a story of someone who did this and it ended badly, we are implicitly asking "are you that sort of person?"

Bonus Note: Once confronted with a result that is morally unacceptable to them they will argue that no they are not that sort of person and they will tell you more about what really matters to them. They will also become more open to other alternatives that actually achieve their newly revealed goals.

3) The "We Already Know It All' Approach: This technique is used to convince the prisoner (or in our case, the client/customer/patient) that the interrogator knows everything. The interrogator either claims or implies that someone else has talked and the prisoner needs to answer questions in their own self -interest. This works because the prisoner feels they are not betraying anything, as the interrogator knows it all already. The problem with this technique is that you need vast knowledge of your "enemy."

In my early days of learning these techniques, I used this in an interrogation of a son whose mother was also being interrogated in another room. They had attempted to kill a person who had survived and told us everything.

How we use this: In practice, after a while you start to know who does what. And, if you have done your research on the client or customer (in my case we do some advanced research and we have them fill out an estate or financial planning questionnaire) then you probably do already know a lot. Are your intake people (or your data collection from forms etc.) also taking good notes about what clients or customers tell them? Want an example from my line of work? Well, if we strongly suspect (or have been told) that there is tension between siblings who work in the family business and those who do not, we can say "Look we know that this is happening and it happens all the time. You're not alone in this." That can get people talking. And once we open the discussion we are in a way better position to offer solutions (or perhaps products and services in your case) that will be effective.

Bonus Note: Once you get them talking, because you've demonstrated that you're paying attention and that you have other clients like them and you're adapt at solving these issues, they are also more likely to accept your suggestions and solutions because you have demonstrated you understand, you're interested and that you have experience with such matters or concerns and problems.

4) The "Good Cop, Bad Cop" Technique: A sympathetic interrogator versus a loud, aggressive interrogator. This needs sophisticated role play to work but can be very effective if the sympathetic interrogator builds rapport or greater rapport with the "prisoner."

How we use this: OK. This is an old one but a good one. In fact, while it doesn't seem useful (who wants to be a bad cop to the client or customer?) it can still be very useful in situations where, for example, there is a recalcitrant relative who doesn't want to participate in alternative resolution or a solution that would be good for everyone. And, I have personally experienced this when requiring emergency medical treatment where follow up was required. The smiling easy going doc explained that if I did X, Y and Z then she could complete my follow up treatment herself. She also explained that the angry, grumpy, sleepy and tough attending would review with me the consequences of failing to follow up properly (which might include seeing him again). I did what I was told.

Bonus Note: For another example form the world of estate disputes, if there is a proposed heir who is refusing to participate or who is exhibiting bad behavior, they can be introduced to the "litigation model of dispute resolution and to a litigator." This can then be compared with an ADR model of resolution and to a mediator who is happy and kind by comparison. This is not to suggest that my litigation partners are frightening or scary (or are they?).

5) The Silent Treatment: The interrogator says nothing in the interrogation room but just stares at the prisoner (or perhaps more effectively just past them). This technique usually only works best with inexperienced and untrained prisoners. This is also a technique used in therapy and in certain types and stages of negotiation. The human default to loath a conversational vacuum works to get information.

How we use this: Just being a little bit more interested and curious about the other person (your client) is often enough to help you get loads of important and actionable information. So, after asking better and more open ended questions use this technique to hold back and wait to get more information**.**

Bonus Note: Questions might include: "Well, how else could you handle that?" Followed by "And?" Also useful: "What else would they need to know?" "What might happen if they don't know or understand that?" Also followed by "And?" or "Anything else?" Just using the follow up question and carefully listening almost always yields information that could be vital in understanding the real needs of the client/customer/patient and how to sell them, market to them and to ensure better and more effective consumption/use of your product or service or compliance in the case of medical treatment.

6) The "Love of Family" Approach: An interrogator leverages the prisoner's feelings toward his loved ones and what might happen to them if he doesn't comply with the interrogator. An

example? "What if you help us. You could be with your family within days. Remain uncooperative? Then your kids might never have the chance to see their father/mother as they grow up. Is that fair to them? To you? Is that what you want?"

How we use this: This one gets used the same way in our practice as it might be used by a spy, interrogator and negotiator. Sometimes, we know that the right thing is hard to do or hard to understand or is expensive to buy. But if we fail to persuade the "buyer", we do them a disservice. In such cases (and where we are really sure that we understand their problems and needs) we can describe a failure to do the right kind of planning and have them imagine and then tell us what the consequences might be.

Bonus Note: This can also be useful in determining whether or not they understand all of the real-world ramifications your product or service (in my case, of an estate planning tool) and/or the failure to address the implications of inaction or of choosing an inferior alternative.

7) Love of Country or Comrades Technique: An interrogator convinces a prisoner to think of his comrades; he talks and therefore keeps them safe.

How we use this: Again, in the same way and most often when discussing friends or family members who might be acting as fiduciaries and/or business partners and associates.
Bonus Note: For example, we might ask them to consider what would happen if we do not protect business successors through the use of leases and employment contracts and/or buy and sell agreements.



8) Hate of Country, Enemy or Comrades Approach: An interrogator convinces the subject that he has been abandoned and isolated. Desire for revenge is the key to this technique.

How we use this: Anyone ever have a client/customer or patient that wants to do everything in the simplest way and ignores prudent if not vital aspects of your product, treatment or service? In estate planning, for example, maybe they ignore tax issues in their planning? In my case, a quick reminder of how the government (possibly a hot button) might tax them again at death on the

assets that they have paid on for their whole lives might do the trick and get them to pay attention to tax planning alternatives.

Bonus Note: This can also be used to motivate more attention to the important issue of protecting heirs from divorce and lawsuits. Anyone ever have a client that loved their "ex-son or daughter in law"?

9) The Incompetent Interrogator Approach: An interrogator convinces an arrogant prisoner with illusions of superiority that he, the interrogator, is incompetent. This is a very effective technique in the some cultures where female interrogators are sent to interview high-ranking officials.

How we use this: This one was always easy for me (as my default mode of casual might be viewed as incompetence). But most of the time we actually want to be seen by our clients as effective and highly competent. That appearance of being competent and effective/knowledgeable is often vital to building trust.

However, we can discuss "other attorneys/advisers and clients" who handled things poorly and got bad results and can partner with the client to make sure that that doesn't happen to him or her. We can still have them think about the effect of failing to follow good advice and to consider what bad advisers might be telling them and how that might turn out.

Bonus Note: Sometimes this can also be accomplished by saying "I'm not sure that I understood everything you were suggesting or saying (or that the incompetent adviser was suggesting) since they seem to contradict x, y, or z – that you also said were important to you." "Can you review it for me again so I make sure I get it right?"

10) The "Rapid Fire" Technique: An interrogator fires continuous questions while constantly interrupting the prisoner as they try to answer. The prisoner through exasperation may answer truthfully when finally given an opportunity to speak.

OK. This one is hard to use in a client centric practice and should probably be avoided! Now at home and specifically with teenagers? That's another story and this can be effective in the short term.

11) The Pride and Ego-Positive Approach: An interrogator praises the subject as a warrior/soldier saying he fought well. The interrogator stresses comradeship, which can be a building block to getting the prisoner to talk "soldier-to-soldier."

How we use this: Many times, clients have preconceived notions of what they want (perhaps loads of difficult and potentially confusing and contradictory specific bequests). But, they have arrived at these conclusions (and fixated on them) only because they didn't understand all of their options. Praising the client for the thoughtfulness of their plans, goals and motivations can then segue into other and perhaps better ways to achieve their goals which might be to protect heirs, reduce costs or other articulated outcomes.

Bonus Note: For example: "So I can tell you've thought a lot about this and developed well thought out and very clear planning objectives. For example, you've said you really want to protect your daughter's inheritance from a divorce. And you are not sure about your son-in law. But at the same time you are requiring the trust for your daughter to end when she's 35. Could we have it go on to continue that protection since many divorces occur after 35?"

12) The Pride and Ego-Negative Approach: A most misused tactic by young interrogators who forget that their job is to get information, not to judge the prisoner. Instead of building rapport, the interrogator focuses on being in charge and berates the prisoner and his culture.

How we use this: We don't and never would. But, it's a common problem for advisers who act like they're in charge. We find clients are way better to work with and have a much happier experience (followed by referral) when we acknowledge, right from the start, that they are in charge.

Bonus Note: Don't assume that everyone in your organization gets this. How are calls handled? Have you ever listened in or recorded such calls for training purposes? How are clients/patients and customers greeted? Have you ever asked them?

13) Fear: An interrogator pounds the table, threatens the prisoner with a focus on their fears which, in most cases, are always worse than the reality.

How we use this: So this sounds like one you would not use. But we might for good and ethical reasons. Sometimes, people cannot do what they really want, and need to do, without experiencing fear. And we have a full repertoire of stories that induce fear of failing to act in a timely manner and to implement the documents that they really need to achieve their goals. Many scientific studies of human behavior and of the effectiveness of advertising and marketing have confirmed that we will often do more to avoid loss and out of fear than to achieve gain or to feel better.

Bonus Note: Pay attention to the stories that you tell (or weave into your marketing) that really work. Then use them again and again for the same purpose. Test them against others to see which work better to illustrate the point, and to evoke positive actions. For example, my brother has a high-end property and casualty insurance firm. He is constantly telling clients to buy high value personal lines umbrella policies. He observed that after his clients saw me, that they would almost always buy them. Why? I have a good story. Ask me to tell you sometime…especially if you don't have an umbrella liability policy.

14) Calm: An interrogator shows compassion, empathy, or understanding creating a sensation and perception of calm and the subject then reciprocates and gives information.

How we use this: We do use it. Sometimes, a client is reluctant to share a family secret or dynamic that might really matter to the planning process. If we show that we or other clients have been harmed by failing to fix problems proactively, and/or we show that we understand and have experience the client may be more willing to share and we get them a better result. Also, experiencing the consultation, selling session or other experience as being calm and safe is a requirement for some people have enough trust to buy.

Bonus Note: In today's world, drug and alcohol dependency is common and drafting for it can be an important enhancement to a plan. Because this can be a delicate subject I usually bring it up as part of something I put in my own plan (based on experiences that my clients have had) and get the client to acknowledge that this can "happen to anyone in any family." Is there anything like this in your business or practice? How do you handle it?

15) The "Train is Leaving" Gambit: An interrogator convinces the subject that timing is a major factor. He needs to talk now or there is no deal for leniency. This is used often in criminal interrogation as well as in other types of field interrogation where time may be of the essence.

How we use this: The application of this technique is obvious here. Many times clients need to do things, update plans, develop a business succession plan, deal with litigation, hold family succession meetings etc. that are hard to do but way overdue. This technique can be very helpful in finally getting action and attention on what matters. We can convince them that failing to act now has consequences that are antithetical to their already established goals and values.

Bonus Note: This technique works well when combined with a phased approach to estate planning. For example, it might be really important to eliminate A/B trusts and to replace them with disclaimer trusts. It might also be important to do an IRA trust. We establish the importance of these documents but set a timeline with multiple appointments for each phase so that the urgent gets done no matter what. Do you have multiple levels of products or services? Can you use this to get the first level of action?

16) The "Combination Play": An interrogator uses more than one technique to enhance the effectiveness of each.

How we use this: There is never a client meeting when I don't use multiple techniques to discover information that is vital, to create rapport and trust, and to make sure that I deliver what the client wants and needs. There is a synergy to these and they often flow from and complement one another.

Bonus Note: Here's a real pro tip. When you combine these techniques with a few of the verbal techniques used by interrogators, you have a powerful method for getting more done for the clients in a more effective and satisfying way. They also buy more, send friends and family and are more willing to come back and to update more often. For that reason, we have more for you on how spies and interrogators get information as it applies to building, managing, and marketing your business/professional practice.

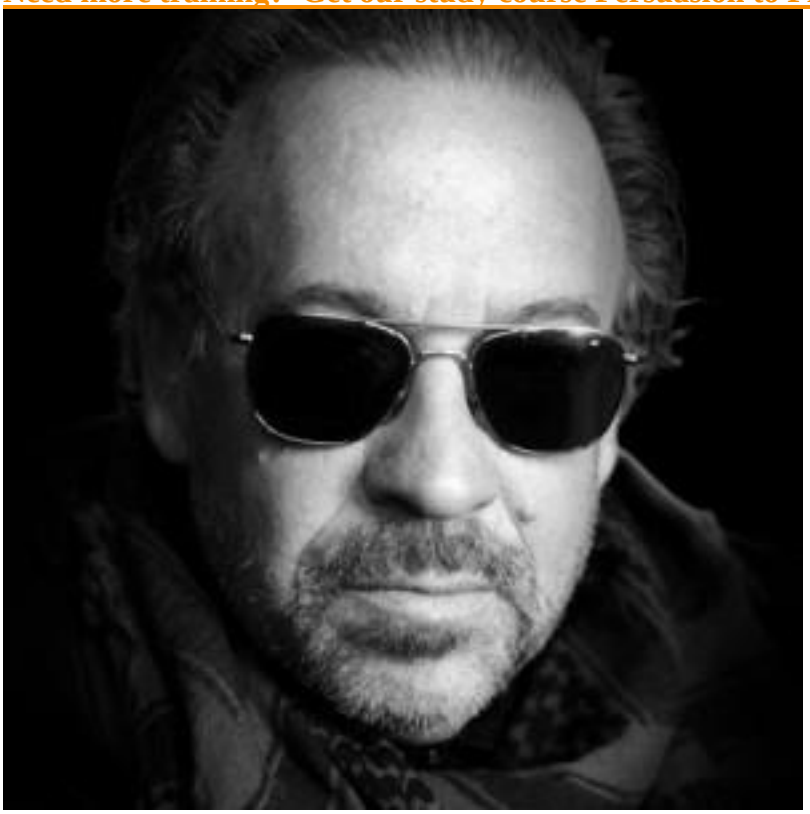
So that's a quick and over simplified view of how some old fashioned and more sophisticated interrogative techniques might be useful in your business and marketing.

In the next two installments we'll also consider how Navy Seals lead and win and how you can use these tools to do the same AND then what you can learn and use from hostage negotiators to make your business or practice a better and more profitable place to work.

About the Author of "An Ex-Spy Told Us The 16 Best Ways To Interrogate Someone":

"Jon Augustine" is a former spy who served as an officer in the United States Army Intelligence Support Activity (USAISA). "The Activity" is a top-secret Special Operations Unit that collects actionable intelligence in advance of missions by other US Special Operations forces, especially counter-terrorist operations.

People who read this also read our four part series on Building and Maintaining Trust
Need more training? Get our study course Persuasion to Profit



About Dave Frees:
Dave has been called a "Grandmaster" of communications and persuasion skills by Steve Forbes, Editor-In-Chief of Forbes media. He is the author of Language of Parenting.

https://www.successtechnologies.com/2017/03/the-interrogator-negotiator-and-special-forces-operators-guide-to-building-a-better-business-or-professional-practice/

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 these 9 direct mail/marketing ideas and concerns collected from various sources and curated here for your enhanced profitability:

1. **Corporate Annual Meetings/Earnings Calls:** Listen to earnings calls from companies who do direct marketing to your client/customer/patient. They typically disclose why sales are up/down with marketing insights to their consumer/buyer behavior. For most small businesses and or professional practices, that information is otherwise unobtainable. For example, at one point, Nordstrom, cut their direct mail for digital marketing. As a result, their sales dropped dramatically. On their earnings call, they disclosed, that it was a big mistake and why.

How do you use that? Determine who does what you do (or sells to your client, customer/patient and is publicly traded? Be on those calls. Many companies also post earning reports and calls/conferences on their web sites. From Dane Kennedy and Eben Pagan.

NOTE: Here's a bit of additional information on earnings calls

What Is an Earnings Call?
Earnings call is a conference call between the management of a public company, analysts, investors, and the media to discuss the company's financial results during a given reporting period, such as a quarter or a fiscal year. An earnings call is usually preceded by an earnings report. This contains summary information on financial performance for the period.

Earnings Call Explained:
The term "earnings call" is a combination of a company's report of "earnings" (such as its net income or earnings per share) and the conference call to discuss results.

The vast majority of listed companies host earnings calls to discuss their financial results although small companies with minimal investor interest may be the exception to the rule. Many companies provide a phone recording or presentation of the earnings call on their corporate websites for a number of weeks after the actual call, making it possible for investors who could not log in to the call to access this information.

2. **Learning from Political Operatives & Their Methods:** Many of the best direct mail/direct response pros in the world work for political campaigns (on both sides). Consider giving $1 to every candidate and PAC (especially those that appeal to your avatars) to get on their direct mail lists or sign up for digital lists (but use an email address especially for that purpose as they will never go away).

How do you use that? Study (or assigning that task to new copywriters) everything that you get for envelope, formatting, bullets, and calls to action. That's what's working. From AWAI and Titans of Direct Marketing.

3. Using the Direct Mail Envelope In A New Way: Did you know that you can put whatever you want in the return address portion of a mailed envelope? It does not need to be an address.

How do you use this? First, you can put a picture of an influencer, list owner, minor or niche celebrity with a description about who they are (permission needed!) - mail their letter of recommendation about you to a list who knows them, or mail to their own list using a technique we'll share next month! From Frank Klesitz of Vyral Marketing.

4. "**Co-Marketing" and Secondary offers:** Co-marketing with partners or other list owners/ in direct mail or through email to their lists can be highly effective and produce an amazing ROI. But make any such "swaps/list rentals or other cooperative marketing even more powerful by including secondary offers to contact you for a personal referral to some resource, even if they are not interested in selling or buying from you right now.

How do you use that? Every mailing, or email campaign should include a secondary offer that appeals to non-buyers now.

5. Avoiding Censorship and Ad Bans: Digital ad platforms continue to ban and to censor at increasing levels and reliance upon them become dangerous. While you can't just mail whatever you want without paying attention to compliance within your profession or industry, there is a much higher level of freedom. Social media platforms are moving away from allowing direct response ads, and access to consumer or even business data but, for now, you can still buy a mailing list of whoever you want based on demographics, psychographics, and subscription purchasers.

How do you use that? explore the purchase of mailing lists and/or capture mailing from opt ins to allow you to do direct mail marketing when digital doesn't work. Don't wait until it's too late.

6. Decide Where You're Going With Direct Mail Envelopes: Either the envelope should be anonymous and perhaps appear to be personal (to get it opened) or go 100% sales with actual envelope copy. Many tests have suggested that there's no in-between. Fill the envelope with sales copy or don't do any at all.

How do you use that? If you're going to reveal that this is sales/marketing or business then use all that you've got. You're already paying the postage. But, if you're sneaking up then make sure it looks personal.

7. **How should you mail?** Certified mail has a 100% open rate by the intended recipient. FedEx and Priority mail should also be considered and tested. You can send certified and priority for about $6. Start testing and using one of these choices for prospecting and communicating with higher value contacts, prospects and existing clients/customers/patients.

How do you use that? Do direct mail by higher open rate services and tell them why you sent it this way in the headline/lift note and why your message is so urgent, time sensitive and/or important. It will get everyone's attention right away. Send urgent messages via certified mail to people who didn't buy for another chance at conversion.

8. Where's the money actually made? For most businesses, all real profits are made on the back-end. If you want to scale, you have to get comfortable losing money on the front and making it on the back. But that's capital intensive. **So if you want to use this knowledge, then build capital, create upsells, bundles of evergreen products, services, content, and webinars etc. that continue to sell to new audiences, find sponsors, and create product ascension and retention systems to make every customer worth more.**

9. Getting past the gatekeeps to decision makers: The best way to get past a gatekeeper in B2B is to mail them at home. There are companies (MacroMark for example) that specialize in doing the manual labor, for a fee, or reviewing public records to research CEO's and professionals for their current home addresses. This is called a compiled list. Magazines will also sell you access to their subscriber lists, too. Use the SRDS service or better yet find a great list broker. More on that in our direct mail event!

How do I use that? Develop an offer and get clarity on the decision maker. The develop a high-end direct mail campaign with multiple steps.

These are just a few of the thoughts, techniques, and secrets that I've learned over the years from the likes of Frank Kern, Dan Kennedy, Eben Pagan, and many other legends of direct mail and direct marketing.

But, to get the most out of this list, pick two or three and use the methodology to explore how you'd use them in your own company.

Consider an internal mastermind with your marketing, sales, and operations folks to flesh out the best and to build a plan for implementation:

HOW COULD I USE THIS FOR ONE OR MORE OF THE FOLLOWING: PRODUCT /SERVICE CREATION/OFFERS/MANAGEMENT/TRAINING?
1.

2.

3.

4.

5.

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

1.

2.

3.

4.

5.

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

1.

2.

3.

4.

5.

LAST CHANCE?????

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 control 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 *all* 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. 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.

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 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/