Business Black Ops July 2020 Issue 32
CLASSIFIED: BBO EYES ONLY

From: Business Black Ops Central Command

Time & Date: 05:30 July 13, 2020 UP BEFORE THE ENEMY!

Business Black Ops™ Monthly Mission & Intelligence Briefing

What's Inside - Volume 1:

1) The Monthly Message to Members: **"Your Insecurity May Be Your Greatest Security" or having the decency to be concerned enough to prepare and think about the client/patient/customers' wants and needs as well as your own delivery of the product or service.** It's possible that raw bravado and "massive self-confidence" are vastly overrated. So this month we explore the idea that it's common decency and maybe a powerful strategy to feel and to notice a little insecurity, fear, or anxiety.

Bonus: Learn how to find security and success in that insecure feeling in the pit of your stomach.

"NEW MEMBER" ALERT: You'll also learn a few new things about our exceptional member Ed Littlejohn in his long overdue interview!

2) Do Performance Incentives Really Matter In The Time of COVID-19 and High Unemployment? You bet they do if you want to hire, onboard, train and retain the best and most motivated team members: Creating and Implementing Incentives While Building Your Own Happy, Productive, and Highly Efficient Team of Super Stars

3) A Month of Actionable Leadership Lessons: Misery Does NOT Love Company by Dr. Dave Weiman

4) Why Didn't We Do This Sooner: Lessons in taking action from Somnath Sikdar

5) Updated Schedule, The 2020 Elite Business Black Ops Proposed Events, News and Field Notes: A few announcements and a reminder to ACCESS membership.businessblackops.com **for way more optional free and paid courses, trainings and resources.**

Come and Spend Time with the Team on the Resource Packed Membership Site!

https://membership.businessblackops.com

Depending on your membership level you'll get free access to all coaching calls and to many reports, courses and other benefits. And, if you visit the membership site you're entered to win. Every visit means more chances to win.

Get More From Your Membership on The Team and Have Your Questions Answered and Connect With Other Very Smart Players At:

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

Again, every visit, share and recommendation gets you another chance to win fabulous and very useful prizes including a go bag or get home bag customized to your particular place and needs.

The Live Event In October – Business Black Ops "Adapting, Adopting and Activating Alien Technology To Power Your Business/Professional Practice"

So far we're still scheduled for a live event at the Tempe Mission Palms. All members get this event for free with their paid monthly subscription and membership along with multiple monthly coaching and zoom calls as well as access to the videos and online and off-line editions of the briefing.

Make sure that Lisa knows that you're coming and get a reservation at the Tempe Mission Palms Hotel. Cancellations are ok with us (check separately

with the hotel) if you decide you're more comfortable getting access other ways. But, pending further updates, live is a go. Again confirm either way with Lisa at 610-933-8069.

Our Elite Events have, during the coronavirus situation, been converted to a series of zoom mastermind and lecture programs occurring at least 2x each month. Make sure you're getting notice (by email, Facebook messenger and other ways including the Facebook group) and make sure you join us. These have been highly valuable with great content, and they're our gift to you as a member. Call Lisa if you're not already attending at 610-933-8069

What's Inside - Volume 2:

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

Article 1: SWIPE and DEPLOY File: Actionable samples and a glimpse inside Dave's Notebook and TO DO/DELEGATE List. This month…two easy to use SWIPE, ADAPT and Deploy Ideas and Templates

Article 2: What Dave Is Reading & Currently Using To Calm The Chaos, Build Margins, Increase Business Entity Value, and to Stay Happier, Healthier, and Fitter.

Article 3: SWIPE - HOW CAN I USE THAT? This Month Dave Shares Three Outstanding and Robust Marketing Ideas and Asks "How Can I Use That?" Then he shows you exactly how.

Article 4: 10 Actionable Tips To Prepare For and Survive Civil Unrest - These Can Save Your Life and The Lives of Your Loved Ones

Briefing Item #1

Dave's Personal Monthly Message

To: Business Black Ops Agents, Operators, Founders, and War Lords

From: Central Command

Dear Friends, Intelligence Agents, Founders, Business Special Forces Operators, War Lords:

Today I'm coming to you from the compound in Maryland. I just finished a sunset "cruise" in the little flat-bottomed 16' camo Trapper with Miss Robin.

But before I tell you that story let me share two funny and inspirational quotes I recently saw on the blackboard (and on social media) of a local restaurant:

"Calling someone a chicken makes no sense if you've ever actually met a chicken."

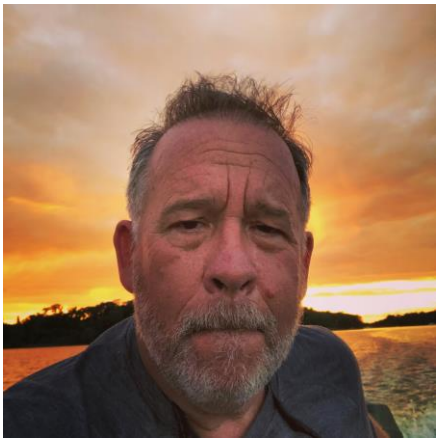
"Take on your day with all the confidence of a four year old in a Batman Cape."

I also want to mention that soon you'll be confused because these quotes are about certainty and confidence not insecurity and fear...but that's yet to come...

Anyway, back to our sunset cruise...

We were able to enjoy the sheltered and quiet waters of Still Pond Creek followed by the choppy and much windier Chesapeake Bay - where the view of the sunset was exceptional! And that's often the way it is...sheltered waters are safer and easier to navigate BUT the choppier waters are more dangerous but there are bigger and better rewards.

Here's a pic by Robin Frees as we headed home racing the darkness and some rain. The halo is completely natural and to be expected. The pic is natural and unfiltered natural beauty (and I include myself in that statement).



But to really get the most from this story, you should know that while I've driven boats (and flown light aircraft) through the years (of a variety of sizes and types), I've occasionally had to drive them at night (or when visibility was low or diminishing).

And because it's not something I do all the time I use a short checklist for preparing... even for a short trip (a process that I learned while learning to fly and one that has served me well through the years and to this day).

That pre-cruise checklist includes a review of the weather (both with my own two eyes and the marine forecast) as well as my comms, fuel, and a review and check off of the contents of a waterproof floatable box that gets loaded on board before the trip and that includes flares, first aid, navigation lights, a knife, flashlight etc.

I also carry a bit of extra fuel, two collapsible oars (in case of engine and comms failure) and PFDs.

Why do I do this even for short trips of only an hour or so?

It's part of a routine. And what looks clear and safe often isn't. Additionally, if I want to go from the still waters of Still Pond Creek into the more hazardous waters of the Bay, I want to be ready to get the rewards without unnecessary risk. I mitigate that risk, I don't eliminate it.

I do it (review the checklist with back up plans) all the time and every time.

That's what makes it work.

It's in part, a recognition of my insecurity.

I don't (and shouldn't) trust my own eyes, memory or the weather forecast). But as I mentioned in the summary of this part of the BBO Intelligence Briefing, I have a very powerful belief that "your/my insecurity is your/my greatest security."

I heard that sentence recently while I was listening to a conversation between Bono and Chris Rock.

I wasn't actually there.

It was on Bono's new podcast (not something I'd usually listen to). But as I was running through the Fourth of July week free access to Sirius Radio I heard that line and it stopped me.

It was Chris Rock who was telling a story about Conan O'Brien who once told him that he (Chris) "had the decency to be insecure" but that that very insecurity was his greatest security because it caused him to prepare at a deeper and better level...even though he was naturally talented and great. It made him better. It made him more likeable and able to survive the ups and downs in a way that blind arrogance or an unjustified sense of certainty might not.

That's how I am...even when it comes to doing something that I know I am doing at a high skill and level of experience.

Yes, there are a few things where I've been told by many other that I have a world class talent/skill set. And that may or may not be true. But what *is* true is that I don't take that for granted.

I have the decency to feel a bit of fear, anxiety or insecurity that reminds me to go the extra mile of preparation. To review the check list. To develop a backup plan. To pay more attention.

Now you might be thinking about those two quotes above...about the chicken and the four year old in a Batman cape.

And you may be thinking...I'm speaking out of both sides of my mouth. Am I saying to be bold or insecure? You may be thinking, "I'm certain of my abilities. I need to go after it with bluster and bravado." You may be thinking you're the four year old in the batman cape.

And that's true. You probably are capable, certain and secure.

But true genius and exceptional and high-level performance and success is being able to hold two competing thoughts in your mind at the same time and to reconcile and to learn from them both.

We can, if we're thoughtful, be both courageous and careful.

We can want to mitigate risk and yet take risks and then do the best that we can without being arrogant.

We can pause and be reminded by "nervousness" before a performance to practice one more time, to get clarity about what the crowd/audience wants and needs, and then attack that performance and give it all we've got.

So be bold. Be courageous. Be certain. But then let that insecurity drive you to do even more. To be even better. And then fire when ready.

Well almost enough for now.

But before you go a few more things.

There are some great articles, action items, and SWIPE materials in this issue so make the time to read them.

I also have a few questions and suggestions for you in case you didn't do them in Q1 and it's time to do it again even if you did. So look

below for those. Those few questions have proven to boost profits, value, and happiness/satisfaction.

And, just below those questions and action items there's the awesome Ed Littlejohn interview/introduction. It can't be missed.

So here are my questions for you.

By the time you get this it will already be the start of Q3 of 2020.

Have you blocked time:

1) **on a regular basis for higher level deep work, relaxation, and strategic thinking?**
2) **for one or more vacations/ restorative out of office experiences?**
3) **to build new and better products and services that appeal or magnetically attract an audience you've already built?**
4) **to review and to update/test pricing?**
5) **to either market or supervise, test and optimize your teams marketing?**
6) **To review your sales process/analytics and to consider incorporating aspects of sales training into customer service?**
7) **To clarify your goals and then to take them up a notch by asking could I have my goal (OR MORE) by the deadline I set (OR SOONER) – by asking your brain this simple variation called the Dave Frees Business Black Ops Goal and Resolutions Force Multiplier – you can get results beyond your expectations!**
8) **To run some of these goals through the INEVITABILITY THINKING EXERCISE?**

Have you also:

1) **done a full editorial, marketing, and content calendar for 2020 and incorporated time to do a review of what's working and to apply the OODA Loop analysis?**

2) **Established exactly who will document old and new job descriptions and processes/systems and the tools that they'll use to do it?**

And now Lisa's interview with Ed!



Just prior to the lockdown, we completed an interview with Ed Littlejohn, and the time has come to introduce him. Many of you already know him, or maybe met him for the first time at the October 2019 BBO Live Event in Phoenix. We tried to uncover a thing or two that you didn't already know about him.

Immediately upon graduating from Thomas M. Cooley Law School, Edward became an assistant prosecuting attorney for Jefferson County, Ohio where he has taken many cases to a jury trial. Littlejohn Law handles real estate, business, estate planning and personal injury.

Most people who meet Edward ask if he's related to the "karate guy," (he is) or they wonder why he keeps calling them "sir or ma'am." Well, it's his martial arts teaching of Discipline and Respect, which is also something that sets him apart from other attorneys.

Edward believes that hard-working people deserve unparalleled legal services—especially in difficult times. He learned early on in the practice of law that the more information his clients have, the better decisions they can make. And people who are in the difficult situations need access to information so that they can make a well-informed decision.

Outside of the legal world, Edward enjoys spending time with his wife, daughter, and dog Courage. He teaches and trains in martial arts in his parents' martial arts studio, where they help people

develop the "Yes, I Can" attitude. He also helps small business owners grow their business so they can "Live Life to the Fullest."



This has helped him to develop the Littlejohn Law Success System to help clients solve their legal problems:

- Find the Answers: if this were a puzzle, there would be a solution.
- Win First, Then Go to Trial – do the legwork now.
- Always Be Teaching – whether it's inside or outside of the law.
- Outwork the Competition – this case is our most important case.
- Build, Train, and Use the Team – teamwork makes the dream work.
- Begin With the End in Mind – what do we want to accomplish here.
- Remember the Core Values – this helps us live "life to the fullest."

Here is a short Q&A that will help wrap up our interview with Edward!

What is on your night stand?
Several books that I have started reading, but not yet finished.

What is the first app you use in the morning?
I check my clock app to make sure my 2nd alarm is turned off.

What would you do if you won the lottery?
I would take an extra-long vacation (2-3 weeks) and then get back to running my business.

What do you think about when you're alone in your car?
I think about what having a meaningful life really means and how I can continue to grow my business.



Favorite movie? Batman Begins

What was/is your favorite vacation destination?
Orlando was my favorite growing up as a child. Maybe it really wasn't but that's where we always went.

Pepsi or Coke? Pepsi

If you could be any animal in the world, what animal would you be and why? A lion because I love the fact that at any given moment they can strike, but at the same time they lead without saying much.

What were you like in high school? Resourceful. I still remember to this day me and 3 of my friends would do homework for the group. Each of us would take a subject and do the homework, then in homeroom in the morning we would exchange/share what we had done with others.

What do you want to be when you grow up? Someone who helps people. And for the most part I've done it.

What inspires you? Seeing/Being around other successful people. It inspires me to do more and to stop making excusing for why I haven't got the things I need done.

> A penguin walks through that door right now wearing a sombrero. What does he say and why is he here? He says "what have you been doing with your life the last few years and why haven't you been living it to the fullest? I'm a penguin vacationing in the hot sun, surely you can do more with all of your talents and gifts." He's here because he wants to help me get to the next level.

So that really IS enough.

Go get 'em.

Make the end of 2020 magical even in the face of adversity!

Dave Frees

P.S. Get Access To More Member Benefits and Resources Here!

Membership.BusinessBlackOps.com

Briefing Item #2

The Business Black Ops COVID-19 Response Series on Leading, Managing and Marketing and specifically why you need to incentivize and reward your team…

Creating and Implementing Incentives While Building (And Keeping) Your Own Happy, Productive, and Highly Efficient Team of Super Stars

By: David M. Frees III

Make no mistake about it. Having the best members of your team happy, highly incentivized, aligned with you and a bigger purpose, can make a huge difference in work, retention of such team members AND in the economic and broader success of your practice.

Get this right and going to work is a blessing.

Profitability and practice value are assured. Your impact and the real/perceived value to your clients is magnified. They become evangelists and happy spokespeople. Everything is easier…and better.

But, get it wrong and the revolving door of high level and high talent team members and leaders within your firm can make every day pure torture or drudgery and can throttle or minimize profits and client satisfaction as you constantly hire, train, and then "rinse and repeat" as that talent looks elsewhere out of frustration and dissatisfaction.

Even more problematic, this topic is one of those where we all intuitively ***think*** that we've got this. We're sure that we know what really matters to our team and the individuals on that team (which may overlap but are usually not identical). We believe (and our cognitive confirmation bias confirms for us) that there are a few things – money being one of them - that matter and that we already have happy and productive team members and leaders.

But the truth is very counterintuitive.

And while I don't usually allow academic research to guide my real-world business decisions, in this case, the studies are numerous and in alignment with one another. For all of those reasons, it's worth looking at and thinking about best practices (what's actually worked and why)…as well as what the studies suggest we may be missing or that we need to optimize in order to retain our best and brightest and to make them as happy, dedicated and fulfilled as possible.

And, in a perfect world, this process would begin way earlier than we think.

Like at the time of advertising a position, hiring, and on-boarding new talent.

It's very easy, to throw a hastily created employment ad up (I know…you're busy) and then to hire someone who can "do the job." And it's risky to keep looking until you find someone who is attracted to your practice for all the right reasons, has the complimentary skill sets that could allow them to grow and thrive in the job, and who is aligned with your broader mission, purpose and values.

That person is hard to find.

But, when find them you do, their personal happiness, satisfaction, sense of advancement, purpose, and fulfillment can be like a rocket propelling your ship. And continuing to get input feedback, to encourage leadership and development and to incentivize that enthusiasm and motivation that can keep them engaged and aligned.

So it's taking a few moments to think about and to clarify your own purpose (why do you do what you do), values (what values must always be honored as you're doing it), and your mission (what you do for the clients and specifically what you'll do as a business over the next three, five or ten years along with measurable KPIs to track your progress) can make hiring, incentivizing and keeping the best players in your market easier and much better.

Think about it.

If you lack clarity about anyone of these factors, how can you possibly expect to attract people who will resonate and align with your own business and personal goals and values.

How can you know exactly what type of person and skill sets you need? How can you write (or evaluate) the hiring ad copy?

How do you know it will attract the right people? Retain and incentivize them?

And, counterintuitively, when it comes to incentives, all of these things matter more to the people you're hiring than money alone.

Let's be clear here. Money matters. I'm not saying that it doesn't.

Cash is, in many ways, still king.

But in study after study (and in your own life you've anecdotally experienced this), money matters to many team and prospective team members less than:

*job/personal security,
*feeling recognized for ideas and exceptional work,
*feeling a sense of and opportunity for advancement and growth of skills,
*feeling that their input is recognized and important to the venture,
*feeling that they're contributing to a bigger cause that's important to you, and
*feeling that they have opportunity to advance, lead, and to use their skills

So, if these are important (and in many cases and with many people, more important or as important as money) then shouldn't you think about them when hiring, on-boarding and training?

Doesn't it change the look, sound and feel of the ad? How you interview? What you think about and measure in pre-hire assessments? The materials that you give them when they sign on and in how you train them? Introduce them and more?

ACTION ITEM: If you haven't done it already allocate time during a high level thinking/strategy day to clarify your personal and business:

PURPOSE:

VALUES:

MISSION:

And then plan your hiring needs or subcontracting needs for the next 12-24 months.

When you write your first ad for next hire be sure to incorporate these into the copy as well as the factors that many prospective team members value as much, if not more than the money alone.

Now, you might be saying **"Dave, I've already assembled my team! I'm not ready to hire again. So, how do I incentive and build their skill building, work ethic, and satisfaction now?"**

Well, I'm glad you asked.

While thinking about these issues much earlier is optimal, there's no time like the present to stop making the same old mistakes and to start building a better, happier and savvier team.

So where do you start with rewards, bonuses and incentives?

First, recognize that many employee bonus/incentive programs (perhaps even some of your own past attempts) fail to get a return on investment because program managers just guess as to what incentives will fit the bill.

NOTE: There an outdated Harvard Business Review Study published in 1993 and based on three decades of research that concluded that incentives are ineffective in the workplace. The report stressed that incentives don't create a lasting commitment to values or a course of action. Instead, they simply temporarily change what employees do.
But, many more recent studies and research contradicts that and as INC Magazine observed, "This may have been the case in a work environment where employees stayed for decades, and where compliance was valued over engagement." But, in today's workforce, "where the average tenure is significantly shorter, incentives can be highly effective in creating significant levels of engagement from employees that value deep personal meaning to their work, even if they know they will move on in the short-term."

But if you accept that incentives work and have a place in our practices, you no longer have to guess what works, thanks to a number of studies and recent confirmation of those results in a study conducted by the Incentive Research Foundation (IRF) and the Incentive Marketing Association (IMA).

That study looked at a cross section of 452 employees from around the country, asking them questions about their incentive and reward preferences as well as gathering any overlaying demographic and psychographic data.

There were a number of findings of note that are worth considering, particularly when it comes to rewards and reward experiences in your own practice.

For example:

1. When It Comes To Employee Recognition, Tangible Rewards (But Not Necessarily Cash) Still Carry The Most Weight.

In this study, participants were asked what sorts of rewards, both large and small, they would most prefer and least prefer as part of a program to recognize their day-to-day work/job contributions.

When smaller rewards were presented over 62% of respondents said they would most prefer some sort of tangible reward over personal recognition, or professional development opportunities.

"Rewards" is, of course, a rather broad category. Rewards are defined (in this study) to include merchandise, cash, gift cards, or points that can be redeemed for prizes.

Of all the rewards types studied, cash was the most popular award option (when one controlled for who did the recognizing, how it was communicated, etc.). Gift cards were the second most popular option, and various forms of merchandise came in third. NOTE: Other options such as PTO were not part of this particular part of the study.

2. How participants felt about each type of reward depended heavily on other factors, such as who was presenting the reward and how.

This seems to suggest that the ***experience*** of receiving the reward, and the recognition that comes with it, plays a substantial role in how the reward is evaluated.

3. Again, Customization Can Really Matter

Finally, there were significant differences in rewards preferences when one looked at age/generation, income level, and gender.

All of which means that rewards are certainly not one-size-fits-all.

While participants showed some clear preferences, these seem to be overshadowed by the fact that over **62% of them wanted rewards.**

So the data suggests confirms that customization is the important factor here.

For example, getting merchandise that the individual has selected himself or herself, or a gift card to a store of their choice, might well provide the "meaningfulness" more than the overall *kind* of reward.

So here's a bit more data to help with that…

4. Preferred Merchandise For Employee Rewards Included Food, Apparel, Watches, And Small Electronic Items.

Preferences for merchandise varied all over the map when a smaller reward was being presented. Participants had a wide range of preferences here, though there was a definite tendency towards food, and towards "status" items like clothes, watches, and electronics.

The overall breakdown of the top 4 most preferred items included:

1. Food/beverage items (e.g. Edible Arrangements, Harry & David) 18%
2. Apparel/clothing items (e.g., Gap, Old Navy) 13%
3. Watch/clock (e.g., Casio, Timex) 10%
4. Small electronic items (e.g., Hamilton Beach, Black & Decker) 10%

Again, there is no one-size-fits-all: no *one* type of merchandise was preferred by over 18% of respondents. What might matter more, then, is not the type of merchandise per se, **but the ability to select and customize merchandise that fits one's personal style and/or lifestyle.**

Interestingly though, there is a "profile" that fits people preferring merchandise employee rewards.

This is where the psychographics of the study are both interesting and helpful.

Although merchandise was not the most popular reward type *overall*, it definitely had value and meaning for employees that fit a certain profile.

Generally, merchandise-preferrers were:

- Less concerned about feeling part of the company culture
- Less concerned about job security
- More enjoy parties and large gatherings
- More likely to buy things on impulse
- More likely to surprise friends and family with gifts, and
- More likely to entertain in their home

Of course, like all data sets and conclusions, these were just tendencies. Some merchandise-preferrers did not fit this profile. Some that fit this profile still preferred cash and gift cards. And some merchandise-preferrers only fit parts of this profile.

So what does all of this data mean for planning the right incentives program? It certainly suggests two best practices.

Best Practice #1: It Is Both The Rewards and The Experience of The Rewards That Matter.

While 62% of participants put an emphasis on the tangible reward, don't lose sight of the fact that the other 38% thus felt that other elements of recognition were important. And, even those who put emphasis on the reward itself probably valued the other elements of the experience to some degree.

There is quite a bit of data from other studies to confirm this idea that the pre-reward framing and the other aspects of the reward do matter to the perception and to the resulting experience and effects.

This shows in the data, as the way in which tangible rewards were presented effected their desirability.

The best rewards experience, then, isn't a matter of presenting the best rewards, but the best mix of reward, recognition, and experience. Whenever these three factors can come together in a harmonious way, employees will feel most appreciated—and the incentive is most likely to have the desired effect.

Best Practice #2: Find Ways To Customize (Or To Let Them Customize) And Show Them That You're Paying Attention And Consider Both Incentives Such As Gifts and Cash AND Other forms Of Incentives

Given that tastes and personal preferences for bonuses or incentives differ so much, there are few incentives that will be desirable across the board. And, as Incentive Concepts observed **"Indeed, this might be the *only* reason why cash is the most preferred reward: it is, in a sense, infinitely customizable."**

But taking a deeper look at the data uncovers another trend: people tend to prefer merchandise that is seen as a "status symbol" given their specific demographic.

For example, millennials prefer electronics, while baby boomers prefer watches. And women tend to prefer clothing and apparel more than men.

Given the draw of luxury brands as status symbols, it makes sense to offer merchandise as rewards *if there are options for picking and/or customizing the reward*.

For example, best practice would not be to offer an expensive watch, but rather to let the employee to select from a range of watch styles from a quality brand or brands or to allow for a choice of various watches OR electronics, depending on the mix of team members age demographics.

This combination of recognition, experience, choice, and quality brands may well be the best way to create an incentives package—and get a positive return on one's investment.

So where does all of this leave us so far?

First, if you haven't already done it then schedule and work on action item number 1 above (factoring all of the thinking in this Briefing in to your thinking about incentives much earlier).

Then start asking yourself, for those team members who you've already hired and who are staying, how can you have more and better training, having meetings where they can share in the conversation about the broader purposes of their job (and discover ways and places where they can lead), what you do and how they can contribute may go quite a long way.

Remember, that in motivation and retention incentives such as bonuses, "gifts" and rewards, focus on the list of factors that matter to employees:

***job satisfaction,**
***job/personal security,**
***feeling recognized for ideas and exceptional work,**
***feeling a sense of and opportunity for advancement and growth of skills,**
***feeling that their input is recognized and important to the venture,**
***feeling that they're contributing to a bigger cause that's important to you, and**
***feeling that they have opportunity to advance, lead, and to use their skills.**

Better yet, realize that these are not prioritized by every team member in the same order AND that team members measure and define security, leadership opportunity, the ability to advance and to contribute to a higher purpose or mission in different ways. And those all change through time.

At one point in a career a team member may value a cash bonus or title while after having a child or grandchild, flexible work hours may matter the most.

So being great at this requires a constant (but not time consuming) attention.

Have ongoing discussions (in reviews and other contexts) about what they like and enjoy most, what makes them feel fulfilled, and where in their work they have the most impact part of regular one on one meetings and reviews.

Now not every item on a team member's wish list can be accommodated. But explaining that in advance but being open to doing what you can to incentive, reward and retain key team members should be part of every firm's standard operating procedures.

So yes, there is an element of dedication to customization to this.

Yes, that takes some time and attention.

But, that is exactly what makes this work so well. Building rapport, trust, and motivation by showing that you care (or in a larger organization that that is part of the culture across leadership).

The additional time it takes to learn what incentivizes and motivates each team member shows team members that you care about them and that they thrive. It has real power and returns rewards in profitability, culture and retention of clients and employees.

But no matter how much you customize and pay attention to detail, you still need ideas for incentives.

And fortunately, there are also some ideas that have proven to work in the right setting and with the right team/team members. While not every one of these ideas

will be useful, here are a few more, in addition to those above, to get your creative juices flowing on the topic of incentives:

1. OFFER AN "IDEA BOUNTY" (FROM A STUDY IN FAST COMPANY MAGAZINE)

So bonuses, can come in many forms and I am a fan of the "idea bonus" and have used it on and off for years when someone has a great idea at staff meetings or in planning sessions.

In a recent article, Hannah Witten of GoFanbase told Fast Company about their take on the idea bonus as a way to encourage discussion and give all team members an equal opportunity to contribute. In GoFanbase's program, employees propose a fully fleshed out idea (with processes) that would help improve the business. "Their fellow coworkers then vote on the concept. Once an idea is voted in, the founder approves it. Once implemented, the employee receives a $20 "idea bounty." This could be cash or a prepaid card…and remember that cash is "infinitely customizable" by the recipient.

PRO TIP: To build this program into your company's culture, you could also create healthy competition by tracking how many "idea bounties" are awarded to a single employee within a certain period of time and perhaps with an extra monetary or other bonus (PTO days?) for the quarterly or annual winner.

2. SWITCH UP THE WORK DAY

Fast Company also observed that "Not everyone thrives in a nine-to-five environment." Here's the link on that topic: https://www.fastcompany.com/3047624/how-to-make-summer-your-teams-most-productive-season

So, incentives for hourly workers, might involve replacing the structured work day with an agenda of tasks to accomplish within a set window, then leave it to employees to figure out how best to accomplish them. Once done, the employees or team would have the extra time to themselves or for a project that they select (either a side gig of their own or something that they want to develop a project for the practice).

3. ENCOURAGE CREATIVE/SERVICE TIME OFF

Again, this may not be right or inspiring for everyone but having a few different variations probably helps to make it possible for everyone to find a model that IS exciting and motivating to them.

Some companies/practices try to inspire employees to try out some unique twists on using their paid time off. While unlimited vacation policies (in case you're interested the link to that article is https://www.fastcompany.com/3029216/in-defense-of-an-unlimited-vacation-policy-infographic) that are gaining steam in some tech quarters probably aren't the right solution for smaller professional practices, some variation of boosted vacation based on performance or as a reward to the idea bounty might. Likewise, as people with a great deal of institutional knowledge and skill advance they often want additional vacation time.

The knee jerk reaction (since they're great at their job) is to resist that. But, it might be just the thing that helps to keep team members with your firm, from retiring early or looking for another job that offers more vacation.

Another unique option is to offer PTO (or times set aside paid time at work) specifically for volunteer service. "We've found it is a great benefit to offer employees paid time off to volunteer, because it demonstrates our commitment to the community," Sarah Schupp of UniversityParent told Fast Company. "Occasionally, the team will pick a project and work together on something to serve the community, such as organizing food for a food bank."

Conclusion

In conclusion, getting clarity about your own purpose values and mission makes the selection, retention and motivation of team members easier and more effective.

When considering incentives realize that the same things don't incentive all team members so customization and the ability for them to select or customize matter. Also remember that the presentation and other aspects of the incentive also matter very much.

Finally, while cash and cash equivalents are preferred over just things you've selected, other options that make people feel aligned, valued, and able to advance and to be part of something greater can all be worked into incentive and bonus programs and often matter more than money.

Briefing Item #3

Misery Does NOT Love Company

Resources, Ideas and Solutions For Dealing With The Disruptive And Constant "Complainer

By Dr. David A. Weiman, Weiman Consulting

A professor of mine in graduate school quipped, "Misery doesn't love company; misery loves miserable company."

There's quite a bit of truth to that ... ever notice how a chronically miserable person almost never wants to be cheered up? They usually want to talk to someone else who's unhappy, too!

I find that to be true in many companies, as well.

The folks who are unhappy rarely complain to someone who can do something about it: They often just complain to one another to "vent."

And the purpose of venting is not to solve problems but to share them. It's also often a way of turning passive feelings into some kind of action by criticizing the boss.

If you're like most of the people reading this, the boss is you.

It's possible that about 20% of the staff in any company or team are almost always unhappy and would be miserable at any other company, as well. For some folks, being unhappy and complaining is part of who they are.

So is it a waste of time trying to reach out to the hardcore disaffected and engage them?

Not necessarily, and here are 5 things you can do to make sure everyone feels they can come to you with problems instead of just complaining to one another:

1. Proactively meet one-on-one with everyone on your team once each quarter. Don't wait to learn about problems, because some people will never step forward to tell you. Reach out to each person on a regular basis. Even a

brief 5-minute talk will be important. Ask how things are. Ask what the most significant obstacle is to their getting things done. Take notes and engage them in figuring out how to remove that obstacle.

2. When people complain in meetings, listen and acknowledge it. Many leaders dismiss complaints in meetings. Don't do it. It signals others that you don't care, and it shows that speaking up gets punished or ignored. Speaking up -- in an appropriate way -- is something you want to encourage. Take the time to listen. And make sure you follow up to let them know what you're doing about the issue they raised.

3. Reward complaints. That's right -- offer a small bonus, like a $10 or $20 gift card -- for people who bring up an issue that is holding back your team or company in some way.

4. Include complainers on change-management teams. Including a complainer on a change-management team provides you with valuable insights about what might go wrong, who might not support the change, and other important perspectives.

5. Have a "complain with a solution" policy. Welcome people to complain about something they think is wrong as long as they come with one or more solutions, as well. This helps build a culture of solving problems, not just sharing them.

Try these out and see if it doesn't help manage misery more effectively or even eliminate it.

If you have a truly "hard case" who is interfering with your team or company's success, consider moving them out instead of trying to reform them. Folks who are invested in trying to hurt instead of help will be better off at a workplace more suited to their style.

If you're having challenges with team member complaints or a negative culture, I can help. Drop me a note at david@weimanconsulting.com to set up a time to talk.

Briefing Item #4

Why didn't we do this sooner?

Tradition, Innovation, Friction & Success

By Grand Master Somnath Sikdar

There's an interesting aspect of the martial arts business. It attracts people (both students and pros) that highly value tradition and legacy. **In many cases, they value tradition and legacy over innovation…or, at least they think they do.**

Folks that have been in the martial arts for a little while wax nostalgically about the "good old days" and how "old-school" is the best school. Ironically, they also want the "secret new move" than can defeat all opponents. I've found this to be largely true in the fitness industry, and I'm sure it could apply to many other industries.

Overall, the static friction of innovation stems from a resistance to any change at all. We know leaving one's comfort zone often takes the pain of staying to exceed the pain of leaving. Intellectually, we know that innovating yields great potential, but we still retreat to the known comforts and security of tradition.

When I look back, there were so many changes we *thought about* making and new revenue streams we *thought about* adding over the last couple of years. But, we never "pulled the trigger." Things were working and business was moving forward at quite a pleasing rate. It was easy to double down on what was working via the current path of action. Side projects and innovations got pushed lower and lower on the priority list.

When things are going well, it's especially easy to resist change. Then COVID-19 happened. The coronavirus shutdowns were a tremendous shock to the Dragon Gyms and our business model in general.

Even though Pennsylvania has re-opened our customers haven't returned to business as usual. And, it doesn't look like they will in the foreseeable future. The pains, needs, and wants of our core customer has changed.

But, this shock forced us to innovate and break away from tradition and legacy.

We've historically been very resistant to teaching martial arts online. We made a whole bunch of assumptions based on the status quo of how martial arts were taught.

It turns out that many of those assumptions were wrong. The situation forced us to develop new streams of revenue and further segment our target market.

There is still a lot of work to do, but overall the forecast is looking good. And, had we not made those innovations, we would have sunk early on.

How can we break away from tradition and legacy? How can we enable ourselves to be better at innovating without the need for a massive shock to the system?

1. **"The commander doesn't hold the gun."** This is a great quote from Jocko. It's an allegory for taking a step back and getting a wider, better perspective on the situation. When we're working on something and it's effective, it's difficult to zoom out and see the possibilities for optimization. If it ain't broke, don't fix it, right?

It is a good long term strategy to delegate and outsource so that you can elevate your role and perspective. However, in the short term, this isn't always possible. I suggest finding a way to remove yourself from your current position, at least temporarily. This is more easily done with a third party. Bring someone in from outside your organization to examine a process. They'll likely have questions that you didn't even think to ask. This can potentially lead to innovation.

2. **We define ourselves by what we do and how we do it.** We've spent time, effort, and money developing a process. We likely championed it to get buy-in from the team. As a result, we attached the value to the process and that value gets intermingled with our self-worth. Consequently, innovating feels painful in two ways. There's the pain of re-working the process itself. And, there's the pain of extricating ourselves, emotionally, from that change. In both cases, we are falling victim to the sunk-cost-fallacy. The investments or losses already made shouldn't affect our decision moving forward.

3. **We don't see the power in incremental changes.** Keep in mind, small course corrections can be both a help and a hindrance. Making small optimizations can enable us to limp along indefinitely. Whereas, it may have been better to burn the whole thing down. However, when the threshold for innovation is too high, then no innovation occurs at all. Making major pivots is overwhelming and exhausting so we delay perpetually.

Then I look at the massive amounts of content we had to produce and the stress of trying to switch our members to a new platform. We had to convince them the new way of doing things would deliver the same amount of value as the old way. And, all of that in a very short period of time.

We could have incrementally built and tested the online platform for teaching kids martial arts. But, we didn't because the pain of not doing it wasn't greater than the pain of getting it done. That is until we had no choice.

Small behavior modification can go a long way. I'll leave you with my classic example.

I tell new students that they need to wake up 1-hour earlier every day, even on the weekends. As expected, they resist. So, I suggest a 5-minute change and then they commit to complying. Over a short period of time, they gradually get to a 1-hour earlier start time.

What will be your "5 minutes"?

Briefing Item #5

Monthly Business Black Ops Coaching Calls
Updated Schedule and Elite Events for 2020

NOTE & ACTION ITEM: Be sure to go to your calendar right now (or better yet give this to your scheduler) and reserve these dates and times to:
1) *join us live on the monthly BBO Force Multiplier Coaching Calls and*
2) to schedule the money making, stress reducing, and wealth building Elite Events (currently being done 2x each month by Zoom).

Finally, you might also want to save a spot at the Main Event and/or VIP in October. VIP is free for warlords. You can come to either in person (assuming it's safe enough OR by zoom.

The Business Black Ops Force Multiplier Coaching Calls and Elite Event Zoom calls have been on fire! Last week's Elite call was like a 90 minute "MBA in how to build better content and marketing…"

And, the Tuesday monthly coaching calls are a great break in your day and you'll be more productive and better informed than ever!

NEW! BONUS/PRO TIPS That'll make you money- Whether you're attending the calls or coming to the event or an Elite event….

1) **Bring a partner or team member to move implementation along faster and much more effectively and stop missing out on getting great ideas into action and stop leaving money on the table.**

2) **Use the calls as a training tool and put one or more team members on each month to learn and then to implement for you.**

3) **Schedule one or more Elite Zoom calls each month or review them in the archive.**

The live programs are also a great investment in team training and development – bring a team member for a very low rate!

At the live Elite events (expected to start again in 2021), there are only a few participants (typically fewer than 25) so you get your specific and actual questions answered, and get personalized information that you and your team can use.

Go get started!

NOTE: War Lord Level Members get all of these calls plus their own individual monthly coaching AND significant discounts on our other consulting and training events and programs for FREE.

Upcoming calls:

Tuesday, August 11 at 12:30 pm EST How Clients/Customers/Patients Buy: A Practical Guide to Business Development, Sales and Marketing Systems

Tuesday, September 8 at 12:30 pm EST Preparing for the BBO Live Event in October

October NO CALL – Live event in Phoenix.

November & December 2020 – Both calls will be dedicated to 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.

Coaching Call Archive for Review and Action:

Founder or War Lord? YOU GET FREE ARCHIVE ACCESS. 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.

Not a War Lord or Founder but want access to the calls? Contact Lisa for upgrade information. The value of these calls and the archive way exceed the small cost of upgrading.

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 at 12:30 pm EST The Difference Between Building a Business and Selling Through Promotions - There's no one right answer but you must avoid this one terrible mistake.

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

ALERT!

Want to feel better about work and life?
To be a better leader?
Get more and better results from yourself, your officers, directors, team leads and teams?

Have more impact and to inspire your team to be more and to do more?

Want all of those changes to last?

Dr. David Weiman and I are planning a virtual executive/business owner/professional coaching program for Business Black Ops subscribers and members.

As you know, Dr. Dave (one of the country's top executive coaches) works with senior level managers, c level executives and corporate leaders across the globe on resiliency, better leadership and how to coach their own teams.

I'm a serial entrepreneur and professional practice owner and have been working with professional practice owners and successful startups (two of which have gone public) to boost their personal and business success for over 30 years.

Together, we've assembled and are ready to launch a program that takes you (in two half day sessions) from where you are today to where you want to be and beyond.

However, to commit to the program, we need to know that at least five members or subscribers willing to invest $385 for the two video sessions and the follow up (you can bring a guest from your company AT NO ADDITIONAL CHARGE but it should be a senior or top person).

If you want to be there and to learn and use all of the coaching skills we have in store for you, please make a fully refundable $385 dollar deposit with Lisa. She can be reached at 610-933-8069.

That will guarantee a spot for you and your guest and once we have at least five we'll set the date.

Call 610-933-8069 Today.
Don't Miss This Transformational Event With High Level Coaching Skills Program by Two of the Best In The Business.

Want early alerts an access to all events?

See Below for More On WarLord or The VIP List

JOIN THE NO RISK - VIP LIST

TO ATTEND FUTURE ELITE EVENTS

Get on the early list if you are interested in a program I'm considering on using the laws of human nature and habit to sell more, raise your prices without resistance, and to feel stronger and better at work AND at home.

To get on the VIP/Early Bird list for first access, all the bonuses and the best pricing call Lisa at 610-933-8069 or email Dave at dfrees@utbf.com with the subject line "Mastering Human Nature & Habit"

Business Black Ops July 2020 Issue 32
CLASSIFIED: BBO EYES ONLY

July 2020 Volume 2

Making Higher Profits & Margins In Your Business or Professional Practice…Starting Right Now…

The Monthly Tactical, Step-By-Step Business, Intelligence Agent and Special Forces Operators' Field Guide to Actionable Force Multipliers, Covert Skills and SWIPE Files.

Article 1: SWIPE and DEPLOY File: Actionable samples and a glimpse inside Dave's Notebook and TO DO/DELEGATE List. This month…two easy to use SWIPE, ADAPT and Deploy Ideas and Templates

Article 2: What Dave Is Reading & Currently Using To Calm The Chaos, Build Margins, Increase Business Entity Value, and to Stay Happier, Healthier, and Fitter.

Article 3: SWIPE - HOW CAN I USE THAT? This Month Dave Shares Three Outstanding and Robust Marketing Idea and Asks "How Can I Use That?" Then he shows you exactly how.

Article 4: 10 Actionable Tips To Prepare For and Survive Civil Unrest - These Can Save Your Life and The Lives of Your Loved Ones

Article 1

The Monthly Dave Frees SWIPE and Deploy Marketing Force Multipliers.

Examples From My Personal SWIPE and DEPLOY File and My Personal To Do/To Delegate List

Each and every month I review the ads, copy, blogs, emails, and direct mail pieces, bullets, and offers that I flag.

As I read online I cut and paste the links to copy. If I'm reading magazines or other hard copy I keep the copy that inspires me or that I might adapt.

Then, I also pick one or two things to share with you that are easy to adapt and use for almost any business or professional practice.

So here we go.

SWIPE SAMPLE 1:

Ad Headline for Bartlett Tree Experts:

Me? Obsessed with trees? Yes.
Yes I am.

Formula:
Me? Obsessed with _____Issue of Importance to the Exact Avatar You're Trying to Attract_____. Yes.
Yes I am.

Followed by bullets and/or body copy and featuring a picture of the individual or Team

Example:
PHOTO of Me, a Partner or a Team Member

Me? Obsessed with protecting the assets you leave in your will or trust to your spouse, children (or "kids"), or grandchildren from divorces and lawsuits against them? Yes. Yes I am.

***You worked your whole life and they deserve to be protected**
***Heirs who are Doctors and professionals have an enhanced risk of being sued…but you can protect them with the right estate plan**
***The divorce rate in the US is over 50% but you can protect that inheritance…without restricting your heirs**

BONUS PRO TIP: You can also, in long form ads or blog copy, add a case study to contrast someone who used your product or service with someone who didn't a review the respective outcomes.

SWIPE SAMPLE 2:



This was a full page insert in a newsletter mailing from Agora.

This can be used in a variety of ways. But I'm going to use it as a paper insert in our newsletter to clients and as an online landing page that I'll run ads to and I'll display those ads just to existing customers.

So I'll show ads to clients. They click on the ad and get this. If they're interested in the particular topic (elder law or updating their estate plans) they can click and get more information.

BONUS PRO TIP: Remember from last month to use the specific language your client/customer/patient uses at that point in their journey.

So how do you know what worries them, what they value, what they're seeking and how they think of it and refer to it? See the June issue on how to ask them (or your team does) and remember that you can also ask them throughout the journey. Surveys of prospects. Notes from calls by intake teams, client/customer services etc.

Remember that the June issue also includes…

Resources For Better and Deeper Communication Through Active Listening

Action Items:

EXERCISE # 1: Write three to five additional uses of the examples 1 and 2 and above and how/where you could use them in an activity or campaign within your business or practice.

EXERCISE # 2: Select the two best ideas and schedule them for implementation.

FOLLOW UP ACTION ITEM: Make sure to diary time to check the results of the campaign and actions above and adapt/optimize accordingly.

Article 2:

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

I'm currently reading a book called Power vs. Force by David R. Hawkins. The book's fascinating for a variety of reasons and is filled with useful ideas that can be thoughtfully adapted to business, leadership, marketing and management.

However, this section of the Briefing is dedicated to the actionable and the tactical. So let's get to something easy to use.

In that regard, there is a huge list of contrasting terms that, as the result of a number of studies, have been determined to activate greater positive emotions and energy vs. the paired word that triggers low or negative energy.

This list is really powerful as a guide to creating more positive triggers and energy in your conversations, copy and ads and to diminishing your opposition/negative forces/competition (if they're being bad).

Here are samples of a few of the hundreds of pairings:

Orderly……Confused
Conscious…..Unaware
Courageous…..Reckless
Holistic…Analytic
Considerate…..Indulgent
Patriotic…..Nationalistic
Merciful…..Permissive
Timeless…..Faddish
Serving…..Ambitious
Trusting…..Gullible

Article 3:

"How Can I Use That?"

By: Dave Frees

As you know, I am always on the look-out for ideas that you guys can take adapt and use for real effect (or at least you should consider testing them). And I find them in the strangest places.

In this month's issue I have two examples and all are worthy of asking "How can I use that?"



The first is from Patriot Acres Farm and Brewery. They have quickly adapted to the restrictions of COVID-19 and their limited indoor capacity by adding a mobile cigar long with outdoor seating AND pizzas. They're also offering this set up for rent for weddings held on their property or off site.

Note the sign – Cigars. Social Distancing Before It Was Cool.

They're also able to share this organically and by boosting on social media.

The second and third examples come from Garden Gate Magazine (again, not perfect source for me as the readership doesn't match my all of my law firm avatars) That said, some of my male and more of my over fifty female clients ARE gardeners so these examples are easy to adapt when you ask "How can I use that?"



The top ad is for a virtual panel of experts on a topic that the readers will love.

It's free so it might be used to attract new clients/customers/patients, or as a retention and value add tool to reward and keep existing clients/customers/patients. So in the time of COVID-19, this is very powerful for either purpose and is easy to adapt.

ACTION ITEM: Ask yourself, "How can I use that for either a way to attract or convert prospects (have offers in the event) OR to reward existing customers and/or to trigger referrals?

Then set aside the time and resources to develop and to implement a virtual event.

The bottom ad is a very powerful idea. Once you do several webinars or virtual events, articles or other content on related topics, consider how to bundle that content as an offer.

ACTION ITEM: Do you have content around topics that can be bundled and curated then resold as a collection? If so, block the time and allocate the resources to prepare, publish and promote/sell that new offer.

Not sure how to use this? Here's a way to get more actionable ideas…

List at least five (but preferably 10) ideas that occur to you based on each of the above:

1.
2.
3.
4.
5.
6.
7.
8.
9.
10.

Decide which product or service offerings might benefit from the use of either one and specifically how and when you'd use it in a process, physical place, or in a campaign

1.

2.

3.

4.

5.

Article 4: Preparedness In Business and In Life

10 Actionable Tips To Prepare For and Survive Civil Unrest - These Can Save Your Life and The Lives of Your Loved Ones

I mostly live in rural areas. But, because of my current circumstances I reside, part of each week, in a home located in an urban area and specifically in a town of over 20,000 people within 35 minutes of Philadelphia (where protests take place regularly and where more violent rioting/looting have occurred).

And, as a free speech advocate, I strongly believe in the right to assemble and support the cause of making America a better place and more in alignment with its promise. But things can go bad fast when civil unrest erupts and there may be players at work in these riots or even in the protests who have more sinister agendas than a better America.

I also have two of my three adult children living and working in cities where there have been some level of unrest exceeding peaceful protests and some of these actions have included setting fires, stopping cars and other dangerous situations.

So, to here's a short and actionable list of ways to be prepared and to survive unrest.

1. **Prepare in advance and listen to news, traffic and weather.** In a few later pointers we'll also review additional preparations.

2. **If there is local civil unrest, ask yourself "Is this trip even necessary?" and if it is, be prepared.** Consider whether or not to carry a weapon (lethal or "nonlethal" – such as bear spray or a TASER®) and if you don't want to do that then go back and ask if the trip or travel really matters. If you're walking or on foot/bike, carry some water or diluted liquid antacid (like Maalox) in a container. If sprayed with tear gas, move quickly into an area of fresh air and pour the liquid on your face (especially your eyes). Drink it if sprayed in the mouth. In any case, the effects of the tear gas will quickly resolve over a relatively short time.

If you're traveling in or through any area experiencing violence, carry a basic medical kit that will help to treat injuries and stop bleeding. See last month and prior issues for contents of kits.

3. Always physically and mentally map out your routes and routes of escape as you travel. This may sound weird, but when I go to a new city or location, prior to traveling I look at maps of the region to get a sense of direction of travel, location of points of interest etc. As I travel, I also try to be aware of things like, where's the nearest side street, ramp to a highway, or police station (although they can now be targets)? Is there a building or subway entrance that will get you off the street? Where are rivers, streams or other possible places for evacuation or extraction. If you don't know the specific area, move to an area where you do know the lay of the land.

4. Always maintain heightened situational awareness. Whether you're in a car or on foot, notice what's happening around you and on your route (ahead of you). Notice anything strange or out of place and avoid it. For example, if you see people wearing long or heavy clothing in very warm weather, an unnatural gathering, fire, or smoke, then note it and avoid it.

5. **Stay on the edges/fringes of a crowd.** If you do get swept into a crowd or have to make your way through a protest or large group (which should be avoided), stay on the fringes. Don't get caught in the midst of masses of people surging away (or towards) the violence. If you do, *they* (not you) are determining your movements. Trampling is also a danger in situations where a group may be fleeing danger.

In the very unfortunate situation, where you're caught up and are pressed against all of the surrounding people, it is sometimes useful to lift your feet and to let the mob carry you along until you can safely touch the ground and escape in your own direction. Also avoid being caught against walls, fences, blockades, or other solid objects. People can get crushed by masses of protesters.

6. **Avoid confrontation with "protesters**." Look, I know you "guys." You're opinionated and, in many cases, have a clear sense of patriotism that doesn't tolerate anti Americanism. But don't engage in a political discussion or taunt them with your personal views on the latest controversies.

It's also probably not a good idea to wear your political convictions on your T-shirt or hat. In the wrong place and the wrong time, this has gotten women pepper-sprayed and men beaten. It's not right, but there are real dangers here and there is a time and place to have political conversations. Generally speaking, being surrounded by honest protestors or street mobs is not one of them.

7. **Have a bandana/mask handy (this is easier than ever).** Most of us have (or perhaps are required to have) a face covering in these pandemic times. It's better than nothing at riots when tear gas is sprayed. In my everyday carry I also have a bandana and some goggles/protective eyewear. And while we're at it, when walking in a city (even your own) try to wear shoes, sneakers, or other footwear that will allow you mobility.

8. **Don't run if you can help it and try to be inconspicuous.** Unless everyone else is running, you will attract unwanted attention. Walk fast and purposefully around a corner, to higher ground, or another safe spot and do you best to be "the gray man". This is no time to "stand out in a crowd"

9. **If you're with family/friends stay together and have a plan.** Try to stay with your group. However, that's not always possible, so agree on a meeting place beforehand in case you get separated moving through the crowd.

10. **If you're traveling by car here are some pointers from South African authorities who have been dealing with widespread civil unrest for decades.**

"It's important that anyone driving in an area that may be affected by unrest understands that the police will most probably have blocked off a road to prevent entry. Listen to the police, and don't put yourself in any danger by disobeying them. If you are in this situation, though, check for possible escape routes you can use, or for a police presence that you can approach for assistance,"

Other tips for motorists unexpectedly caught in the middle of an unrest situation include:

- Stay in your car as long as possible
- Unbuckle your seatbelt, and those of any passengers, to be prepared to exit your car quickly

- Keep your car moving as far as you can, whilst checking for possible escape routes
- Avoid hitting any protestors with your vehicle as this may turn the mob against you
- Do not taunt the protestors by shouting, gesticulating or hooting at them
- Remain as calm as possible to ensure you are aware of what is going on around you
- Seek assistance or safety from the police as quickly as you can. If you do not see the police, call them.
- Listen to police instructions
- If you are stuck and the situation seems to be turning, leave your car and get out of the area on foot. Remember your life is more valuable than your car or any possessions inside
- Once you are personally safe (with or without your vehicle) call family or friends to let them know where you are, and what is happening

When you are safely away from the unrest situation, you may find that your car has sustained damage. If you have insurance, you may be covered.

Conclusion: I used believe, that in America, it was unlikely you'd ever get caught in an event of serious civil unrest. But I'm no longer so sure about that and anyone who lives in a more densely populated city or town could.

Having a solid plan of action in these troubled times just makes common sense. We must be prepared for man-made disasters just as we should be prepared for hurricanes, tornadoes, and earthquakes.

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