Business Black Ops August 2021 Issue 43

CLASSIFIED: BBO EYES ONLY

From: Business Black Ops Mobile Central Command –

Time & Date: 05:30 AUGUST 10, 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

Food For Thought... "

"EVERYTHING I HAVE TOLD YOU IS A LIE…INCLUDING THIS." Dave Frees and Robert Anton Wilson

1) The Monthly Message to Members: Do you know the history of Alchemy - the early predecessor of science, as we know it today? Or, why "Alchemy" matters very much to you in the 21st Century?

With this Briefing and the next coaching call, we'll begin to consider the idea of "business alchemy" - a combination of scientific thought and higher level life "secrets" that seem to trigger magic, success, and reported happiness within the "initiated." We'll also be considering how to trigger/use various business/success secrets (are there any?) and those themes will be driving content from now until the live event and through the end of the year.

2) Intro To The Language of Leadership™ Mini Course: Five Modified & Enhanced Lessons From Captain David Marquet & Dave Frees

Plus Additional Tactics And Enhancements Directly From Business Black Ops Force Multipliers. As you're thinking about Alchemy you might find a use for these.

3) A Simple Diagram And Some Notes **To Achieve Deeper Understanding Of How The Universe Works, How To Make It Work For You, and Where To Get The Right Skills For That Journey.**

Don't be deceived by its apparent simplicity. This diagram is packed with deep level and transformational knowledge, reveals several unusually powerful strategies and techniques for building a better and more impactful life and business and, with it might also help you to create deeper and better relationships with your team/prospects/ clients/customers/patients.

4) Actionable Leadership Lessons From Dr. David Weiman:

How to Solve Problems with a Fortune Cookie - Sometimes, when trying to solve a problem, you can hit a wall. The answers or the solutions just aren't coming to you, no matter how much you think about it. And that can be really frustrating. **One Way That Dr. Dave Applies The Business Black Ops - Alchemical Solution™**

5) **Why You Can't See Yourself Clearly No Matter How Clean The Mirror Is Or … Why "It's A Bad Idea To Learn How To Fight In The Middle Of An Ass Kicking" By Grand Master Somnath Sikdar:**

Somnath wrote this even before we talked about exploring the concepts of Science, "Magic," and Alchemy. But the article is filled with triggers for magical thinking and opening the mind to higher levels of achievement.

6) New Members, Member News, 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.

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: This month I share an amazing third class or pre-sorted direct mail piece that got my attention (which is hard because I still get lots of mail), a coaching note from a War Lord call, and "headline" that you might want to use for multiple purposes throughout your funnel. THIS MONTH'S CONTENT IS 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. 2 NEW & EXCELLENT RESOURCES YOU MIGHT WANT TO LOOK INTO unless you love being right where you are.

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. THIS MONTH THERE'S AN AWESOME EXAMPLE OF A SERIES OF NEWSLETTER STRATEGIES/TACTICS/ AND OFFERS FROM DAVE'S OWN HIGHLY SUCCESSFUL FIRM NEWSLETTER.

Article 4: Being Even More Prepared: How to Detect if Burglars or Criminals Are "Casing" Your Home For Theft or Invasion

Article 5: Would You Spend $75 to $200 Now To Be Prepared To Save A Life - Maybe Even Your Own Or A Loved One's? Here's A Short List of How To Spend $200 or Less To Be Way More Prepared On Medical and First Aid Crisis Issues

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™:

If you read the front page (and specifically the table of contents – always a good idea when you're seeking to get the most from what you're about to read) then you already know that we're starting down the path of understanding and using Alchemy to trigger, create, and to enhance your business and personal success, happiness and performance.

We're going to journey together on the path to enriching what you believe is possible and to clarify and ease the way to achieving those enhanced aspects of your business and your life.

And, even if you already realize that you're an Alchemist, that journey is going to mean thinking in new ways and applying Alchemy and secret knowledge...if there is such a thing.

NOTE: when I say you're already an alchemist (albeit perhaps not the most well trained and capable one) what do I mean? Well, I'm sure that there are times in your life when you have transformed a resource, situation, business, relationship, or problem, and almost magically (seemingly effortlessly) from something ordinary or troubling to something extraordinary or beautiful/stunning/amazing. When you do that, you're aligned with the principles of success, and the laws of the universe...or alchemy.

Your particular version of success, wealth, happiness and a better business and life might or might not include greater profits, wealth accumulation, or other specific aspects of life that let you know it's ok to be happier, and/or that you've achieved and can enjoy your success (perhaps even as you move toward the next level).

It might mean that you feel safer and even better about giving more, sharing more with others, and delivering more value on the way to that success.

Now before we go too far into this let's say for the FTC (Federal Trade Commission) and the other regulatory bodies that protect you from charlatans, false claims, and even, in some cases, the truth, that I'm not making any financial or even spiritual claims here that you'll become wealthier from what you're about to read, and/or from thinking about whether or not Alchemy, magic and business secrets are real.

I can only tell you what these concepts have done for me, and I can steer you to explore "new" bodies of knowledge and historical examples that you can read, think about and evaluate for yourself. But ultimately only you can decide what works, what's moral and right, what you're willing to do and how hard you're willing to work (or how open you are to the idea that hard work is rewarding, but may not be the exclusive path to success).

And as for the secrets, you've probably heard that "there are no secrets to health, wealth, and success." In one sense that's right. The world (in fact, the whole universe) is, we now know, a unified field of energy manifesting as energy or as matter.

We know that the visible light spectrum (everything that we see with our eyes) is just a small section of the spectrum of energy that can be perceived and translated into visible images by magical scientific instruments created by man to allow us to see more and more of the "invisible universe."

So, in theory, as part of the unified field we may have access to all of the knowledge and energy within the unified field...and in that sense there are no secrets.

But, as humans we have closed our minds to a great deal of esoteric knowledge, known to elites and certain orders since the dawn of time. And in that sense, there are secrets to achievement, success, wealth, and happiness.

I've been helping you, by giving them more ordinary and less shocking labels for years now.

But I'm ready, with this group to pull away the veils and to start talking openly about the secrets, and the things that truly matter. The ultimate force multipliers.

In the past we've called the secrets meta, strategic and tactical force multipliers, mindsets, laws of nature, and used other names. And, to help you to apply them, we'll still use those labels.

But let's also start getting closer to the truth. Let's start thinking about how and why some people (accidently or with clarity of purpose) apply the secrets of alchemy to their businesses and to their lives to develop intention around all that they do...for themselves and others, and achieve extraordinary lives.

These are not lives without challenge, pain or loss. Those experiences are baked into the pie. For everyone. But, those who have clarity. Those experienced in the Alchemy of life deal with adversity very differently. It informs, shapes and enriches their lives. The suffering is minimized and the lessons from that suffering make them stronger and drive them in positive ways.

And, in case you're religious or have a spiritual practice, we all know that some people who discover the secrets of navigating the universe more efficiently misuse that knowledge. And others develop fantastic levels of wealth without religion.

For those of us who are religious and spiritual, there is nothing in the Alchemy of business and life that separates us from our faith. Rather, faith guides us in the proper, moral and just use of our power and wealth.

Those who don't have faith or a spiritual practice can still understand and apply the secrets that we will learn. But they face an additional challenge of developing a framework (separate from faith) to guide you. No problem. We should all develop, understand and use moral and ethical frameworks for deciding how to use these secrets in the best way possible...for all concerned.

This journey will take some time. But, as always, we will begin with a few of the aspects of business alchemy that have, through time, not just promised but have actually delivered the best and most desirable changes for the most people.

But, there is always value in going deeper. So the journey will continue. For as long as you'd like.

We'll be exploring Alchemy and the secrets to a better, richer life through the combined methodologies of psychology, scientific research, behavioral economics, philosophy, story and storytelling, sacred rituals and what underlies them, and yes, from time to time, religion (but being religious is not a prerequisite to understanding).

We will be consulting and learning from resources as new as the books: **Synaptic Alchemy** – The Art and Science of Turning Ideas Into Gold, **Alchemy** – The Dark Art and Curious Science of Creating Magic in Brands and Life (by Rory Sutherland – Vice Chair of Ogilvy), **Alchemy** – The Magic of Original Thinking in a World of Mind Numbing Conformity, **The Beginner's Guide To Alchemy** by Sarah Durn, **Subtract** – The Untapped Science of Less, and many many more ancient and modern works that inform us in the ways of transformation, success, and achievement – of exactly the right things – for you.

You should know that I have been keeping a journal of Alchemy, Alchemical Exercises, and Secrets of Alchemy as it relates to achievement, wealth, resiliency and perseverance, success, and power since I was 14. Those journals have become more sophisticated and have been informed by many decades of experience and experimentation.

And one of the most powerful lessons I learned, very early in my quest, was to cultivate the belief and practices that I was and am a life long learner. That while blessed, everyone I meet is smarter, stronger or more powerful than me at some (or even many things), and that I can and do learn from everyone...all the time.

So let's start on this journey. It's not new. We've been on it together for quite a while. But it's going to involve some new and more powerful revelations, secrets, and methods.

Some will seem obvious. Others may seem new but easy to grasp and apply while others (usually the very best) will seem hard. Stay with it. And there are tools along the way to help.

The Intelligence Briefing will still look and feel the same. But there will be a new lesson in the alchemy of success each month and references to the tools, secrets, and methods of Alchemy.

So from here on in, start looking for the hidden and overt references to alchemy, the tools of transformation, and the secrets of removing barriers and to achieving more wealth, success and happiness as YOU define them and redefine them.

Enjoy your new found power, resiliency, wealth, success and happiness...starting right now!

Well enough for now.

Semper Paratus!

Dave Frees

Alchemy Action Items:

Set aside the time to:

1) work on clarifying what matters the most to you, what you enjoy in the business and in life - at a very high level and to find ways of filling you life, your days, and your patterns with more of the very best things,

2) Identify five ways that you'll know that your life (on any given day) and the trajectory of your life (into the future) is better than ever and start searching for that evidence (it's there), and

3) schedule a "vacation" to do nothing but work on what you want the next few days, weeks, months and years to look and feel like (knowing that you might change your mind) as you conceive of even better things, feelings, and activities.

Alchemical Exercise:

This exercise was inspired by a conversation with Alchemist and Behavioralist Chase Hughes.

Each night as you prepare a schedule for the next day (or some time in the future), review a to do list, take actions to prepare or even get out your clothing for the morning say out loud...

"The future _____Insert your name here_____ is going to *love* this."

For example:

When Chase sets out his clothing for the next day he says "The future Chase is going to love this."

When either of us do a program for others where we want to deliver the highest value, we say (as we prepare) “The future Dave/Chase is going to love delivering this material.”

When I prepare my single index card for the next day (the one thing I must do and 3 things that, if accomplished will help me to achieve the most and the best possible results) I say to myself [out loud] “The future Dave is going to love this.”

OFFER AND PRE-REGISTRATION

In future articles and trainings, I’ll be sharing the mindsets, strategies, tactics, systems, tools, techniques, and skills not just to build wealth and value in your business (while maintaining balance and enjoying life) but to protect it for yourself and your heirs.

But if you’d like to be on the shortlist and save your spot for our 2022 “The BBO Wealth and Asset Protection Project: Build Wealth and Then Protect It For Yourself and Your Heirs…The Secrets Of The World’s Wealthiest Families For Creating and Protecting Wealth”, then just call or email Lisa and say you want to save your spot for this amazing event.

Just mention ASSET PROTECTION to save a spot (it will sell out) and to get the best pricing (this is the chance, at no risk, to lock in the lowest price for this). Lisa: 610-933-8069 or lisa@businessblackops.com.

Briefing Item #2

Dave Frees and Business Black Ops Present

Intro To The Language of Leadership™ Mini Course

FIVE MODIFIED LESSONS FROM CAPTAIN DAVID MARQUET
Plus Additional Tactics And Enhancements Directly
From Business Black Ops Force Multipliers

INTRODUCTION & BACKGROUND THINKING

If you believe that your role as a leader is simply telling people what to do and expecting them to do it, then you're not seeing the best possible results or work that you and your team could achieve. Rather, you're probably using an industrial age model of coercion.

It's easy to understand why and it's hard to break these habits. But, sadly, most current business leaders default to the way of speaking and leading that they inherited/learned from the time they were "workers" AND "doers" rather than leaders.

And, because we often don't get trained well in that transition, we fail to recognize that: 1) strategic thinking, 2) clarity of the purpose, values, and mission of the organization (and our teams), and 3) the ways that we communicate these with clarity and alignment matter very much in every aspect of leadership.

Once we understand those fundamentals, and can align our thinking and actions with them, then every aspect of business, from hiring (attracting exactly the right people with the right attitudes and skillsets), to onboarding, training, and leading, all conspire to optimize our success as leaders.

However, in today's dynamic information-based economy, where change is happening faster and faster, and leadership is more difficult than ever, your people and team probably have more to contribute to your success, performance and problem solving than simply following your direct orders or instructions. And those very "orders"/"instructions" may be holding performance back...severely.

Finding a way to tap into their skills, perspectives and creative functions and to cultivate collaboration (without coercion) and dissent (without division) can transform you from a bad or mediocre leader to a super productive, highly sought after and truly successful one.

So what skillset can contribute to and enhance of those levels of leadership and performance?

Enhanced communications skills. It's easy to see why.

Better communications skills enhance all aspects of leadership. But that's simple to see and say but often seems hard to learn and to do. Learning these skills can seem time consuming and daunting. And becoming proficient (or even great at this) feels odd and difficult….at first.

But don't despair!

That's where this mini course comes into play. I'm about to save you some serious time and help you to boost your effectiveness as a leader.

As many of you know, I spent my whole life learning how to profile human behavior, to understand it, to lead it, and to manipulate it. I was trained as an interrogator, a negotiator, a marketer and a recruiter and, as a result, I have become a leader who trains leaders. And I take that knowledgebase seriously…even today.

That's why, when I came across the new book called "Leadership Is Language (The Hidden Power of What You Say and What You Don't)" by former U.S. Navy Captain L. David Marquet, I was delighted to discover a "radical new playbook for empowering your people through language to bring their best selves to work, improve their decision making, and to take greater ownership of their responsibilities."

Captain Marquet does something that I have been working on for many years, which is to create a framework that helps leaders achieve the right balance between deliberation and taking bold risks that pay off without endangering your success and your company or organization's mission.

Captain Marquet's work, along with my own techniques and strategies, will help you to put your team on a path to continuous improvement, amazing

creativity, and inspiring one another to greater achievement. In short, you'll become (with a little thought and practice) a way better leader who, together with the team, gets way better and more sustainable results.

In the book, if you wish to delve deeper, you'll learn more of the nuances.

It is filled with great examples told around the story of the doomed ship, the El Faro, whose Captain broke all of these rules and sent the entire crew to their death – without complaint from the crew who seemed to sense their fate but also seemed powerless to stop it. It's worth reading.

However, in this short training you will specifically learn:

- Why (and how) you should "vote first", then discuss, when deciding on a plan with your team rather than voting after discussion and after your direct participation as a leader.

- How to avoid seven common sins of questioning from binary questions, should we do A or B, to self-affirming questions, B is the better option, right?

- Why it's better to give your people information instead of instructions but, specifically what to do and how to do that so that it works.

- Quite a few other language patterns, skills, and strategies for better leadership through what you say AND what you don't.

In addition, you will learn several lessons from my days in profiling, interrogation, negotiation, and building models of exceptional persuasion and influence skills for leaders.

In particular, you'll learn how to detect some of the most important ways in which people are processing your information, and then how to use that to achieve higher levels of persuasion and influence while maintaining trust and open lines of communication.

Think about it. Most of us, whether we are selling, recruiting, or training, wait until the end to know if we were successful or not. But there are often subtle, and not so subtle, signs along the way that we can learn to detect

and to adjust course. While the specifics of that skillset are beyond this course (come to join us at a live event), the tools included here will take you to a new level of sensitivity to input from others, and to leading for high performance.

Specifically, you'll learn how to shift from what Captain Marquet describes as **blue work** (thinking together strategically) to **red work** (the doing and actual testing) which, under a better leader then informs the cycle of returning to more thoughtful and better-informed blue work.

Finally, we'll delve a little deeper into four strategies to guide your use of these five techniques to radically boost and to improve your leadership skills and language patterns.

So let's get to it…

Technique No. 1: The framework and model/cycle of blue work to red work to blue work.

Captain Marquet was able to identify a very important process, its flaws as most practice it, and a very specific process for improving it.

He describes the two phases of work (historically) and creative teamwork/collaboration (in its more modern form) and how to lead them as blue work and red work.

Blue work is essentially higher-level creative thinking, planning, and the adoption of thoughtful and relevant strategies. This is the realm of thought and planning. It was historically (and often still is) the domain of "white collar" leaders and managers.

However, nothing really happens in the physical world until we move from blue work into red work, which is the actual doing of the things that were decided.

This red work…or the doing…was historically the domain of blue collar workers and the two groups did not collaborate or inform one another except through top down directives.

But, under a great and highly effective leader, red work, in turn, should be viewed as an opportunity to test the theories and hypotheses developed in blue work and then to return to blue work to modify and optimize it.

Thus, it's extremely useful to think of working with your teams as an ongoing and never-ending cycle of blue work, red work, and then back to blue work to adjust to the reality and/or to develop for new projects.

This is Col. Boyd's OODA Loop in action. Not just in marketing, but within the framework/cycle of blue work and red work.

Here are a few differences that Capt. Marquet charts on page 73 of his book that are useful in distinguishing what occurs in each phase (Some of these represent my modifications):

RED WORK	BLUE WORK
Avoid variability	**Embrace variability**
Prove (Testing the theory)	**Thoughtfully Improve**
Act/Do	**Decide**
Repetitious	**Novel/Dissimilar**
"Physical" (Production/Performance)	**More Cognitive (Planning)**
Production	**Reflection**
Compliant	**Creative**

Process	**Prediction**
Conformity	**Diversity**
Simple	**Complex**
Hourly	**Salary**
Narrow Focus	**Broad Focus**
Steep Hierarchy	**Flat Hierarchy**

Technique No. 2: The value of making a <u>pause</u> possible rather than preempting pauses

Captain Marquet called this technique "controlling the clock" as opposed to the industrial-age and coercive clock that controls *you* all of the time.

Part of industrial-age leadership is, essentially, to condition people to keep working and to *avoid pauses*, to get things done on a timeline and without disruption. This, of course, starts with good intentions from management but can often create extremely bad results. And, let's face it, there are reasons (and times) to let the clock drive performance in order to get things done and completed.

That said, the PAUSE as described by Marquet is extremely valuable and can save teams and companies from disasters…think NASA and the Challenger disaster.

So what does he mean when he describes a "pause" and how can we "control the clock" to get better results and to avoid catastrophic failures?

Again, to most leaders (and especially those marinated in the language of the industrial era leaders), a pause represents a delay where no product is being made and no sales are occurring. As the author says "it shows up on the spreadsheet as "a waste" and should, in this way of thinking, be eliminated."

Therefore, in most organizations, people get promoted for being go-getters and making quick decisions and executing them in short order but those mired in "pauses" are marked as low performers. Implementation is prized over thoughtful planning and strategy. "Successful leaders have been taught and rewarded for eliminating the pause and driving production or completion without pause or with minimal interruption in "production.""

But, we now know that this is a flawed perception and model.

In fact, it's extremely powerful for a leader to be able to, not only create pauses when necessary, but in some cases, to model and to allow/encourage them and, in other cases, to trigger a pause where others could contribute ***before*** problems become more serious.

Captain Marquet's book, a brilliantly-told tale of the sad fate of the cargo ship El Faro, is a perfect illustration of the value of pauses and the importance of paying attention to your language, encouraging dissent, and in creating space for strategic pauses.

Spoiler Alert: The El Faro could have taken a longer but safe route (and had a few chances to do it) where it would have minimized the effects of a massive hurricane. But, instead the Captain and apparently the crew (based on recordings and the ship's log) chose to take the open and dangerous route (missing several chances to divert) and losing the ship and all aboard.

A better leader who allowed, encouraged, and practiced the "pause" would have saved this ship.

So whether you're trying to save a project, a reputation, brand or your team's lives, get better at the pause.

Here's how leaders should use, encourage, and trigger the pause:

As a project begins, make liberal use of the pause to allow input as to what's happening and whether or not you're on course.

But, as it progresses, be even more open to pauses in the process, when dissent is rising, AND at junctures when significant consequences are at stake.

The technique of permitting and encouraging pauses can even further be enhanced by giving the pause a name.

Some pre-planning operational pause signals could be saying things like, "timeout", "hands off," raising a yellow card or raising a stop sign or other signal with the hand. All movie fans know the Special Forces used a raised and clench-fisted hand gesture for stop. Use that if you want. And make sure everyone knows that it's ok to use it when needed.

Believe it or not, evidence indicates that it is extremely powerful to allow and encourage pauses, especially when danger, difficulty, or divergence from expected results is detected by one team member and, perhaps, not by others.

But this effect (gathering timely and vital information before things go to hell) can also be enhanced by **practicing** the pause.

Practicing means occasionally asking a team member to signal with a pre-agreed-upon signal, even when no pause is needed.

The leader must still acknowledge the pause. And, after acknowledging the pause, explorations of the reason for it are in order.

REVIEW:

1) **Know the benefit of the pause (stop seeing it as dangerous)**
2) **Teach/model the benefit of the pause**
3) **Name the pause (It makes it more of a real thing)**
4) **Practice/Encourage the pause to set limits and reasons**
5) **Optimize the pause using language patterns below to give permission and make it safe for people/dissenters to give warnings**

That brings up to the next technique which can enhance the value of these pauses and the level of your leadership.

Technique No. 3: The value of enhanced & customized language patterns for better leadership

So whether you're practicing the pause (or any of the other techniques discussed here) you're modeling to everyone that dissent/input/creativity and problem solving are ok and that "calling a pause" is ok as well.

But there are better and worse ways to get more information when a pause has been called, by you, or by a team member, or when you're collaborating in the red work/blue work cycle.

Face it, if we're going to call or encourage the pause (or collaboration and input) then we should learn as much useful information from it as possible.

And this is where my legal training, interrogative and negotiation skills come in handy.

Some examples that you can consider and perhaps even rehearse, that allow for a more open discussion include:

"It seems like you think we might not be ready. What are you thinking?"

"Let's get the team together and revisit our decision."

"Sounds like we might need to reevaluate our supplier. What is the evidence we have that contributes to this?"

"Let's hold here and take a look/listen/gut check. What does everyone see, hear, think, and feel?"

"I can see/hear or I feel you aren't completely sure. Would you like to show me what you're seeing or thinking?"

"Tell me what's giving you pause."

"Is there anything else?"

This last one is particularly important because it helps us to go deeper. We can get even more data and perhaps more reliable thinking. It's very powerful and can be supplemented with some lessons from an earlier training I gave in negotiation:

"And…."

"And…what else?"

"Are any other things worrying you/informing you?"

Technique No. 4: Blue Work/Red Work Collaboration rather than strict role segregation

The industrial-age obey-the-clock play drives teams to move forward.

However, since we've separated the strategists/deciders (blue workers), from the implementers/doers (red workers), sometimes blue workers or leaders, shame, or threaten the red workers to do the work that they had little or no part in choosing.

Coercion, however, is not the basis for optimal performance and/or constant improvement.

The root of this problem is the separation of roles into red workers and blue workers, and the solution could be summed up as follows:

Let the doers also have input during the process traditionally run by the strategists/deciders. And, after thoughtful development and then actual implementation, let the red work parts of the team inform the next level of blue work/optimization.

This establishes a link in the cycle of red work to blue work that could completely transform (and almost inevitably improve) how things are done and the results that are achieved and sustained.

So we are seeking to replace coercion (or *perceived* coercion) with collaboration but with permissible and productive dissent.

However, many modern leaders still do not know how to encourage and "manage" collaborate, or how to deal productively with dissent. They give lip service to collaboration but drive conformity where dissent isn't seen as a positive force but a negative to be quickly defeated or overcome through whatever means necessary.

Let's examine both of those.

Technique No. 5: Moving From Coercion To Collaboration & How To Collaborate With Productive Dissent

Let's start with four important "rules"/techniques for establishing collaboration and permitted/healthy dissent.

1) In order to move from coercion to collaboration, it is important to consider "voting" or discussing options first rather than voicing your position, or determining a course of action and then discussing it. There's extensive evidence for why this is the case and then we'll talk about it in a bit.

2) Next, be curious but not compelling (ask the right kinds of questions and don't engage in use of “force”) and,

3) Invite dissent rather than drive consensus (however, there are ways to invite dissent without it being disruptive or destructive) and,

4) Give information, not instructions.

Now we will examine each rule/technique and ways to enact them in more detail…

1) “VOTE FIRST”, THEN DISCUSS

In the wisdom of crowds, the author Surowiecki tells the story of Francis Galton, a polymath who lived in England in the 1800s. Galton collected tickets and indexed everyone's votes in a guessing game regarding the weight of an ox. It turned out that the group independently, diversely, and collectively, had a closer guesstimate, than all but a few people.

He repeated this experiment several times and each time, only a handful of people were able to guess more accurately than the collectively average of the group.

So what’s the lesson? Well, to expose the greatest diversity and variability in thinking (which will probably yield the most accurate results/thinking), invite participatnts, to express what they think independently first and before anchoring the group through a vote or discussion.

There are a few ways to put that principle into action:

1. **Conduct anonymous blind electronic polling** on issues that people have been thinking about.

2. **Ask probabilistic questions instead of binary questions**. So instead of saying, "Is it safe?” or “Will it work?" ask "How safe is it or how likely is it, based on what we know today, to work."

3. **Use “Probability Cards”** in group discussions/collaborations

4. For issues involving more options than one or two possibilities **use "Multiple Voting"** where each person has more than one vote but fewer than the number of choices.

The idea in all of these options is to invite thinking that considers future actions/processes/events as a range of possibility, and not as will-happen-or-won't-happen binary choices.

This often means stating the question with the word "How".

How much did you like the movie?
How well do you speak Spanish?
How many people and resources will you most likely need?
How often should we review progress?"

Again, it's not binary.

Probability cards are helpful tools to facilitate this in meetings.

This is a set of cards that display the following percentages: 1, 5, 20, 50, 80, 95, and 99.

And as we use them, we want to focus on the outliers, the team members with the strongest positive and negative feelings.

Imagine, for example, you're in a meeting and it's time to decide whether to launch the software product, or to delay to do more testing. If it's sales, you may be deciding when to implement or test a new approach"/script." In marketing, you're testing and planning on rolling out a new process. In operations, you're deciding whether or not to release a new platform.

You have good knowledge of your piece of the project, but maybe you have limited knowledge about the project as a whole and what other teams are doing, and how that information fits into the business strategy.

You, along with the other 20 people in the room, are asked to vote how strongly you believe it should launch on time. A vote of 1 means you totally disagree, it's vitally importantly to delay launch, and 99 means you totally agree, it's vitally important to launch on schedule.

You all have the same seven cards.

Each person picks a card and slides it to the middle of the table.

Once the votes are in, flip the cards and invite outliers, the people who chose 1s and 99s to speak, sharing their ideas with the group. The outliers are probably seeing data, or have knowledge that others don't, or, they're missing data or critical information that's giving them pause.

So how do we get more from the outliers who might be reticent to speak?

Questions I like to ask the outliers are:

"What do you see that we don't and what is behind that vote?"
"What factors are causing the worry about this?"

There's a real nuance here. And it's worth thinking about.

Captain Marquet discusses attending a meeting (and I've had a similar experience) where people were asked to vote up or down on whether they supported a course of action. When the vote was over, each of the downvoters (there were only a couple) was asked "What would make you turn your down into a yes?"

This did not have, however, the intended result because it put the dissidents on the spot and placed them in the position of being blockers with the implication that everyone was expected to get on board.

The message was "We are going this way. How can we overcome your objections?" rather than an honest "Is this the direction we should go, and why or why not?"

When perceived psychological safety is middle to low, it is, therefore, sometimes better to ask the group to rationalize each outlier's position.

This has the benefit of not putting outliers on the spot and exercises our ability to view things from another's perspective. If outliers know they'll be put on the spot, it will reduce the tendency of people to take outlier positions and, therefore, deprive you of vital data and perspective.

Use “multiple voting,” which requires good psychological safety.

When the group is trying to select from among several options, the probability cards won't work and you need to narrow the options.

In this case, people could vote on their preferred options. Giving people about one-third as many votes as there are options, for example, ten options, three votes, and then see what options collect the most votes.

This could be done openly by hand, with called out votes and diagrams on a wall, or electronically.

Using fist-to-five voting: With fist-to-five, we use our hands to vote zero to five fingers. It is a public simultaneous vote but it's fast and we use the tools we have, our hands.

Marquet much prefers fist-to-five over one-to-five because in a large group, distinguishing the one finger from two is hard, but the fist votes really stand out, so do the full-hand votes. This simple tool could be used when two factors are clear: The decision we try to come up with is not binary needing lengthy discussion, and the people involved feel psychologically safe enough to express their opinions, ideas, and thoughts openly in front of the others.

If those conditions are present, a team could use this as a quick check at a construction site meeting or at a morning huddle, at a medical operating room pre-meeting or prior to equipment startup.

Questions, again, should probably be probabilistic: “How safe is it?” or “How ready are we?” as opposed to binary: “Is it safe? or “Are we ready?”

Again, it's really important to embrace the outliers here and to model for everyone that it is safe to be in that position.

2) BE CURIOUS, NOT COMPELLING

In this strategy, it's important to remember that leaders should speak last.

Part of the behavior behind being curious, not compelling, is withholding your own opinion until later.

The higher you are, or are perceived to be, within the organization, the more important this is because the more likely it is that people will want to align to your position.

There is good science on this and, again, we'll discuss it.

You speak less, not to prove you're the leader, but because speaking less allows others to freely voice their opinions first and you get more information. Some specific tactics include the idea swap or, what some thinkers (Charley Munger) have called, inversion thinking.

In this case, you have people argue for the opposite position of their own position.

In groups, break up the meeting into small discussion groups and invite people to talk to someone who voted the opposite way that they did in order to learn what was behind that vote. This will allow them to practice being curious instead of compelling and they could practice asking questions and open-ended questions.

This is a mechanism for getting people to listen more carefully, nonjudgmentally, and nondefensively to another point of view. It is also part of developing new leaders and leadership skills at all levels.

Using this exercise, we often see groups come to an agreement or compromise without needing a “boss as a decision maker.” This is because it trains their brains to think considerably about ideas other than their own and opens their perspective on what the situation might actually be.

Additionally, and as noted earlier, it allows the outliers to feel heard - which could be very powerful in the long run.

So questions (especially nonbinary questions and how questions) work. But, in Marquet’s strategies for being a better leader - triggering curiosity and openness, rather than compulsion and coercion, there are seven sins of bad questions and avoiding these can make you even better:

Sin No. 1. **Question stacking.**

Example, "So how much testing has been done? I mean do we really have all the bugs identified? Yeah, I just really think it's important to know that. Are we good to go?"

Question stacking is asking the same (or a slightly modified) question repeatedly in different ways or drilling down a logic tree you think defines the problem. Just ask one question at a time then pause and go into true listening mode. That's a better strategy for getting more information. In essence, put a question mark on it and then go silent.

This takes practice because you have to think of the question before you start talking and then you have to resist the urge to step in with more questions. Rest comfortably in the quiet and you could become a more powerful leader. Wait until the answers have ended before thinking about the next one (which can often simply be "And?").

Sin No. 2. **Leading questions.**

These aren't allowed in court for a reason. They poison the well.

Example, "Have you thought about the needs of the client?" A leading question comes from the place of thinking that the person is wrong, or that you have the answer. Instead, have a learning moment for yourself.

Ask the questions that assumes the other person might be right rather than you.

An easy start is to be neutral, **"Tell me more about that."**

Temporarily set aside your judgement or be curious about what you see and don't see, and what they think that you don't think. Since it's temporary, you can immerse yourself in that belief and when it's over, you do not need to agree with them or approve the action, but during your initial response, try that.

Another approach is to start with the question "How."

Ask, "How would that work?" "How does that align with our objectives?" This is the inquisitive how. The inquisitive how sounds like "How does X affect Y?" or "How do you see that?"

Sin No. 3. **Why questions.**

"Why would you want to do that?" is a good example. This type of question puts people on the defensive and reveals that you think that it's a bad idea.

In such cases, it best to reserve judgement and simply say, "Tell me more about that." Another option is to ask, "What is behind your decision?" "How do you see or understand the issue?"

Sin No. 4 Sin. **Dirty questions.**

A dirty question is like a leading question but it does not overtly carry the message that the other person's wrong but it does carry subtle, and often unconscious biases, and anticipates a particular answer.

The phrase, "dirty question," comes from the concept of “Clean Language,” the way of speaking and asking questions in psychological counseling that attempts to eliminate the counselor's bias from the question and allows the patient to develop his or her response.

Clean language was devised by David Grove in the 1980s and has been expanded since. A good book on the subject is "Clean Language, Revealing Metaphors and Opening Minds" by Wendy Sullivan and Judy Rees, published in 2008.

Here's an example: Let's say a colleague has expressed frustration with another colleague and said that they're at a dead end when it comes to getting the other person to complete work that a project depends upon.

You ask, "Do you have the courage to stand up to them"? That is a dirty question.

It's dirty because the question presumes your friend should confront them by speaking up but the metaphor is "stand up to" instead of "partner with," and finally, that the needed resource for your friend is courage.

It also implies that your friend's responsibility is to get the person to do their job.

A clean question version of this would eliminate more biases and would sound more like this, "What do you mean by dead end?" or "What do you want to have happen?" The structure of the clean question is designed to remove your bias and preconceptions.

Clean questions are a technique specifically designed for therapy when there's a lot of time and dedicated listening resources. We rarely have the luxury of this at work but paying attention to biases that might be present in your questions will make your everyday questions more collaborative.

Sin No. 5. **Binary questions**.

Examples include “Are we good to launch?” or "Will it work?" Binary questions narrow the available responses to a yes or no. They're convenient for asking in a short period of time but the one answering is in a bind, in a sense is getting the receiver to take responsibility for a successful launch by answering “Yes.” We hear these binary questions at work all the time.

Instead, start your questions with "What" or "How."

This makes it impossible to ask a binary question, for example, "How safe is it?" or "How ready are we to launch?" "What" versions of the same questions sound like, "What might go wrong?" or "What do we need before we're ready to launch?"

The simple rule of starting a question with "What" or "How" significantly improves the questions and the quality of the information coming from the team.

Sin No. 6. **Self-Affirming Questions**.

Self-affirming questions are also often binary questions with a special motivation to coerce agreement and make the question or feel good about the decision that they've already made. An example would be “We're good to launch, right?" As I've already discussed, others might include, “You know what I'm saying?” “It's going to be between these two, right?” “Does that make sense?” or “Everything good as far as x goes?”

Self-affirming questions seek to prove what we **want** the case to be. The purpose is to make the asker feel good rather than to reveal the truth about the situation.

The cure for this sin is to seek enlightenment by asking questions and making it easier rather than harder to bring up challenging information.

Marquet calls this self-educating, not self-affirming, and examples of this would be: “What am I missing?” “What would you like to hear more about?” “What could go wrong?” “What could we do better?”

Sin No. 7. **Aggressive Questions.**

Example, “What should we do?” This might be too aggressive for some people because it provokes them to make assessments about the future before they're ready to do it or before they have all the information that they need.

One way to make this less aggressive is to do this technique Marquet calls a pause, rewind fast forward (and that I call time shifting perspectives).

In this technique, you start with a pause. PAUSE =DESCRIBE

This invites simple observation of the situation. You simply ask “What do you see?” or “How do you see it?” This simply requires **Description** not analysis and feels safe because the part of our brain used for description is not connected as directly to our emotions. It also feels quite knowable and controllable.

Once you've gotten them to talk about what they see, the next phase is to rewind.

AFTER THE PAUSE THEN REWIND

Rewinding is about reviewing how we got here.

Questions such as “How did we get here?” “What happened to bring us to this point?” or "What happened before this?” are all good triggers for the

rewind. And, the past has more uncertainty, but it is still available to them and so still feels safe.

MOVING INTO THE FUTURE

Finally, fast forward to the future means asking about what will happen next, or whatever you want to do.

This requires assessments about what's least knowable and so therefore most likely to be wrong. As such it triggers the most vulnerability, but jumping straight to “what should we do” might get an “I don't know” response. That’s why we use the Pause…Rewind…Fast Forward Process. It gets them used to the feeling of moving from safe to a bit more vulnerable but also allows them to prepare and to adapt.

3) INVITE DISSENT RATHER THAN DRIVE CONSENSUS

As we've previously observed, there is a real benefit to encouraging dissent and finding out the true wisdom of the crowd rather than trying to drive consensus or anchoring your own opinion. So the wisdom of the crowd can be determined in one of two ways.

For example, some of the science shows that the first number tossed out by the first person (and this is even emphasized further if that person is a leader) often tends to be an anchor, and others may argue with just the number up and down, but it always seems to be clustered around the initial anchor point, so essentially, once a majority starts to form an opinion, it becomes much harder for those in the minority to voice their dissent.

To prepare for this, I went and watched videos of a famous landmark study by psychologist Solomon Asch who invited college students to come in for a vision test. Videos of this are fascinating, and show that the last person who was the subject, all the others were conspirators in the study would often take an absurd position that made no sense.

When later asked, the participants said things like I thought I was wrong, and I thought that the group knew something that I did not. The same rationalizations will happen at your business meetings if you are not careful, and if you don't create an environment of encouraging dissent.

The lesson is essentially to make it safe and relatively easy for people to dissent, not in a disruptive way, but in an informative way. Some studies have said that this could be done as simply as asking someone in the group to state an opposing opinion and to share with the whole group why they might be wrong just to prime them to disagree, once it seems that the group is coalescing around an answer.

In Captain Marquet's organization, they use black and red cards to formalize this.

They call them dissent cards, and used them in a ratio of five to one. Five black for every red. They shuffle a deck, and people take a card. Here's the rule. If they have a red card, they have to dissent, and the card makes it safe and necessary to do so. Essentially, the rules are that you're not a jerk if you do it. You have to do it. If you have a black card, you can still dissent if you want to, but you don't have to. Black cards have reminders on them for how we should respond to the dissenter by being curious and not compelling.

Captain Marquet discusses his observation of the amazing power of dissent in an exercise he was running with a group of executives in China. Four of the executives, all men, were sitting at four tables of ten. After watching a short video, their task was determined as a table, how many sails an old-fashioned ship in the video had up. They had 2 minutes to achieve this.

Marquet says that he personally observed all the tables.

Not knowing the language, he focused on who spoke and in what order. Essentially, the body language. The tables were close together, but he did not observe any cross talk between the tables. When it was time to share their answers, an executive from the first table stood up and gave a nice speech about having a harmonious conversation during which everyone's voice was heard, and asserted that there were five sails.

At each of the three tables following the discussion, an executive stood up, gave a variation of the same speech, and said the exact same number of five.

The correct answer was actually eight, and essentially every table had it wrong.

They then passed out the dissent cards.

Two red, and eight black cards to every table, and had them repeat the exercise. People with the red cards had to dissent from the group, and here's the key. He did not show them the video again so they could not revise their answers by looking more closely.

The only new information they had was that their previous answer of five was wrong. They did not know the exact number. Again, after 2 minutes, it was time to show the results. This time, there was no speech, but the answers were seven, eight, seven, and eight. Essentially, by introducing nothing but a dissenter, they got the groups much closer to the truth and to the observable reality.

Of course, as a leader, your fear is that a dissent equals disharmony, and is to be avoided (often at all cost).

But organizations that practice dissent where people are dissenting with the best interest of the organization in mind, and where people respond to dissenters with curiosity, dissent does not feel disharmonious.

This takes a little bit of work obviously. The behavior of the group toward the dissenter is important in sustaining the practice of dissent, or what I would call a valuable dissent. It is essential, therefore, that people practice with questions like what's behind what you're saying, can you tell us more about that, what do you see that leads you to believe that?

4) GIVE INFORMATION NOT INSTRUCTIONS

In America, and in most western nations, we are barraged by signs and headlines telling us what to do or to think:

“Wash your hands”
“Employees Must Wash Hands”
“Shut the door”
“Staff/Employees only”
“Hard Hat Area”

“No Admission”
“Stop”
“Orange Man Bad”
“Biden has dementia”
“No smoking”
“No visitors”

Again, these signs/headlines are part of the industrial playbook of societal and behavioral coercion. They’re part of a top down system that tries to gain conformity and control, and to limit diversity of individual and collective thinking. It’s a system that is based on authority and growing/maintaining power over the best results for the most people.

But it's not merely signs and headlines.

We are, as individuals (think parents), as business leaders (think of yourself under deadline or Mark Zuckerberg under pressure from the government) and as political leaders (think all of the power crazed maniacs of both parties who voted almost unanimously to tax any IRAs you inherit at vastly higher rates to fuel what they think is best for you), constantly telling people what to do.

“Park over there.”
“I’ve reviewed it so go ahead and submit the proposal.”
“Add these user stories to the web site/brochure.”
“Double check your numbers.”
“ANTIFA is bad/dangerous, and destructive to society.”
“ANTIFA is good/safe and seeking a better society.”

My favorite from his book is “Be back here at 10:00 A.M.”

Why is that my favorite? Well it struck home.

Captain Marquet relates a story that when he was speaking, he told people to “be back from the break at 10:00 A.M.” I also do it all the time when I speak. We think it’s essential to keep things on time and on schedule.

At least one person who was paying attention came up and said to him “You're a big, fat hypocrite."

Marquet's first reaction was to be defensive, but then he asked “What do you mean?” in the most neutral tone he claimed he could muster.

"Well, you just gave us all a direct instruction – “Be back by 10:00.” Try following your advice."

So what did he learn and what did he do?

Well, he now says “I will start at 10:00 A.M.”, and he does.

Note the difference. He is not giving an instruction. He is giving information that people are free to do with what they will. However, after a few breaks where he promptly started, just as he said he would, people came back on time…based on information NOT based on an order or an instruction.

He also relates that at another time when he was giving a workshop in Medellin, Columbia, the seminar host warned him about being "too militaristic and too Americano” with his schedule.

“This group likes to be late." He tried his trick – no instructions or orders….just information. All he said was “I’ll start at 10 am.”

It worked.

The first time, there were a few people milling about the coffee pots, but he started at exactly 10:00. No lectures, no admonitions, no demands, no instructions.

After that, they were locked on schedule. The organizer was astounded. He'd never seen it before. And I can confirm that while I still sometimes forget, when I do it right, there’s a very high level of compliance.

So how do you improve at giving information but not instructions?

Here are a few examples from the book that might be worth trying/practicing or just reading to get a better understanding:

- Instead of “Park there”, try “I see a parking spot there.”
- Instead of “Go ahead and submit the proposal,” try “I can't see anything I would change.”

- Instead of “Add these user stories,” try “Customer service has some new user stories for our products.”
- Instead of “Double check these numbers,” try “It's important that these numbers are correct, and I see something that doesn't quite add up for me."

Just to review, it’s time, as a growing and developing leader, to move from coercion to collaboration.

Conclusion And Review

So you’ve studied five techniques:

1. Use the blue work red work framework
2. Learn, model and encourage the PAUSE
3. Use better language patterns and questions to go deeper
4. Collaboration rather than segregation
5. Collaboration with healthy dissent

And you’ve been exposed to four high level strategies that will help you to move from coercion to collaboration informed by healthy, safe and productive dissent:

1. **Vote first, then discuss.**
2. **Be curious, not compelling.**
3. **Invite and encourage appropriate dissent rather than driving for consensus.**
4. **Give information, not instructions.**

It’s time to start noticing when you’re already doing these things, schedule them, practice and implement them. And start noting what works and how you’re improving.

Be well…

Dave Frees

Briefing Item #3

A Simple Diagram And Some Notes To Achieve Deeper Understanding Of How The Universe Works, How To Make It Work For You, and Where To Get The Right Skills For That Journey

Again, this one is short. But don't be deceived by its apparent simplicity. This diagram is packed with deep level and transformational knowledge and reveals several unusually powerful strategies and techniques for building a better and more impactful life and business. With a little thought it might also help you to create deeper and better relationships with your team/prospects/clients/customers/patients.

First, the meta level strategy:

What matters is how quickly and massively you're able to create the intentional and positive changes (in any aspect of your business or life) that you desire.

Why?

Think about the time value of money.

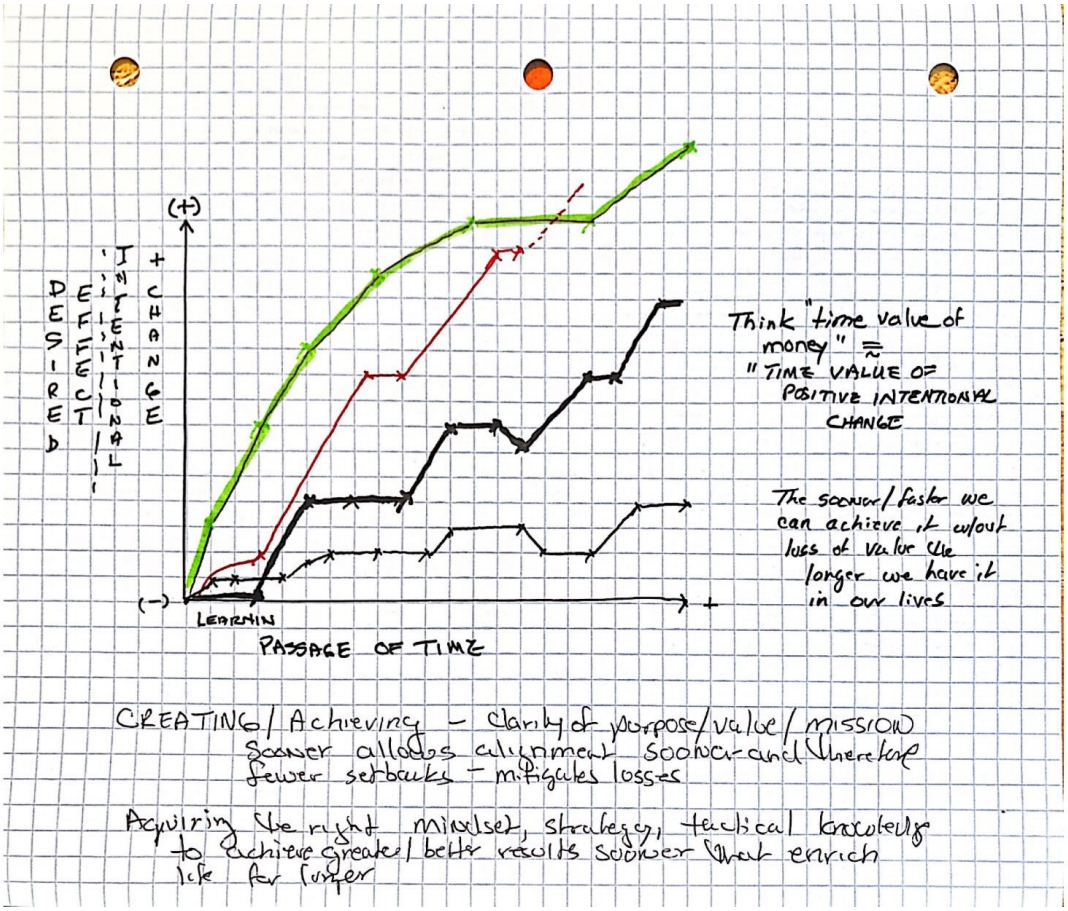
$1000 dollars earned and invested today is worth much more than the same amount earned ten years from now. This same concept is true of skills, positive change, and building non-monetary value.

The sooner you achieve more of what you want and need to operate at a higher level, the longer you're able to enjoy that better and more intentional life.

So in the diagram we plot positive and intentional change over passage of time.

Next, the diagram…

The Diagram:



Scanned with CamScanner

The commentary/notes and resources:

Essentially, we want to seek ways to learn faster how to generate clarity of desired outcomes, and then to acquire the knowledge and experience to generate the right changes (in alignment with those outcome and your intent) more quickly and effectively.

Notice that the higher performing red and green lines reflect a faster rise and a faster period of learning to application. This means that you have those positive and intentional changes in your life sooner - so they are more valuable to you, and arriving there means that you can see even better "vistas" than were visible to you in the earlier state of being.

When you see this in action, it looks like magic.

And, in some ways it is. It's based in science and rational thought but rational thought that is open to the magic of human capacity and resiliency that exceeds what our first beliefs allow as possible.

That's part of why we're now thinking about both Force Multipliers AND the use of Alchemy (a predecessor of modern science that was still open to metaphysical experiences and change).

This may, explain why, for some people, well designed affirmations work so well. And we will discuss that in more detail in future issues. But not every technique of change and improvement works for everyone (or all the time).

But keep your focus on the essentials - 1) Achieving Clarity, 2) Maintaining Alignment (with the new clarity), 3) Rapid Learning (acquiring knowledge to generate sustained, positive, and intentional change(s) sooner), 4) a bias toward implementing those changes, adapting to them, and enjoying the benefits of massive change sooner than otherwise possible, and 5) cultivating resiliency when barriers need to be overcome.

Each and every one of these steps are present in each and every issue of the Briefing, the monthly coaching calls, our War Lord calls, and in every live event. Now that you know, you can look for them.

But, here's a hint: We've been driving toward more and greater clarity of your personal and business PVM. We've been showing you example after example of how alignment with your Purpose, Core Value, and your Mission creates greater success, minimizes waste etc...

And, most recently we have shared @Hubermanlabs rapid learning/ mastery techniques of 1) multiple 10 second pauses during learning (that can cause a massive increase in mastery/memory of the topics being learned), 2) two twenty minute sessions of meditation on learning days (proven to have similar effects,) and, 3) use of white noise during learning sessions.

Couple these Business Black Ops tools with the practice of a bias to implementation and building resiliency (both topics of live events in the last three years) and you have an actionable roadmap to achieving the results and benefits that the chart above reveals.

So stay with us and let the results improve, the magic begin and the fun continue!

Briefing Item #4

Lessons on Leadership

By: Dr. Dave Weiman

How to Solve Problems with a Fortune Cookie

One Way That Dr Dave Applies The Business Black Ops - Alchemical Solution™

Sometimes, when trying to solve a problem, you can hit a wall. The answers or the solutions just aren't coming to you, no matter how much you think about it. And that can be really frustrating.

NOTE: *Dave Frees has discussed what he calls the Alchemical Solution and the process is described in several back issues of Three Days To Success and Business Black Ops materials over the years.*

It's also described in the 2021 Field Manual…available now for pre-order as a training tool for your teams or as a gift to another friend/business owner.

What follows is one way that Dr. Dave applies the concept of alchemy to problem solving…so back to Dr. Dave…

One way of dealing with this is to look around your world for some random phrase or idea that you can apply back to the problem that you're having.

For example, a friend of mine when feeling stuck will pull a random book off the shelf, flip through it, put his finger down randomly on the page and read sentence his finger is on. He'll try to see how that might relate in some way to the problem or contain a thread that might lead to a solution.

Random thoughts – like an idea, sentence, or phrase – often stimulate new ideas you can relate back to the problem … ideas that you might not have otherwise had.

I do this with the fortunes that come in fortune cookies! One I opened before writing this says," Walk with a good heart and you will run with success."

How could we apply that to a problem?

Maybe walking with a good heart means, if I can't figure this out, what if I just think about what my true core values are, what's in my heart, what would lead me forward if I were sticking to my values.

Pretty good insight from a random fortune!

If you're feeling stuck with right now, you might apply that — walk with a good heart and you will run with success – and I hope that will help you speed past that problem and keep moving.

The comedian Jim Gaffigan said," Every fortune should say, 'You're about to eat a stale cookie.'"

Whether you eat the cookie or not, I hope that this method is one that you can use to help get unstuck when you have a tricky problem in the future.

Question: What method(s) do you use when you have a problem that needs solving?

Dave Frees' extra Question: Once you've listed them think about a problem and apply two or more. Then evaluate the solutions you've developed and go solve them.

Briefing Item #5

Why you can't see yourself clearly no matter how clean the mirror is or … why "it's a bad idea to learn how to fight in the middle of an ass kicking"

By: Master Somnath Sikdar

Editor's note: Somnath wrote this even before we talked about exploring the concepts of Science, "Magic," and Alchemy. But the article is filled with triggers for magical thinking and opening the mind to higher levels of achievement. Enjoy it as we start down the path of viewing force multipliers, strategy, business and life through this new lens.

"Everyone has a plan until they get punched in the face."

The sayings and clichés abound and they all point in the same direction. No one is 100% self-aware.

I think it's common to feel this frustration with our teams, employees, and ourselves (our customers too).

We feel like we're holding up the mirror they need to see themselves, or the problem, clearly. Once the problem is properly defined we can start working towards a solution. Unfortunately, even with the shiniest, cleanest mirror, they don't get a clear picture.

I've had blurry vision since I was a child. I knew I couldn't see everything clearly. But, I didn't know what I was missing until I was given corrective lenses. I knew what blurry looked like, but it was impossible for me to know (or remember) what clear looked like without external assistance.

I literally can't see myself in the mirror without my glasses on. Or read, or drive, or fight. It doesn't matter how clean the mirror is, how good the book is, or how proficient my martial techniques are.

The same goes for our people, we must introduce an external catalyst to help them increase their self-awareness.

When a fighter steps into the ring for the first time, they are all too often woefully under-prepared. This can be laid at the feet of both the coach and the player. It may also be the first time "in the corner" for the coach as well. Both parties don't know what they don't know. They think they've prepared adequately yet are rudely awakened by an opponent they've never faced before.

A couple of things can happen next. With a loss, a fighter may be physically or emotionally hurt. The level of surprise and frustration causes them to quit altogether and never fight again. Or, they can learn from the experience, seek more knowledge, add to their game and try again. (By the way, there isn't always much reception for learning and growth if you win either.)

So, how can we add this shock to the system that leads to learning without breaking the player and possibly the coach too?

A few years back, I summited a 14,000 ft peak in Colorado.

The climb was quite easy until about 12,000 ft. At that point, my hands and feet swelled, I suffered shortness of breath, and my legs became very fatigued. Symptoms of mild altitude sickness? Possibly, but it also pointed out weakness in my physical condition and thus gaps in my physical preparation.

Our bodies (and minds) adapt to the specific demands that we put on them. We achieve depth, but not necessarily breadth in our abilities. As a result, even though we're quite proficient at what we do, a small deviation can cause a major problem.

A good strategy to help identify these gaps and weaknesses is to either leave or expand the "comfort zone". Going outside of our normal routines and proficiencies expands our awareness and hopefully our capacities in a cubic way. But, we've belabored this point enough.

Dr. Weiman notes in a different context, that these types of *experiential expansion events* don't always work. And if they do work, their efficacy isn't sticky over the long term.

In martial arts training, we see this with folks that are seminar junkies. They attend these seminars in the hope of learning a new technique or trick that will give them some sort of tactical advantage on the mats. It rarely works out that way for them. On the mats, under stress, it's very difficult to apply something new or complex. Rather, we revert to our base ability that we've cultivated with consistent training and practice.

Note, I'm not saying that seminars are without value. They are a great venue for camaraderie and motivation. Also, an outside coach or expert can offer a different conceptual perspective on your game. The value is in the mindset and strategy, but not necessarily the tactics themselves. The new tactics only work under the umbrella of a well-informed strategy *and* a plan to implement them consistently.

Climbing the mountain was a great eye-opener, but not necessarily an effective one without some sort of ongoing process to fill those gaps as a follow up. Also, that mountain kicked my ass. If things had gone worse, then the learning opportunity would have occurred a bit too late.

For myself and my trainees, most of the time we operate between 40% and 80% intensity or capacity. This is ideal for long term sustainable growth and progress. Below 40% there isn't enough stimulus to encourage adaptation or improvement. Even though the stimulus is high above 80% so are the costs and the risks. The risk of injury is always a concern, but the more time you spend above that 80% threshold, the risk goes up exponentially. If you get hurt, you can't train. If you can't train, you regress. And, even if you don't get hurt, proper recovery times, both mental and physical, are longer with high-intensity training.

But, there is a downside to this approach.

You will make steady and consistent progress towards your goal. However, it's the old precise versus accurate problem. Because you're never *testing* yourself, you can't be totally sure if your progress is absolutely in the right direction. And then, the test comes too late. The test is in the fight or on the final summit of the mountain.

No matter how much someone holds up a mirror and reflects your weaknesses back, you don't see them. You're finding difficulty perceiving them since you are making progress. There hasn't been a failure that you need to correct for. Generally speaking, this is a good thing. We say to students that express frustration with slow progress, "*progress IS progress*". But it is also an "*if it ain't broke, don't fix it*" mindset.

While we don't want to stop doing what's working, we also don't want to forego chances to optimize and make necessary re-calibrations. We don't want to find ourselves off the mark when it's too late. And, we don't want to find ourselves in the midst of a crisis unable to cope or react.

We can't wait for the external high stress-high risk event to test our aim. We have to create and plan higher stress-lower risk events to ensure we are on track and we've identified potential weaknesses.

With martial arts training we practice technique, drill combinations, and spar frequently. This might be doing forms or shadow boxing, hitting pads or the heavy bag, and sparring with known partners in which we limit the speed, level of contact, and they types of attacks allowed.

At times we also have to make sure we can do what we think we can do. These less frequent yet still regular higher intensity sessions may be breaking boards or sparring with more speed and contact. It may include sparring students from a different-but friendly-school. They are ways to measure our abilities without the high-risk of a competition or actual fight.

We need to occasionally operate in the 80% to 100% range. It's a mark of progress and that in itself can be very motivating to keep going and to do more. It also reveals if we were off the mark. And, it exposes the weaknesses and gaps that we wouldn't have been able to see while operating in the more common mid-range.

How will you introduce this sort of limit-testing and stress-inoculation into your personal and professional life?

On the personal side, for me it's with martial arts training and weight lifting. On the professional side, my goal is to increase the robustness and autonomy of the teams at the Dragon Gyms.

For staff training, we role-play a lot. We role-play the phones, what happens out front and what happens on the mats on a regular basis. We practice how things will go when everything goes according to plan, and we practice how things will go when things don't.

For example, our class template requires 2-3 instructors on the mats. This is optimal for both the instructors and the students. But situations arise (sickness, injury or forced quarantine) that may only allow one instructor to be on the floor on any given day. We prepare for and practice this scenario as well.

It's a lot harder to teach a large class of children solo. It's emotionally stressful and physically draining. But, let me tell you, a class of 25 four and five-year-olds will show you where your instructional weaknesses are! Classes are taught, business runs, and my team improves even in light of an "unexpected" curve ball.

Is there a way that you can test your limits, physical and mental, for a finite period of time?

Consider the "Be The Coffee Challenge". It's an intense 35 days, but all participants say it's worth it. Folks are typically getting higher quality sleep and losing 10+ lbs., but it's the change in mindset and self-discipline they are raving about.

Here's what our own Frank Lunn has to say:

I'm grateful for the opportunity to participate in the "Be The Coffee Challenge"! I used the 30 days to intentionally focus on two core objectives related to fitness and nutrition. I achieved everything I set out to achieve as well as some ancillary value I wasn't really counting on, but am grateful for, related to mental clarity. I'm totally impressed with the support structure and the resources I received. "Be The Coffee" was a great reset for me on several levels and was valuable to help me recalibrate my current goals to this new reality we all find ourselves living in. I highly recommend the mindset of, "Be The Coffee" and participation in the BTC Challenge -- #WorthIt!

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I'm going to be starting the next round of "Be The Coffee 35-Day Challenge." on Sept 13th. If this is something you're interested in, or would like to know more about, please visit --> https://buff.ly/2Mfo8R5.

If you're ready to sign up I'm offering a $200 discount for BBO subscribers. Make sure to use code BBO921

Somnath Sikdar

Briefing Item #6

New Members and Field Notes

Monthly Business Black Ops Coaching Calls
Updated Schedule and Tentative Topics

NOTES, COACHING CALLS & ACTION ITEMS:

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

Also remember to *schedule the Elite Events you want to attend in 2021 and 2022 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.

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2021 BBO CALLS:

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

September 14 – 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)

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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

April 20, 2021 Topic: Actionable Fundamentals of Success and Wealth Volume II

May 18, 2021 Topic: Preparing for Q3/Q4 - Meta/Strategic/Tactical Force Multipliers (Part 1)

June 15, 2021 Topic: Preparing for Q3/Q4 - Meta/Strategic/Tactical Force Multipliers (Part 2)

July 13, 2021 Topic: Creativity in Business - Products, Services, Pricing

August 17, 2021 Topic: Alchemy in Business and Marketing

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: This month I share an amazing third class or pre-sorted direct mail piece that got my attention (which is hard because I still get lots of mail), a coaching note from a War Lord call, and "headline" that you might want to use for multiple purposes throughout your funnel. THIS MONTH'S CONTENT IS 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. 2 NEW & EXCELLENT RESOURCES YOU MIGHT WANT TO LOOK INTO unless you love being right where you are.

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. THIS MONTH THERE'S AN AWESOME EXAMPLE OF A SERIES OF NEWSLETTER STRATEGIES/TACTICS/ AND OFFERS FROM DAVE'S OWN HIGHLY SUCCESSFUL FIRM NEWSLETTER.

Article 4: Being Even More Prepared: How to Detect if Burglars or Criminals Are "Casing" Your Home For Theft or Invasion

Article 5: Would You Spend $75 to $200 Now To Be Prepared To Save A Life - Maybe Even Your Own Or A Loved One's? Here's A Short List of How To Spend $200 or Less To Be Way More Prepared On Medical and First Aid Crisis Issues

Article 1

The Monthly Dave Frees SWIPE and Deploy Marketing Force Multipliers.

Examples From My Personal and Ethical SWIPE and DEPLOY File and From Our Monthly War Lord Coaching Calls:

Dave Frees' Business & Professional Practice Force Multipliers

This month:

1) I share four pdfs from a direct mail piece that I got and that you can easily and ethically adapt the approach, and

2) I share my coaching from another War Lord level private coaching call. All sharing is made anonymous or is shared with permission of the War Lord.

3) I share a headline that can be used to promote targeted content to your clients/customers/patients and prospects.

1) Four images of a really well done direct mail piece:

The first piece is the envelope. It was presorted third class mail but it gets your attention and could be used with a first class mailing as well.

Of course, testing to see if UPS, FEDEX, or priority mail get enough of a better response to justify the additional expense.

Next, there's a one page single sided letter that sells the reader on reading the enclosed letter/offer.

Next I've included two pdfs of the main piece. These are the front and back covers.

Notice the use of proof, multiple ways to respond, a deadline, powerful headline etc.

To see the pdfs of this outstanding direct mail piece, visit the BBO member site at https://membership.businessblackops.com/august-2021-resources/ or type: https://bit.ly/BBOAUG2021

2) An observation from a monthly War Lord coaching call:

What I am about to describe, may sound obvious. But it's not. And, almost no one ever does this…so it can really matter.

During the War Lord level coaching calls we go through a series of questions and exercises each time to set up clear expectations for the call, and what the War Lord needs and wants out of the call.

These questions/exercises also help me to get a picture of where they are, what's changed, and what they might need, but that they're not yet seeing.

Part of this involves a way of discovering where they feel they are in business and in life.

One very powerful War Lord recently gave business and life a really high rating.

But the Alchemy and real opportunity was when I asked if some of the things that made the War Lord's business and life great were better, more enjoyable/rewarding and powerful than others. The answer was "Yes" and were able to identify and prioritize several.

Next, I asked if it would be possible or desirable to fill even more of each day with those things?

Now this War Lord is obviously very smart and a great business owner/ professional. But these things are hard to see through our own eyes.

So that War Lord is now considering ways to take that very high rating to even higher levels through one little thought – even when things are great, is it possible to find the best of what makes it great, and to have more (even incrementally more)? Would that make business and life even better?

So if you rate your business and your life quality at 7.5 or above, can you determine what you love most in each realm and then determine if it's possible to fill your days, your business and life with more of that?

NOT YET A WAR LORD? …but want the extra advantages of individual coaching/consulting?

Dave has one annual spot open before War Lord registration reopens again in October. But if you're ready to make some real changes in how you work and get rewarded more richly for that work? To apply for that spot call Lisa at 610-933-8069 today. It will get grabbed. For an existing member, Dave will reduce the War Lord fees from $1,000 per month to 2 payments of $5,000 each.

3. A Report/Checklist/Guide that can be used at the top of the funnel for prospects or further down for high level content aimed at triggering conversion, retention and referral.

An Ophthalmologist's Guide To Your Eyes can become:

An Estate Planning Attorney's Guide To The Basics – top of funnel

A Banking Expert's Guide To Getting Funding For Your Next Deal –

An Estate Planning Lawyer's Guide To Updating A Sophisticated Plan

Article 2:

What Dave's Currently Reading & Resources He's Either Using Or Has Found For You

This month I have two resources that may be useful for you. I hope you enjoy and use them.

Resource 1:

Subtract – The Untapped Science of Less By: Leidy Klotz

This is a powerful analysis of a primary mistake that we almost all make in business and in our search for happiness. We are all constantly adding marketing, adding tasks and to dos, buying more things, but never attending to the subtraction part of the equation.

I raised this issue twelve years ago on my famous call suggesting that while we all love our ideas, products, systems, that we have to start thinking about "killing off some of the babies."

That sounds harsh, but in nature, almost every species wildly over produces offspring "knowing" that some will be better adapted to the world into which they are born than others.

And so it is with all that we create and do. Some matter more. This book helps us to see that more clearly and to develop a plan to act.

Resource 2: Life Extension – Male/Female Blood Panels and Testing for Health Optimization

If you've been thinking about better health and optimizing exercise, sleep and nutrition, a baseline of vital numbers is truly important.

And, while nothing beats finding the right primary care provider, Life Extension orders blood work that can help you to know where you are and where you're going.

To find out more about this great organization and their health testing options go to lifeextension.com/results or call 1-888-550-2673.

Article 3:

"How Can I Use That?"

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

By: Dave Frees

This month I'm sharing parts of my own UTBF client newsletter that is sent by mail (hard copy) and by email (to allow for multiple ways to consume it).

Clients report that they loved it because it's an installment of a regular mailing with lots of great legal, and non-legal content that's fun to consume.

But proof of the pudding is that the system that we use results, very consistently, in filling up the schedules of three lawyers and in making the phone ring off the hook. It sells services, maintains and enhances connection and engagement, and the end result is retaining the best clients as well as triggering referral, repurchase or new purchases and "upsells."

There is a framework and methodology/strategy that is easy to modify and to use in your own business or practice, and over the next few months we will examine those tools.

So read the newsletter (and the rest of this article) and then think about a mailing, email and/or online delivery of a report on the FUTURE of something that's changing in your world AND that already matters (or worries) your existing best clients/customers/patients.

The first thing to notice as you read through the document is that we have a lightly branded header,and that we mail this consistently four times a year.

The clients really look forward to this and they engage because much of the content is not legal in nature but is designed around interests that we have

identified in our client demographic and in particular to our best client demographic.

Next, please notice that we have a summary of the contents under highlights. This gives us a chance to draft bullets that trigger interest and curiosity. We break their trance to trigger novelty, and novelty buys us attention. Note that we also call attention to the insert and this is important strategically, as that's where the transition from interesting and informative to "we need to buy" occurs.

It's vitally important because we always have at least one legal article in each edition. However, many clients wonder if the legal changes and issues we discussed apply to ***them***.

For that reason we often have (and I have provided you with examples) questionnaires or quizzes that help them to know whether this applies to them or not.

When coupled with a really good call to action, and a motivating legal issue, that often drives significant traffic, sales, and profits.

In this case, notice that we are providing to free resources to our VIP clients. This is designed to get them to take action to get the benefit, and to realize that they have a need which could result in purchase repurchase or upsell. While we are charging for this, it is not necessarily the case that you must.

Note that the newsletter also encourages, on page 1, additional ways that client can engage with us through social media and the private client group.

The legal topic is the issue of cryptocurrency in estate planning which can also drive business.

Under the category of reusing and repurposing content, the firm is also offering access to an elder law training that the lawyers did (again with bullet points) and designed in such a way as to encourage retention and action.

We have several human (or pet) interest articles which always do well and get attention. Note that whenever we shoot video etc., we always shoot "behind

the scenes" footage or stills that allow us to present the content and also as human interest.

We have a pet photo program that encourages social interaction with the firm…and that pays big dividends.

Finally we have two informational pieces including summer visits/activity information and burger recipes for the summer.

Note, that written content also drives readers to the web pages for more information, but we also encourage call in as a way of staying in touch, communicating etc.

ACTION ITEMS:

1) **Read the newsletter below and note the points explained above,**
2) **Decide on a topic and do a report, blog or other content on the future of something going on in your world and do a direct mail piece,**
3) **Deliver that to clients or prospects with a clear CTA (call to action), and**
4) **Review the letter, newsletter, and/or email to make sure it's engaging, drives a particular action, and makes an offer that will get the attention of the desired customer/client.**
5) **Review the newsletter and insert and list five ways you could use it and how the techniques would work in your own business/professional practice.**

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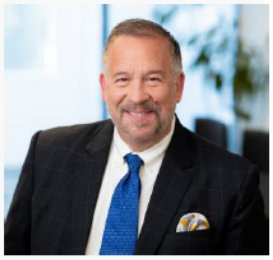


Trust and Estate Planning News and Updates

The Good News, Updates, and Important Information From Your Friends at **Unruh, Turner, Burke & Frees.**

utbf.com/trust-estate | paestateplanners.com | paelderlawsolutions.com

The Estate Planning Basics of Digital Assets: What To Do About Bitcoin, Cryptocurrencies and other Digital Investments - Now OR In The Future | By: David M. Frees, III



Cryptocurrency (Bitcoin in particular) has only been in existence since 2009 and widespread investment in crypto is very recent. But, it has become much more widespread, and many clients, even older clients, are buying some exposure to this new asset class.

And, like so many new technologies and digital assets, owning cryptocurrency poses challenges when you start to think about protecting it from creditors and for estate planning - passing it on, as part of your wealth and legacy, to a surviving spouse, heirs, or to even to charitable beneficiaries.

Some years ago, I had a very near-death experience.

In particular, I injured my spinal cord at two separate levels and was paralyzed (blessedly only until my surgery a few weeks later). What was most interesting, were the thoughts that went through my mind. I imagined what would happen if I didn't survive the injury and was actually quite comforted that I had quite a lot of life insurance, a well done estate plan (that probably sounds like bragging since I did my own plan), and a clear record of the assets and where they were located (and how to access them).

Cryptocurrencies wouldn't even exist for a few more years so I didn't have to worry about it. But…

Continued on Page 2

CONNECTING WITH US | Join our FB pages to get alerts of new articles and upcoming events we are planning.

Private Client Facebook Group at https://bit.ly/UTBFPCG and UTBF Trust and Estates Facebook Page at @UTBFTrustEstates

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SUMMER 2021

HIGHLIGHTS

PAGE 1

Cryptocurrency And Your Estate Planning – What Are The Changes You Need To Know.

PAGE 2

Missed The June 3rd Elder Law Program? Find Out What To Do.

Two Pups In Rescue Dog Heaven!

PAGE 3

Behind The Scenes at a UTBF Photoshoot.

Try These Delicious Summer Burger Ideas.

PAGE 4

Get Outside! 100's Of Places To Go In PA This Summer.

Check The Unclaimed Property Website Today!

SEE INSERT

COMING THIS FALL:

Virtual Executor Seminar
September 15, 2021
9:30 am – 12:30 pm

Cryptocurrency *(Continued from Page 1)*

…Robin (my wife) and/or the kids would have faced a much more complicated scenario when it came to my estate and getting control over the cryptocurrency investments that I own.

For example, she would, as my Executor, have needed access to the accounts that hold the crypto but would have needed to know where it was held, as well as my private keys and account passwords to get it.

She might also have benefited significantly if I had the foresight to type up detailed instructions on how to access the "coins." But then, where would I store that information that was safe from hacking, and/or real-world prying eyes?

So that's the problem…



If anyone dies today, owning cryptocurrency, one of two things would occur:

If they had a will, the digital assets would be distributed to whomever was legally designated to receive them **OR** there would be an intestacy (no will) where state law would say where the assets (including crypto-currency) would go.

Traditional assets/investments such as real estate or investment/bank accounts are relatively easy to find, access, and delegate with a death certificate and other legal documentation. But crypto poses some unique challenges…

PLEASE READ THE FULL ARTICLE ON OUR WEBSITE. GO TO: https://bit.ly/UTBFcrypto

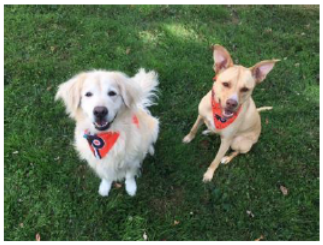
ELDER LAW UPDATES | June Elder Law Program Replay Available!

With over 40 clients (and their families) participating, Doug Kaune discussed the most frequently asked questions about elder law. The attendees raved that they learned a tremendous amount of valuable information, including:

- The Rules for Qualifying for Medicaid
- How to Navigate the Five Year Look-back Period
- How to Use Medicaid Asset Protection Trusts ("MAPT") to Protect Their Home and Other Assets
- The Additional Tax Savings and Asset Protection Benefits of MAPT Planning

We have made the recording available to those of you who would like to watch the program at your leisure. It's available at https://bit.ly/UTBFElderLawP.

PEOPLE, PLACES AND PETS | Share a picture of a past vacation or your pets and win a prize! (Please send your pictures and stories to lsnyder@utbf.com).



Inspired by the article about Benji and Mathilda in last issue, clients Cindy and Tim King shared their adorable pet story! Their rescue Golden Retriever, Rudy, loves people. He often runs up to neighbors to ask for pats and hugs. He likes to chew on sticks in the yard and take the stuffing out of plush toys, but he does not like the squeakers! He is an expert at getting treats out of Kong toys.

Scarlett is their Carolina Dog rescue. She is a diva. She likes to howl at sirens, make as much noise as possible with her squeaky toys, and sit in the bay window (her "stage") and bark at all the dogs that walk by. Both dogs love going for walks, watching Flyers games, and getting belly rubs. They hate baths, going to the vet, and anytime their Popop leaves the house without them. Their favorite foods are cereal, cheese, egg noodles, and meatballs (which their Mom makes every Friday.) **Editor's Note:** These dogs are truly in rescue dog heaven!

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SPOTLIGHT ON OUR TRUST AND ESTATES OFFICE |



Take a look at the recent behind the scenes efforts of Dave, Doug and Anylise to update their photos, so when you come to the office, you recognize who you are meeting! All kidding aside, it was time to update all the firm website pictures. See them on our firm website: www.utbf.com.

The Trust and Estates Section is currently updating our website at www.paestateplanners.com, a project that was put on the back burner during the challenges of operating and serving our clients during the virus related shut down last year. Look for that update this fall, we will be sure to announce the new website as soon as it's complete!





We are happy to be seeing so many more of our clients in person for estate planning appointments and signings. We are still holding virtual meetings when necessary, or more convenient for you. We believe it's a trend that is here to stay, and certainly has helped some of our elderly clients and out of state executors who used to have to travel (often, multiple times) to get many tasks completed.

In other news, the Daily Local News recognized Doug as one of the best lawyers in Chester County in the areas of elder law and estates and trusts for 2021. Anylise was recognized in the estates and trusts area as well. Many of our UTBF attorneys were recognized, so if you have a legal matter that requires an attorney, we likely have one that can help. **Contact our office to discuss your issue or concern and we will refer you, if necessary: 610-933-8069. Congratulations to all of our outstanding attorneys for this recognition!**

SUMMER RECIPES | How To Enjoy Burgers That Are Better For You

Eating healthy is something that we all try to do, so we grill our meats and vegetables during the summer (or maybe all year round for hardcore grillmasters). We are social eaters, so we often don't pause to think about how much we are eating. Our good intentions fade with the addition of a pile of cheese and gigantic buns (even the gluten-free ones), and just how big is the burger you're eating?! Here are some suggestions…

Have you thought about eating your burger without the bun? This saves a ton of calories for those of you who like a bigger burger patty. Create a salad bowl meal with your burger on top of the greens. Then add a little sophistication, and great flavor (and less calories) with a garlic aioli topping rather than cheese.

GARLIC AIOLI: ½ cup light mayo; 1 clove minced garlic, ½ tsp Dijon mustard, a pinch of salt/pepper to taste; Whisk all ingredients together and drizzle over your burger.

Have you ever tried subbing in ground turkey or chicken for your beef? If you create a plain patty with just the meat, it is not very tasty! However, with the addition of some not so secret ingredients, you can add flavor (and there's less fat/calories). Try this recipe and then get creative with your own.



BURGER WITH A TWIST: 1 lb ground chicken or turkey; 1 egg (well beaten); ¼ cup panko breadcrumbs; 2/3 cup shredded sharp cheddar cheese (try light version to cut more calories); ¼ cup green onions; 3 tbsp Dijon mustard; 1 tbsp Worcestershire sauce and a pinch of salt/pepper to taste. | Mix and shape into 4 patties; Grill as usual.

Let us know if you try this idea and love it, email Lisa at lsnyder@utbf.com!

This publication is intended to educate the general public about estate and trust planning. It is not intended to be legal advice. Every case is different. Before acting on any of this information, please seek and retain an attorney.

UNRUH TURNER BURKE & FREES
ATTORNEYS AT LAW
A PROFESSIONAL CORPORATION

Trust and Estate Planning
News and Updates
The Good News, Updates, and Important Information From Your Friends at **Unruh, Turner, Burke & Frees**.

PO BOX 289 • PHOENIXVILLE, PA 19460

Take Advantage of the Beautiful Parks of Pennsylvania this Summer!

There are so many benefits to getting outside, and now that summer is in full swing, we wanted to share some of our favorite local parks, and websites to help you find your next outdoor adventure!



Our long time paralegal, Denise Fox, highly recommends you visit Warwick Park: it's well maintained and has hikes suitable to all ages: https://bit.ly/UTBFWarwick

Tammy Myers and her family have always loved Valley Forge park for the history and hikes (and bike trails) so close to home. https://bit.ly/UTBFVForge

Natural Lands maintains parks/land for public use and enjoyment: https://bit.ly/UTBFNLands. Lisa Snyder just "found" Binky Lee Preserve again – bringing back memories of a family hike there when her kids were little.

The state park system has a website to help you find hiking, fishing, camping, etc.: https://bit.ly/UTBFPASTATE. Go discover the parks near you this summer and enjoy the quiet beauty of nature (without the hours of travel).

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www.utbf.com/trust-estate
www.paestateplanners.com
www.paelderlawsolutions.com

Unclaimed Property in Pennsylvania |

Did you know that you can search PA's Treasury online database to see if you, or family/friends have property to be claimed? The PA Treasury receives hundreds of millions of dollars in unclaimed property every year. These items and funds go missing, often for things as simple as a misspelled name or an out-of-date address. What do you have to lose?! www.patreasury.gov/unclaimed-property. Also review the FAQ section which discusses how to deal with unclaimed property when the owner is deceased and also answers general questions on how to file a claim.

Editor-in-Chief:
Lisa K. Snyder
610-933-8069

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FALL VIRTUAL EXECUTOR SEMINAR

Our last executor training sold out quickly so if you want another opportunity to get this exclusive training for you and/or your executor(s), read on…



Do you want to learn what executors and trustees have to know and to do? Do you want your executor(s) to do a good job and to avoid personal liability?

Do you have one or more children or grandchildren who will be your executor(s) and you want them to know and to understand the job?

JOIN US ON ZOOM (AND "BRING" YOUR EXECUTOR FOR FREE) FOR THE FALL VIP CLIENT EXECUTOR TRAINING TAUGHT BY DAVE FREES and DOUG KAUNE: WEDNESDAY, SEPTEMBER 15, 2021

Here are just a few specific things that this half-day event will reveal:

- The master checklists and systems for executors of small and large estates
- The secrets that the smartest executors use to minimize or eliminate expenses, probate fees, and liability exposure (yes, executors can be sued)
- How to hire lawyers, accountants, financial advisers and how to negotiate/ understand their fees
- The two things your executor can never do when it comes to a decedents' homeowners and car insurance policies
- How to eliminate or minimize the estate's need for probate court supervision in order to save money, resources and valuable time
- The seven secrets to the fastest and safest ways to end an estate (without expensive probate court proceedings)
- What to do with personal memos, and how to understand wills and trusts
- How to handle digital assets like social media, email accounts, online photos and the online banking of a deceased party
- The difference between wills, trusts and "testamentary trusts" (and why those differences really matter)
- Why your executor will have to file way more tax returns than you thought and how to avoid trouble (with the state and/or the IRS), interest and penalties…

Date: Wednesday, September 15, 2021

Time: 9:30 am until 12:30 pm

Location: VIRTUAL ON ZOOM – link will be made available to registrants

Cost: To thank you for being a client, we've reduced the registration fee to $97/family. Why? Because our best clients are our best educated clients (and their families.) You won't pay this, but all of the above has a value in excess of $1,110.00. **Email Lisa Snyder at lsnyder@utbf.com to register and make payment. Call her at 610-933-8069 with any questions. If the meeting is sold out, we'll put you on the waitlist for the next one.**

TWO (2) FREE RESOURCES FOR OUR VIP CLIENTS!

As just one way of saying "Thank you!" to everyone for all of your support, kindness, and patience with us during the pandemic and the rush of clients' needs, as well as the slow pace of our state and local governments, we've put together a few resources that you've been asking for and that clients have been giving rave reviews.

So here's a short list and description of some of the things we've developed for you, and how to get them:

1. Our Memo on How To Create Memos For Your Family and Surviving Heirs –

Would you like to leave a non-binding note or memo to your children, grandchildren, executors or trustees to help them once you've passed?

If you answered yes, then you're on your way to helping your heirs and fiduciaries to do a better job, to carry out your wishes and to saving them valuable time and emotional trauma.

It's more important than ever to consider doing one or more memos to cover burial and funeral instructions, who gets certain physical and sentimental assets, and to provide valuable contact information about your tax, estate, insurance and other advisers and assets.

These memos can make a huge difference. But many clients wonder what to include and where to store them.

In this resource, we have answers to all of your questions. To download this important report that walks you through memos including some samples and checklists, just click here, type, or cut and paste this into your browser. https://bit.ly/UTBFMemo2021

Or, to have a physical copy mailed to you call 610-933-8069 and ask for the Memo on Memos.

2. Get Access to Your Own VIP Client Portal (at no cost) When You Update

Have a safe and encrypted place to store all of your existing or updated estate planning documents, deeds, titles, and more. If you haven't updated your plan since 2012 just let us know that you'd like an update appointment and we'll create a portal for you to access all of your newly executed documents. It also allows you to easily send us encrypted email for even higher levels of security.

It's easy to get started and to claim your own portal.

Just call Lisa "D" or Roma at 610-933-8069 and tell them you'd like us to create a client portal and to set up an appointment for you to update and revise your estate plan, the planning documents and your wishes.

Now the usual exercise…

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

1.

2.

3.

4.

5.

Article 4:

How to Detect if Burglars or Criminals Are "Casing" Your Home For Theft or Invasion

According to a former CIA agent who writes and thinks about these things, police in Broward County, Florida recently arrested a couple for burglary (and in particular targeted burglaries against elderly victims).

However, and to the point of this article, they weren't breaking into homes without doing their homework.

And while we think of such crimes as crimes of opportunity and not well planned (which is often the case), professional burglars are often very thorough in their planning. But they also leave signs and warnings…if we're looking for them.

Who is most likely to commit a burglary?

According to crime statistics, Burglars are most likely to be male and under 25 years old, and 85% of break ins are by amateurs and done out of desperation, which some might suggest makes them more dangerous.

But many burglaries are committed by more skilled criminals who do their research to their minimize risk.

Indeed, that was the case in the Florida case cited above where the perps posed as employees of the local power company claiming to needed to "look around the property."

In many cases, burglars will pose as utility employees such as water, sewer, local municipal inspectors, cable TV employees etc. so that they can get a real "inside look" at the assets, locations, and levels of protection before coming back for the crime itself.

The fact is, many criminals like to case homes in detail so they can pick an easy target, the right time, and to minimize confrontation and danger of arrest.

For example, they typically don't want to deal with homes that have dogs or other security measures, or where there is a lack of predictability about times when the homeowner is absent from the property.

And while you may picture a burglar lurking in the night, a lot of break-ins occur between 10 a.m. and 3 p.m. - when people are likely to be at work or running errands.

And here's a startling stat from the FBI's crime data: 33% of burglars enter through the front door.

While it's true that sometimes open doors (other than the front door) and windows are observed and used, there is less likelihood of being spotted/reported if they enter through an unlocked front door. It looks natural and as though they are an invited guest or hired service provider.

Many of us also assume that if we make it evident to a burglar that we are home (cars in the driveway, TV on, clear movement in the house), that we will at least be safe from burglary.

But, many burglars invade a family's home in the middle of the night when it was very clear that people were home.

In one such "home invasion" the burglar got away with stolen goods as well as important documents like tax information, social security cards, checkbooks, debit cards, etc. Many end even more tragically.

Sadly, the facts are that some burglars also like to strike the same location more than once. This in fact, a recent news story from Jacksonville FL highlighted how the same home was targeted twice in a 24 hour period around Christmas time.

So, since this class of criminals do like to do their homework (to minimize the chances of being caught and arrested), will target you at unexpected times, and in unexpected ways, what are a few of the signs that this is happening and what can be done to protect your family and your property?

Here are a few signs that a burglar might be casing your home for their next target.

Unknown Persons On Your Property (or in your neighborhood) Without Prior Authorization, Signs of surveillance such as cigarette butts, trash, etc., and Missing exterior light bulbs or disabled security tools such as video cameras.

1) Since criminals don't want to be seen/noticed, look for signs of tampering with lights and security cameras.

If they plan on breaking into a home while it's dark, they might remove a light bulb beforehand.

For example, if there is an outdoor light next to your door, they might remove the bulb so no one sees them fidgeting with the door.

The more a home is lit up, the more likely it is that someone will see a burglar breaking in.

So, first, provide for effective outdoor lighting of entrances and if you ever come across a missing light bulb replace it immediately and be extra cautious about locking doors and arming security systems. Finally, consider installing lights that automatically turn on and off based on ambient light and/or motion.

This way if you come home one evening and the lights aren't (or don't activate) you'll know that a bulb needs to be replaced or is missing.

Likewise, security cameras are sometimes redirected or blocked before a burglary. Periodically look at the video feed and examine the cameras for tampering. If such tampering is detected, a report to local police may result in a higher level of observation by police patrolling your neighborhood/location and that in and of itself can be a deterrent.

2) **Look for Chalk/Spray Paint markings on sidewalks or near entrance ways:**

As a former clandestine service operative notes, "Chalk markings are a popular tool in the spy business. They are a way to communicate without actually talking or seeing someone."

For example, a chalk mark could be a sign that an objective was completed or signaling to take a pre-agreed upon action.

Burglars can spend a lot of time doing drive-bys and looking for the easiest targets…

And to ensure they remember what houses they have "cased," they will try to leave themselves (or a confederate) a signal such as random chalk mark or spray painted spot in front of your home.

Indeed, if they've been using the old cable or utility inspector cover, that marking may seem totally ordinary.

3) **Invasions of Trash/Receptacles:**

You can learn a lot about someone from their trash…

Intelligence about you from your trash could be something such as a note reminding you about an appointment, or it could be financial documents that can be used to steal an identity.

That's why in law enforcement and espionage, it's not uncommon to go through people's trash. It can be a treasure trove of valuable information.

But criminals know this too, which is why they sometimes rummage through your trash looking for clues of what might be in your home and make it a good target.

So, if you make a big purchase (such as a new computer or TV) don't leave the empty box outside for everyone to see.

If a criminal knows you have the latest and greatest TV, it could make you a hot target.

Also, always remember to shred important documents and even things such as a calendar. And, consider varying your routine if burglaries are occurring in your area. For example, if you go to the gym at the same time every day, this would give a burglar an easy target.

Many crimes are crimes of opportunity. The key is to make your home as unappealing a target as possible and to be as aware as possible.

Find ways to let the bad guy(s) know that you are on to them and that your home isn't an easy target. They will move on if the risk of getting caught outweighs the reward.

Article 5:

Would You Spend $75 to $200 Now To Be Prepared To Save A Life - Maybe Even Your Own Or A Loved One's?

Here's A Short List Of How To Spend $200 or Less To Be Way More Prepared On Medical and First Aid Crisis Issues

Being properly prepared for emergencies (both long and short term) such as civil unrest, war, natural disasters, loss of the power grid or local power loss, and more is a never-ending challenge. And there are costs to being prepared. But remember, that there are potentially far greater costs of being unprepared to face reality and real risks.

This article is designed to help you to balance the risks by making sure that you at least have the basics. But for more detailed first aid, car and travel kits, see earlier editions that have very detailed buying and storage kits.

This article also assumes a certain fundamental level of first aid knowledge (training in first aid, CPR, and use of a tourniquet). If those ideas are alien to you, that's certainly a next step to consider. That alone might help you to save a life.

But back to the topic at hand…

One of the areas I find that where most people are hugely underprepared for disaster is the arena of medical preparedness - both medicines and first-aid supplies. Part of this may be because people don't know what to stock and part might very also be fear of what it will cost.

Medical expenses in life generally tend to be high and we translate that into thinking that a trip to the pharmacy or a buying spree online to be properly prepared with over-the-counter medicines and bandages will be high as well.

But, with some careful planning and buying strategies, you can get everything you are most likely to need for a reasonable price. And, with a bit

more thought, you can donate items before they are out of date and periodically replace them.

But why do this? Especially, if you live in an urban or suburban area where medical facilities and care are great and easy to find?

By studying past emergency events of various kinds, we know, with certainty, that we can't assume that the medical community will be intact in the wake of a disaster. Even if it is, whatever hospitals and clinics are open may be overrun with people needing help or it may be dangerous or impossible to get to them.

Travel could be dangerous and, once gasoline supplies run out, we're going to be limited to walking, unless we have some other means of transportation.

The doctors and nurses will be run ragged, attempting to take care of people without the necessary medicines and supplies. As time goes on, this situation will become worse and worse, as supplies are used up. And, in a prolonged crisis, it's doubtful there will be any immediate resupply.

Recent interruptions of the supply chain and our reliance on China for over 90% of our prescription drug supply should be an early warning to you to be better prepared in this regard.

With all of that in mind, you want to be ready to treat as much as you can on your own. That means having the most important over-the-counter medicines and first-aid supplies on hand.

Again, all the supplies in the world will not matter if you lack even basic first aid skills so it would also be a good idea to take some time to learn as much as you can about first-aid and basic medicine. There are ample resources around, such as first-aid classes and videos available online.

What and How To Buy

"OTC" Over-the-Counter Medicines

The first stop in our trip to Walgreens (or your pharmacy/first aid supplier of choice) is at the over-the-counter medicines.

Symptoms for many minor medical problems can be alleviated through these over-the-counter medicines, allowing the body to heal itself. And, while some of these medications do have side effects and perhaps are avoided in ordinary times, they can be life savers in a crisis.

Here's a list of things to look for:

• **Pain relievers** – Ibuprofen and Acetaminophen will take care of most situations. Buying the extra strength version is a better deal.

For example; a box of 100 extra strength Tylenol works out to 10.5¢ per pill, which contains 500mg.

A box of 100 normal strength Tylenol works out to 8.5¢ per pill. But those are 200mg each. So you'd have to take 2.5 pills to get the same amount of medicine, which makes it 21¢ per dose.

• **Lidocaine** – a topical anesthetic cream
• **Benzoine** (optional) – helps promote adhesion of bandages
• **Hydrocortisone cream** – for reducing itches from rashes
• **Antihistamines** (such as Benadryl®) – to reduce runny noses and treat allergies (Walgreens brand is less than ½ the cost of Benadryl)
• **Decongestant** (such as Sudafed®) – to relieve stuffy nose and congestion
• **Dental repair paste** – for relieving a chipped or broken tooth
• **Loperamide or Immodium®** – for diarrhea

Other "Medicines"

While these items aren't really considered medicines, I highly recommend adding them to your kit. They will serve to alleviate some conditions, without having to go find a doctor.

• **Aloe Vera gel** (not juice) – can be applied to the skin for treating burns and other skin irritations. If you have Aloe Vera plants growing at your home, you won't need this, as you can harvest the plants and extract the gel right from them.

• **Garlic** (with the vitamins) – One of the best natural antibiotics in existence, as well as being a natural anti-fungal and anti-viral. With the difficulty in buying antibiotics without a prescription, having garlic on hand, as well as other natural antibiotics is an important part of keeping your family healthy, especially if anyone develops an infection.

First-Aid Supplies

When considering the strategies of being prepared, it's important to consider the odds of a particular problem and in a particular type of crisis. For example, there's a greater chance of needing to treat some sort of injury that someone in the family has, than there is of having to treat an illness.

And, there's a greater chance of a short term electrical outage (locally) that a broad attack on the power grid that lasts for months (but the odds of that risk are rising)

Therefore, it only makes sense to be prepared to take care of those illnesses and injuries.

In the case of injuries and first aid, that means having the means to clean and bandage them, and to stop bleeding, regardless of the injury's size/severity.

Before getting into specific first-aid supplies, let's talk a minute about what we're actually trying to accomplish with bandaging a wound.

First-aid supplies can be expensive. But there are alternatives we can use in some cases, which will actually do just as well, sometimes even better.

Whenever we bandage a wound, it is necessary to clean the wound first, removing foreign matter from it. This can be done in most cases by rinsing it with water. Generally, if water is clean enough for you to drink, it's also clean enough to rinse an injury. With that said, having some sterilized water and saline solutions for cleaning and packing a wound are a great idea.

After that, and in many cases, an antibacterial cream, ointment or poultice should be placed on the wound to kill any bacteria that are there on the surface or in the injury.

Then the wound would be bandaged, which catches the blood and promotes clotting. The bandage also works to help keep the injury clean, so that it won't become infected.

As to clotting, having some QuickClot® or equivalent products can matter very much in the case of severe bleeding.

So, here is a quick and non-exclusive list of basic first-aid supplies you should have (this list is based on an inventory by askaprepper.com):

• **Rubbing alcohol or isopropyl alcohol** – as an antibacterial to clean out wounds
• **Antibacterial ointment** – to help prevent infection
• **Bandages** – of a variety of sizes and types to treat smaller and larger wounds on various locations of the body.
• **Elastic Bandages** – not an absolute must, but useful for sprains and breaks
• **Medical Tape** – This is another expensive item that can be replaced by less expensive ones, especially if you are accustomed to using the new

cohesive medical tape. Tape is used to hold bandages in place and to help to keep a wound clean.

• **Tourniquet** – A good tourniquet is invaluable for serious injuries; but the good ones are rather expensive. However, the same thing can be done with a piece of cord (like paracord) and a stick to act as a windlass to tighten it up. In any case, learn to use this device and practice doing it as it will be hard to do under stress and nearly impossible without practice.

Important "Equipment"

Having the right medical equipment can be just as important as having the right medical supplies.

But once again, medical equipment can be expensive. Nevertheless, there are a couple of things which are important to have:

• **Fine-pointed Tweezers** – for getting foreign matter out of a wound
• **Thermometer** – for checking the patient's temperature, looking for infection
• **Medical scissors** for cutting tape and bandages

In Conclusion

There are many other things I usually recommend in a family emergency first-aid kit, which are covered in earlier articles on building a first aid kit but that I've left out of this article.

My goal here was to show you what you could do with just $75 to $200; not to build the perfect first-aid kit. The point is, you don't really have to spend very much to get something which will meet a lot of your needs and will radically help to make the odds better of staying healthy and surviving injury during a crisis.

Live Event (it will sell out):

Building, Growing, and Protecting Wealth For Yourself, Your Spouse/Partner and Heirs – Asset Protection That's Practical and Effective.

So much of what we do at Business Black Ops is about building and growing wealth.

But…

Have you ever wondered what would happen if you got sued? What if you didn't have insurance for the suit OR it just wasn't enough?

If you're leaving assets to your spouse, children, or grandchildren are you worried that they might lose them in a divorce, lawsuit or to business or personal creditors?

Do you have an heir with special needs or a drug or alcohol dependency?

Can you protect your own assets or those you inherit from the host of risks that being a business or professional practice owner faces every day, week, month and year…for your whole career?

If you answered "yes." To any one or more of those questions, sign up now to save a spot in our live ASSET and WEALTH PROTECTION SYSTEM Program coming soon.

But all hope is not lost….there are some very powerful and effective things that you CAN do about the risks.

In just one day and for a few thousand dollars **(there's no cost to save your spot),** you'll learn how, through a variety of proven legal tools and mechanisms, to mitigate downside risk and to protect the assets and legacy that you've created for yourself and for future generations (from divorce, litigation, and creditors' claims). You can and will be able to use the thousand-year-old technique…modernized for today's laws that the uber wealthy have used to protect themselves and their family wealth from enemies, taxes, and lawsuits.

OFFER AND PRE-REGISTRATION

So if you'd like to be on the short list and save your spot for our 2022 "The BBO Wealth and Asset Protection Project: Build Wealth and Then Protect It For Yourself and Your Heirs...The Secrets Of The World's Wealthiest Families For Creating and Protecting Wealth". Then just call or email Lisa and say you want to save your spot for this amazing event. Just mention ASSET PROTECTION to save a spot (it will sell out) and to get the best pricing (this is the chance, at no risk, to lock in the lowest price for this). Lisa: 610-933-8069 or lisa@businessblackops.com

Dave is well known as an instructor of lawyers' programs on these very topics and has practiced estate and trust law for over thirty years, representing some very wealthy individuals, executives, business owners and families that have passed wealth across generations.

He is, himself, an investor and serial entrepreneur who, because he owned/owns commercial and residential rental real estate, multiple businesses and a professional practice has faced many of the risks he will teach you to mitigate and defend.

While no one technique of asset protection and estate planning is right for everyone, creating a custom "stack" of the right systems and techniques can make the difference between ruin and ongoing wealth building.

And knowing exactly how much freedom and protection you want to leave to a surviving spouse/partner and/or heirs can mean the difference between a life of comfort or devastating loss of family wealth.

You get to decide. You've worked long and hard, sacrificed and taken enormous risks to be where you are now. Make the

decision to protect that legacy…not just for yourself but for your family.

While this is not legal representation (Dave is licensed in PA and NJ) it is teaching you some little known but highly effective strategies that can be implemented with the right team of legal and accounting advisers. Knowing what this course will teach and having access to the right advisers (hand-picked by Dave …or use your own) can make this otherwise complicated process easy to deploy and customized to your particular needs and situation.

Call Lisa today at 610-933-8069. There is also an affiliate fee paid for anyone you refer who comes as a paid attendee.

Are You Searching For A Quick And Easy But Highly Effective Way To Improve Your Mindset, Marketing, and Profitability Just By Listening To A Few “CDs” or Downloads?

“Marketing To The Primate Brain” and the bonus hypnotic business CDs are Dave Frees “Installing” some of the best persuasion, influence, and marketing skills from this edition right into your brain and your systems.

It’s designed to help you to bring great value to just the right segment of your customer/client base and getting them to buy and buy more with greater satisfaction than ever before?

If you don’t already own a copy of this program you can purchase the CD set or get a custom download by calling Lisa at 610-933-8069 to order Selling To The Primate Brain together with five bonus “Hypnosis/NLP” inductions/meditations by Dave Frees.

These are focused on relaxation, wealth, stress reduction, creativity, implementation and relationships! You’ll be on fire with this material and Dave’s voice and guidance can go anywhere with you.

The price to get this program (and individual bonus hypnosis “installations”) and to relaunch your persuasion, influence and marketing skills with a private coaching call with Dave is usually $697. But for subscribers to the BBO Intelligence Briefing, it’s just $397 and includes the five hypnosis programs on wealth, stress reduction, relationships and marketing to help you to do what needs to get done.

As an extra bonus, you’ll also get a half hour follow-up call with Dave to review your questions, implementation and/or results after listening to the program.

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With A Client/Customer/Prospect List of 500 or More Business Buyers and Potential Buyers

Selling to other businesses?...

Are You Ready To Make More Through A Complimentary Offer/Bonus/Upsell That's Profitable and Brings Great Value to Just The Right Segment of Your Customer/Client Base?

The Business Black Ops Team is constantly developing great content for the Monthly Intelligence Briefing and our live/virtual trainings and events.

And if you sell products or services to small business owners, self-styled marketers, or other business leaders that are looking for an edge, then partnering with us to provide subscriptions or event access can make you a lot of money and give your clients and customers one or more high value experiences.

So if you're interested in offering a free month of the Intelligence Briefing followed by a paid subscription as a bonus for buying, an incentive to opt in, to create a product bundle, or you need a subscription as an upsell, part of a bundle or as additional source of revenue and margin, then call about the economics and the best solution. **Call 610-933-8069**

Interested in doing a deal with Business Black Ops where you can make an upsell or complimentary offer to your prospects and/or buyers? Call Lisa for an appointment with me to define the terms and benefits.

Business or professional practice owner…

Every point of contact with the client/customer/patient or prospect is a marketing opportunity. Are you optimizing those that really matter?

Find out and have a plan…it can transform any business or practice.

Every such point is an opportunity to build the relationship or to damage it.

Every point of contact with the client can encourage a referral or repurchase/upsell OR can discourage them.

We have a process "Business Success & Profits WhiteBoard"™, where we walk you through the discovery of literally every point of contact (from where prospects first see/hear of you, to what they see and hear after buying).

Then, we go through every aspect of each point. Is there a phone call? What's said on that call?

Is there a follow up email or sequence? What do those emails say and do? What offers do they make, content and value do they provide?

Is there a physical mailing or visit? What do they see, do, experience at each phase?

Then we work with you through the 80/20 rule and process to analyze and prioritize the most important ones and to start testing and optimizing to make each of the most important ones even better.

It can take a day or two to do this process well. And then it can take more time to implement the changes.

But, if we are able to improve one or more of the right steps and points of contact, by even a few percent, the combined effect on the bottom line, referral, retention, and client satisfaction can be amazing.

If you're interested in this private and custom one, or two day, service or any of our WhiteBoard Elite™ programs (a group mastermind version of the process) including our live events, reach out to Lisa at 610-933-8069. If you're with BBO or GLM you are entitled to preferred pricing.