Business Black Ops February 2021 Issue 37

CLASSIFIED: BBO EYES ONLY

From: Business Black Ops Mobile Central Command –

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

Business Black Ops™ Monthly Mission & Intelligence Briefing

Ideas and Information To Make Sure That You and Your Business or Practice Thrives And Improves Every Day, Month, and Year™

What's Inside Volume 1-

(The Meta Force Multiplier/Mindset and Strategy Section):

1) The Monthly Message to Members: This month we have both marketing and business strategies and tactics to fill the rest of your year. And, I will share a number of proven winners from my own work as well as what we are testing to go beyond our record breaking 2020. So this month you should also look for a schedule for the full year's themes and coaching call/Intelligence Briefings. We have you covered for 2021!

Bonus: I also bring you the return of monthly quotes for inspiration and a better mindset.

2) The 2021 Survive And Thrive Battle Plan: The 2 Page Cheat Sheet you should copy (right now) and use every day, week, or month to stay on course and to improve results with everything else you're doing as part of your 2021 plan AND as you implement the ideas, strategies and tactics in this issue throughout 2021.

3) The 2021 "Master List" of Strategies, Goals and Systems To Adapt, Test and Deploy in 2021. In this section, I'll give you some very powerful mindset, strategic and tactical tools that you can pick from to achieve better results. This article includes the "mental models matrix" (adapted from Munger's lattice), as well as 2 more systems and marketing plans to boost your thinking, doing, and results in 2021.

4) Actionable Leadership Lessons: By Dr. Dave Weiman – Three Rules For Handling Enemies of Your Change Efforts.

5) <u>More Personal & Tools From The Martial Arts</u>: By Grand Master Somnath Sikdar - Are too many jams, jamming you up? Som examines escape from complexity and the benefits of focus and simplicity.

6) <u>New Members and Field Notes</u>: Check out our new member, Anylise Crouthamel. Also, a few announcements, call schedule and a reminder to ACCESS membership.businessblackops.com for way more optional free and paid courses, trainings and resources.

What's Inside Volume 2 – The Tactical and Techniques Section To Start Applying Right Now

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

Article 1: SWIPE and DEPLOY File: Actionable samples and a glimpse inside Dave's Notebook and TO DO/DELEGATE List. Including his bonus SWIPE, ADAPT, and DEPLOY files from his most recent masterminds, programs, coaching, advising and article research and writing. READ AND USE THESE! THIS MONTH'S EXAMPLES ARE OUTSTANDING!

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

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

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

Briefing Item #1

Dave's Personal Monthly Intelligence Briefing Message

To: Coaching and Consulting Clients, Business Black Ops Subscribers, Agents, Operators, Founders, War Lords and OverLords™

From: Central Command and The Old Man

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

Since the start of the Covid situation, I have been working with many many professional practices, startups (some looking to pivot), companies experiencing surges of business, and turn-arounds, as well as banks, trust companies, and individuals (looking for a better and more fulfilling and fulfilled life).

I learn a lot from this work, the great folks that I coach and consult, and from my own team and multiple business endeavors. It's my goal to share many of the most proven and successful, as well as the most promising new (and old) ways of viewing change, analyzing and adapting to markets and market changes, and the methods of success, even in the face of adversity.

I want you to get the benefit for thinking in these new ways and experiencing adaptation of the right tools to your own situation so that you can have better results, more efficiency and effectiveness, while giving more value, and actually feeling better about yourself, your various business and life roles, and your results.

This is powerful and rewarding stuff. And there's a lot of it.

Your biggest problem is hopefully going to be picking the very best for your personal situation as you test, decide and then act to

implement and to receive the benefits of these systems, skill sets, tools and tactics.

I also benefit, when I am learning and then doing, from having an overview of the project. So, I wanted to share our current thinking about the coaching call topics over the next year. Now these are open to change based on what's going on in the world, your own needs, and the needs of our members. But...

This list will get you thinking about what to expect and about how you can plan for and apply the tested, and time proven mindset (meta-level force multipliers), strategic planning and tools and force multipliers, as well as the tactics we will explore with you each month.

Here are the planned topics for 2021:

January – Goals to Systems. We explored the idea of creating goals across all of the essential business functions such as financial, operational (including hiring, onboarding and training), marketing, sales, client services & retention, product and service development, leadership development, intelligence gathering and analysis, etc. Then we suggested enhancing those goals using the Dave Frees BBO goal enhancement process and finally, adapting the goals in each area to working systems that can be evaluated and improved.

February – Marketing Mindsets, Strategies, Tactics for The Rest of The Year. This month we are reviewing our own 2020 marketing strategies and tactics (what worked, what didn't and what we're eliminating) **and** we are reviewing a number of strategies and tactics to consider testing for 2021 and beyond. **Specifically, we will share a modified and improved product/service launch system and a list building and sales and marketing system that cannot help but make you more money.**

March – Fundamentals and Beyond for Success, Wealth and Happiness Volume 1. In this, my birthday month, I have big plans and quite a few gifts for you. In addition to a possible date for a virtual elite event, I am going to share (in the calls and the Briefing) a PhD level review of the fundamentals and high level thinking, skills, and sources of wealth and success in both business and in life. In particular we will draw on Franklin, the stoics, Naval Ravikant, Charles Munger, and many more long-lost thinkers and successful practitioners of the arts and science of living a great and rich life. Vol. 1

April – Fundamentals and Beyond for Success, Wealth and Happiness Volume 2. This is such a big, powerful and transformational topic that we will do Volume 2.

May – Preparing for Q3 and Q4. This month we will revert back to a highly tactical program on preparing for action in Q3 and Q4 and a mid-year plan for how to end the year on a high note.

June – Creativity In Business: The Many Benefits of A System of Thinking In New Ways. The summer is a good time to be more thoughtful and creative and that's exactly what we will be focused on: The skills, practices, theories and principles of iteration, creativity and building newer and better solutions for yourself and even greater value for your clients/customers/patients.

July – The Magic of Alchemy To Transform Business and Life. This month we will get a bit esoteric with the topic of Alchemy In Business, Marketing and Life: Creating Something More Valuable From Little or Nothing. These ideas may change the way that you view business, money, wealth and life.

August – Sharing Books and Resources. Everyone has a tool or resource that has changed their life or business for the better. Dave and Dr. Dave will share their own lists and members are welcomed to join in. Save up because you're going to want many of these!

September – Preparing for Getting The Most From The Live/Virtual Event.

October – The Live Event! Specific Theme and Topics To Be Announced.

November – Preparing now for 2022 and Beyond. A powerful plan and checklist to be ready for your best year yet and for all of the shocks to the system along the way. SWOT analysis, goals and systems, and more.

December – Turning Your Personal Goals and Aspirations into Reality. Specific mindset, strategic and tactical force multipliers to make sure that you get more of what you want outside of purely business goals.

Calendar the dates for these calls now (see page 31).

Obviously, we have a lot to get to in the February issue and in 2021, but first...

Thank you!

I want (as I did last month) to thank each and every one of you again for renewing and returning for another year of membership (or subscription), the friendship, networking, community, strategies, proven methods, leadership and marketing training and the actionable content that is Business Black Ops.

I guarantee it will be worth your investment of time and money.

But...just a reminder... to help you to get more and more value from being a part of the Business Special Forces Family, here's a quick review the recurring goodies so that you or your team can get more and better results from being part of the Business Black Ops team:

The Business Black Ops Monthly Group Coaching Call:

See the list of all of those call topics starting on page 37 of this Intelligence Briefing so you can listen in the archive and calendar the outstanding future calls to get the full benefits of being on the live call.

The Monthly Business Black Ops Intelligence Briefing

Each month, we publish two separate sections of the Business Black Ops Intelligence Briefing.

Volume One contains high level strategy and strategic thinking, leadership, management, marketing and sales, metrics, systems, allocation of resources, management tools and more.

Volume Two always contains tactical ideas, systems, ads, content, SWIPE files, and systems related to managing and marketing and leading as well as resources and training related to preparedness and surviving adversity (in business and in life).

The contents of these two volumes have the capacity to change any business and your business/life balance for the better.

On page 37 in this month's edition, you can find a list of all of the calls and monthly themes we will be examining, teaching, and coaching around.

Team Training, Self-Development and The Business Black Ops Membership Site

Listen from the archive and/or have a team member or partner who'd benefit attend the live call and brief you/implement with you or for you.

Depending on your membership/subscription level, the site is packed with back issues, reports, recordings of the coaching calls,

and more. It's a treasure trove of ideas for building, leading, growing and protecting your business **and** to building a better life.

It's also filled with tools that you'd pay tens of thousands to get for your team.

The Business Black Ops Annual Team Conference (In Arizona)

What can I say? If you've ever been, then you don't want to miss it and if you've never been, get it on the calendar right now.

It's my highest level thinking based on what my entire team has learned over decades of experience, their most recent testing, and from their high level contacts with business and leadership thinkers including Lt Commander Retiree and Navy Seal - Jock Willink, Co-creator of NLP - Dr Richard Bandler, one of the Navy's top behavioralists and Elite Interrogator Instructor - Chase Hughes, as well as Dave Frees' friends, business builder and famed marketers – Perry Marshall, Bill Harrison, Bill Glazer, Frank Kern, and many others.

The Business Blacks Ops Elite Events™

These events are small and high-level events designed around a series of topics that help you to solve specific problems, achieve specific results and to get close quarters high-level info from me, the team, and other high-level thinkers/members.

This year will be no exception. We already have a schedule of possible Elite Events that includes: 1) Learning and Using NLP for Charismatic Marketing, Presenting, and Leadership, 2) Lessons In Leadership and Action: Spend Time With A Seal Team Six/Tier One Operator As We Mastermind Around His Stories of Action and Powerful Teams, 3) Mid-Year SWOT Analysis and What To Do Next – Creating A Better Q3 and Q4.

The BBO Facebook Group

This is a place for members to interact, share ideas and resources and more. Dave checks in regularly so you can also get questions answered and discover new resources.

The BBO Community and Networking

The community of Business Black Ops members is extraordinary

The members have collectively experienced centuries of business experience, great successes and nearly "fatal" failures...so they know what to do and what to avoid in all aspects of business.

They're an amazing community.

Those who understand risk analysis, planning for and mitigating risk, and who successfully prioritize risks will always be at a major advantage in preparing for risks, allocating resources to them and to surviving and thriving in an ever-changing world requiring anticipation and adaptation.

Well enough for now.

There are some great articles, action items, and SWIPE materials in this issue so set aside the time to enjoy, digest and act on it.

Dave Frees

P.S. We want your input!

We'd also like to hear from you about how BBO or other resources helped you in 2020 AND about what you need for 2021. We have the year pretty much mapped out but we always want to make sure you're getting exactly what you need!

Drop me a line, through Lisa with any story about a 2020 success or a question or concept you want addressed in 2021 and you'll also be entered to win a prize!

Lsnyder@utbf.com

P.P.S.

2021 EARLY PAYOFF ACTION ITEMS: If you haven't already, review that list above and make sure that you and your team find ways to get more from each month and each year in the Business Black Ops community and family.

In particular:

1) Make sure that you block some time on the calendar to review your systems, marketing and training programs/self-development AND block time to develop specific content and marketing designed for your best and most desired client/customer/patient avatars.

2) Review the list or resources above and assign one or more team members to attend the coaching calls if you can't and to share a plan to implement and to use something that they learn each month.

3) Review the Elite Event tentative dates, times, topics and locations and try to attend one or more that seem most likely to produce results for you personally or for your particular business/practice.

4) Review the list of Business Black Ops past coaching calls in this issue and identify one or more that you can schedule in the future or review on the website (and consider using one or more as coaching or training for one or more team members).

5) **Make sure you've reserved your spot for the 2021 AZ event in October** – if you have not already, you must go to the membership site to do this: http://membership.businessblackops.com/ to register (it's almost sold out) and if you qualify, attend the VIP day in advance for an exceptional small group event where you meet with Dave Frees, Alex and Dr. Dave Weiman in Dave's Suite for high level personalized experience.

NOTE: If you have worries about the live event in 2021 there will be a virtual option but, again, reserve your spot as we are inviting new potential members as well!

Next, in 2021 (and despite objections from at least two members) we're going to continue to feature more survival, prepper, spy tradecraft and related topics, as well as how they apply to your business and life.

But first, recognize that if you've been preparing, as we have suggested and coached you to, you'd easily be able to survive and to thrive in a manmade or natural disaster or a two-week quarantine for a deadly virus.

If you haven't been preparing then you're at a dangerous disadvantage, and you should go through the back issues and review those topics as well as following them from now on.

In addition, in 2021 we're going to be doing more to help you with local and global risk analysis so that you're more prepared for dangers and negative events that are likely and that would otherwise be devastating to the unprepared. More on this in every issue with some additional space allocated to helping you to use our risk assessment and to create and to act upon your own.

P.P.P.S. The Return of Inspirational, Thought Provoking and Mindset Building Quotes:

Being In The Moment & New Insights-

"The most important day of your life is today. This very minute is the most important of your life. You must win this minute."
- John Chaney, Former Temple Basketball Coach (1932-2021)

"All hard work brings a profit, but mere talk leads only to poverty."
- Proverbs 14:23 (NIV)

“When you’re done, you’re only 40% done.”
- David Goggins

Briefing Item #2

Making Your Calculated Bets, "Moon Shots", Big Plays, and "All In" Strategies and 2021 Campaigns Safer, More Profitable, and Better In Every Way – Lessons From My Smartest and Wealthiest Legal and Coaching Clients – Along With Some Science That's Valid and Applicable

There's no doubt that being committed and having a well-developed plan for a moon shot, or focused and "all in" / "all hands-on-deck" push can yield massive results, business and professional satisfaction, and often greater financial rewards and even wealth.

BUT…

As I've watched, listened to, and coached some of my best legal and business clients, I have observed, verified, and benefitted from a few things to consider BEFORE you pull the trigger on big goals, expenditures and plans. **With these few additions, you can and will have even more and better results.**

First, you can get lucky, but luck can go the other way as well. My smartest business clients have systematically, and in advance, mitigated the worst downside probabilities from any launch, business, moon shot, or bold pivot/change of mission.

They're entrepreneurs, not gamblers. And, as the founder of Automatic, Inc., as well as Warren Buffet have said, business success is about both giving/selling more value AND eliminating or mitigating the downside risks that can ruin a business or professional practice no matter how good the sales.

Minimizing risk while building the upside is easier said than done.

So here are a few ways to do that, and a few more systems and strategies to use, before you put "all your resources" behind any business venture, service or product. Now there's no way to eliminate all risk. And some of us take more risk than others. But eliminating the downside before it stops us can save your business and your life. You'll thank me when you arrive safely.

Print out this list and post it somewhere that will catch your attention every time you're thinking about allocating resources and taking risk!!!

1) **Clarify (with extreme attention) your PVM** - **Purpose** (why you're in business and what you intend to achieve at the highest levels, **Values** (the shared values of your team and organization…the things that guide you and that you will never betray on your journey), and your **Mission** (the specifics of your moon shot including measurable goals, timing and specific KPIs (key performance indicators)).

2) **Shared Understanding Yourself, The Customer and The Team** – Next, make sure that you (and your entire team) totally understand the hopes, fears, desires, aspirations, expectations, and financial drivers/capabilities/limitations of the avatar who is a proven buyer of the services, products and bundles/offers associated with your plan. And, make sure that you and they truly agree and understand what you're doing to help, as well as what the team (and you) will and will not do so that you mitigate the likelihood of failure.

3) **Verify Alignment** – Verify that all of the actions you need to take, and value that you create, are all in the highest level of alignment with your PVM. If they aren't, you're bound to experience friction and possible failure (and certainly limits on your success).

4) **Make Lots of "Small Bets"** - Before you stake it all on this plan/offer/ type of campaign, make lots of small bets (offers, experiments in pricing, platform, marketing etc.) and scale the ones that seem to be working, wanted by the buyers, and that have the highest margins and that are in the greatest level of alignment.

NOTE: In the fast-changing environment filled with uncertainty, buyer/client wants, needs and expectations are changing and we need to be agile and adaptable. Our prior knowledge and assumptions may no longer be totally accurate.

5) **Decision Making Strategy** - Make irreversible decisions slowly and with careful consideration and deliberation. And make small easily reversible decisions (small bets) quickly to get the advantage in a rapidly changing business environment.

6) **Develop and Practice Changing, Optimizing and Flexibility** - Even after you make lots of small bets and scale the new moon shot or offer (to go big), be open to and highly willing to review results more often, adapting as you go, and optimizing through even more tests. If you think you've "cracked the code" and can stop reviewing, working, and adapting/testing, you might be left behind through stagnation as a more adaptable competitor keeps trying out new things in the marketplace.

7) **Time Blocking & Calendars** – Protect the time on your calendar for all of the above, as well as time for you to think at higher levels. Implement a management, marketing, content, training calendar that allows time for creation, implementation, and review in all of those areas.

To Get your Business Black Ops pre-publication discount on

Dave Frees/Business Black Ops Business Force Multipliers Manual for 2021

Call Lisa at 610-933-8069.

Briefing Item #3

By: Dave Frees, JD

The 2021 "Master List" of Mindsets, Strategies, Goals and Systems To Adapt, Test and Deploy in 2021.

In this section, I'll give you more thought provokers and suggested action items than you can possibly use in 2021 unless you have mastered time for your own self development, your higher level business thinking, and/or a really productive team of implementers.

So why an excess or mindset, strategy and tactical action steps?

Well, some of these ideas and strategies will be better suited to your particular business/practice than others.

And some are more appropriate for certain businesses and practices depending on where you are in the business/practice life cycle (start-up vs pre-retirement, vs mature business with larger marketing and sales budgets).

In any case, if you select one or two mindset level thought experiments, practices and mediations as well as one or two strategies and one or two campaigns from this briefing and combine them with a few of the tactics from Volume 2, you should have plenty to work on, test and optimize for most of 2021.

Besides, it will take some time (even if you're largely just swiping these to use), in order to adapt and implement them and then to review the results and to optimize the systems or campaigns.

So let's take a look and get started:

Meta-Level Force Multipliers (MINDSET) for 2021

We will examine a few of these each month and in greater detail. But here's a bigger list for your consideration:

1) **Discover and Practice "New but Better" Ways to Protect Your Mind and Your Health (Think: Where can I consistently find better ways to think about my physical health, mental fitness and spiritual well-being and then make them part of my life?)**

2) **Since The Most Flexible Part of the System Controls the System - Cultivate flexibility in yourself and your team (Think about a time when you have been adaptable and flexible. What traits/mental models actions did you bring to that situation that you can practice, and/or who have you seen be truly flexible and adaptable and ask how do they accomplish that?)**

3) **Build A Unique Skill Stack and A Matrix of Mental Models That Give You The Ability To Make Better Decisions About Important and Long-term Issues and to have something that is authentically unique to you that you can bring to your business or practice. (Discover more on mental models and skill stacks in this, past and future issues)**

4) **Enhanced Communications and Negotiations Skills Make Every Skill Set Better and Minimize Conflict – Acquire and Improve Them (Seek books, programs and coaching on better skills or persuasion, influence and negotiation – there are many discussed here and in the monthly coaching calls)**

5) **Be More Self Aware and Less Subject to Cognitive Bias (Having better mental models that allow us to slow down for bigger and larger implication decisions makes this possible with practice)**

6) **Find Ways To Bring More Value Than You Extract (Think, every time you develop a product or service, reset pricing, having client contact, how your unique skills and services can make this possible)**

7) **Seek Collaboration/Skills of Collaboration, and Create Exponential Value for Yourself and Others (Three great resources on improving collaboration and getting better results from your team and team**

members are my book, The Language of Parenting, Extreme Ownership (Jock Willink) and Leadership is Language (Capt. Marquette)

8) **Build Wealth and Not Just Profits (Think about your efforts in a new way – profits spent wisely create new sources of wealth)**

9) **Knowing and Focusing on the Right Things (Think doing more of what works with CLARITY and ALIGNMENT with you PVM)**

10) **Stop Doing What Doesn't Work (Seriously…we all keep doing things that either don't work or are sub-optimal. Identify them and then eliminate or radically improve them**

11) **Clarity and Alignment of Your PVM Eliminate Friction and Reduce Failure (See the special report from January and/or the November and December coaching calls)**

12) **Consider The "Worst-Case" Scenarios and Mitigate downside Risk Through Gathering and Analyzing Intelligence and Self Awareness (Understanding that taking on risks that are excessive can destroy all that you've worked for)**

13) **Begin to Notice Internal Dialogue that is Holding You Back. Only then can you challenge these beliefs move past the limiting self-talk and underlying experiences (Pay special attention to internal phrases such as "We've done that before", "That will never work", "I can't do that", "I don't deserve that", "I haven't earned that", "He or She will never be able to pull that off."**

14) **Play long-term games with long-term focused people (Think about the Infinite Game process we used at the live event in October.)**

Strategic Level Force Multipliers (How We Use Tactics For Strategic Effect To Get More and Better Results) for 2021

1) **Seek wealth not just money or status and cultivate a belief in, and dedication to the ethical creation, preservation, and growth of wealth.**

2) **Determine to own or to direct capital (software, systems and IP, monetary capital, teams dedicated to your higher purpose) that build value and wealth even when you are not actively working.**

3) **Use the 80/20 filter at both ends of your marketing – focus on clarifying who your top 20% are, who are easier to work with, higher margin and who refer more and better business AND eliminating, reducing or to stop attracting the bottom 20% of any client/customer patient group who are responsible for most problems, and who keep you from treating your better clients the way that they deserve to be treated.**

4) **Develop Goals then transform them into Enhanced Goals and then into Systems and OODA Loop Optimizations.**

5) **Develop/Deploy Systems Across All Vital Business Functions (including marketing, sales, research and development, client onboarding, hiring, finance, client servicing and retention, and activating referral).**

6) **Work to Have Even Greater Clarity of: 1) your current avatars (and their preferred sources of information and how they decide to buy and what they want/need), 2) your highest margin and best avatars (that you want more of), and 3) your optimal future avatar**

7) **Act as if the first sale is the start of a profitable relationship and create further value and profits from upsells, and referral. (Focus on building a front AND back-end sales system for each of your best avatars)**

8) **Understand and take advantage of the huge advantages of Planning, Testing, and Optimization of product development, services, pricing, CTAs, Copy, Content and marketing and block time for you and/or your team to plan, then implement, and then to optimize.**

9) **Use the BBO "I help" process to align everything and your avatars with your purpose, values and mission. Continue to build a market or company based on your unique solutions, assets, problem solving skills, mix of mental models in which you are the undisputed number one in that market. (Read or reread Star Principle)**

10) <u>Build Better Lists of People who are already prove Buyers, Know Their Problems, and are Actively Seeking Solutions. Reread that and think more about it.</u> That sentence alone could radically improve your wealth and happiness. Call me if that doesn't ring true or you're not sure how to do it. Coaching could be a huge benefit to you with a gigantic ROI. Lisa can help us get together 610-933-8069

11) Selling to existing customers/clients and patients costs less than acquiring new clients. So, identify longer term buyers, multiple buyers, and advocates and create campaigns and buying opportunities especially for them.

12) Have back-end and upsell products and services that bring value and solutions to buyer and that produce higher margins for you.

13) Use leverage (capital borrowed at low rates, marketing, systems, software, education and training of teams to higher levels of performance, new and more affluent audiences, migration of products and services to receptive new market segments, etc.) whenever possible so long as downside destructive risks are eliminated, mitigated or minimized.

14) Divide your marketing efforts into 1) Attraction/Engagement, 2) Conversion/Sale, 3) Retention/Resale and triggering Referral

15) Implement Dave's BBO optimized content system to get higher quality and more effective content aimed at each avatar though your own efforts or from one or more team members

16) Implement Dave's BBO Media appearance and Coverage System to get more and better media appearances that actually drive traffic, build your reputation, and that trigger better results

17) From Naval Ravikant, "You will get rich by giving society what it wants but does not yet know how to get."

18) Build an impenetrable moat, fence, and fortress around your business and network to make it "impossible" for others to get your best clients and that makes them bulletproof through the benefits you create.

Tactical Level Force Multipliers -The Actions We Can Take (Guided By Strategic Principles and Empowered Through Mindset) To Convert our Strategies, Ideas, and Plans Into Physical Reality for 2021

1) **Block time right now to at least skim each of the BBO Intelligence Briefings to create a list of action items for the next month/quarter/year.**

2) **Review each and every strategy you've identified to use above and then identify the systems, resources and actions needed to implement those strategies. Then do those consistently through time and OODA Loop the results.**

3) **Build better (segmented) lists of prospects and customers using the systems we present each month and the prelaunch/sales system described in Volume 2 this month.**

4) **Build lists of buyers not just tire kickers, freebie seekers, and those prone to inaction by requiring a prospect to buy <u>before</u> getting onto the list. (Think offering real benefits, trial periods (at a cost) and paid short term access to resources or lower cost real value assets right from the start of the campaign.**

5) **Identify as many sources of leads for list building before you launch a list building campaign – direct mail (buying lists, or segmenting your existing customer list to make a new type of offer or higher value offer), email (sending an email to one list to see who's interested in a new and compatible but very different offer or resource), speaking, creating reports, writing a book or short book, doing webinars, PPC, podcast appearances, interviews in traditional media, guest blogs and content, your own platforms and social media, others blog/platforms and social media, live or virtual events (your own or appearing as an authority or vendor and others' events),**

6) **Later evaluate which lead sources are best for you (given your skills and comfort levels) and knowing each of your avatars and <u>then</u> start driving traffic to list building capture tools – texting, in bound calls, landing pages, etc. to test your hypothesis.**

7) **Create a marketing and editorial calendar for the rest of 2021 and set reasonable goals for systematically adding content, social media, media appearances etc. that are best designed for your best avatars (see above) and that drive actions consistent with your CTAs (calls to action).**

8) **Schedule the BBO monthly group coaching calls for the year so that you, an implementer, sales or marketing team lead or team member attends and then reports to the team or schedules some action/follow-up.**

9) **Systematically capturing and collecting email subject lines that catch your attention (or would intrigue your avatar) to ethically adapt to your own campaigns and save them to an email file and then systematically using this list to trigger brainstorming of your email campaign.**

10) **Identify bottlenecks in work output or in systems and explore software solutions as well as hiring or outsourcing solutions for less "permanent" problems.**

11) **To test whether or not you have something that your client/customer/patient base wants (or a way of presenting it that's attractive to them) use this sequence: checklist, blog (or article/short video), Longer form article or report, then launch. Never start with a book or something that requires more expenditure of resources before verifying demand or interest.**

CONCLUSION: This is not the end of this list, it's only the beginning. And while we wanted to give you a year's worth of thoughts and actions here, there's much more detail on each of these in the monthly coaching calls, each issue of the BBO Intelligence Briefing, and in Volume 2 of this issue.

Briefing Item #4

Lessons on Leadership
By: Dr. David Weiman

NOTE FROM DAVE FREES: 2021, like it's evil brother/sister year 2020, will require us to make and drive changes across much of what we do. So, Dave's piece on handling the enemies of change is particularly timely and deserves some serious thought and action. Enjoy the change! It means you survived and you're doing what sets the foundation for longer term success.

Three Rules for Handling Enemies of Your Change Efforts

Change is one of the realities of life as a leader. But if it's something we all face on a regular basis, why do change plans fail so often?

Harvard Business School professor and brilliant author John Kotter created an entire career–in fact an entire field–around studying why change projects fail and what businesses can learn from those failures. Among the most powerful obstacles to change are employees who actively fight against your change efforts.

The reason they are so successful so much of the time is that most people fear change and like the status quo. Naysayers effectively amp up the anxiety many people feel when you tell them things are about to change. In fact, as Chip Bell points out in this piece about change management in Entrepreneur, even in a situation where the change initiative would correct bad processes, people often learn to deal with those bad processes, so giving up what they know–even when what they know is bad–is a real challenge.

What to do?

Kotter's 8-step change management model is an excellent overall approach. You can read more about that here at his website: http://www.kotterinternational.com/

Regardless of how well-planned a change management process is, however, some employees may fight those change efforts. Here are three rules for handling them:

Rule #1: Form a guiding coalition that includes critics. Many leaders make the mistake of excluding critical or negative employees from groups or

committees involved in planning and executing change processes. It is essential to include naysayers. It demonstrates to the entire organization that you are not afraid of criticism. It also engages critics constructively. Finally, it gives a sanctioned forum for opposing ideas so they can be constructively handled.

Rule #2: Acknowledge that apprehension and concern about change is normal. Excellent physicians know that if they put patient concerns out on the table proactively, it normalizes those concerns and can make the patient feel understood, normal and more at ease. As a leader, acknowledging up front the risks associated with change can help defuse employee concerns. It also shows that you are being realistic about the challenges of the change process. For each of the issues you have acknowledged in advance, explain what you plan to do about them.

For example, if a change will require people to move into different office space or workgroups, let people know they will have options in terms of where they work and solicit their ideas for making that transition as easy as possible. Finally, your honesty in acknowledging what people are concerned about increases trust. And trust is critical for effective leadership, especially during the change process. When you are proactive about putting these issues on the table, it can buffer the effect of critics, because you have already acknowledged some of the emotional issues and concerns that naturally crop up.

Rule #3: Provide multiple ways for employees to communicate during the change process. Kotter found in his research that companies tended to under-communicate about change. In fact, it’s a serious mistake to withhold information about a change process, because into that void employees tend to project their worst fears. When you create a guiding coalition for your change project, asked them to include multiple methods for communicating to employees, and for checking in with employees during the change process.

A combination of formal and informal methods is best. In terms of getting feedback, when employees are encouraged to provide feedback and have multiple ways of doing it, you’re helping channel communication in an effective way. It’s important for that to be two-way communication, so make sure you address concerns that are raised and explain what you plan to do about these concerns.

Also, keep people informed often and in a variety of ways about the progress of your change project. One of the biggest fears critics play on is that things are happening that will hurt employees in some way but that aren't being disclosed. The more you disclose, the less they will have to worry about. One of the most successful change projects I participated in included many meetings among staff and the change coalition/committee, including the company's senior leadership. Critics were acknowledged, handled with respect, and invited to share their most significant concerns. The leaders didn't just listen.

They immediately asked the critics what changes they thought would be helpful, they committed to taking certain actions, and they followed up promptly to let people know what was going on. The openness of those leaders, and their commitment to action showed they were not afraid to hear the truth, no matter who the source was. One of the most vocal critics became one of the most active supporters in the process because he saw that his concerns were not just listened to in an authentic way, but also acted upon. As you plan your next change initiative, think through how to engage critics early so they become part of the solution, instead of another problem to solve.

BONUS RESOURCES FROM DR. DAVE:

Looking for a Business Form or Template? If you're like me, you don't have time to waste.

When you need to create a quick form for your business, like a job application, marketing plan, proposal, non-disclosure agreements and more, check out this list at Entrepreneur: http://www.entrepreneur.com/formnet

You should always customize documents for your business, and I ALWAYS check forms I'm using with my business attorney to make sure they comply with applicable employment laws and standard practices.

Focus Tip: Turn Off email Notifications, it seems simple and it's advice you've probably heard for years. But if you still get pop-up e-mail notifications on your computer or cell phone, consider turning them off. Even slight distractions can cause you to have to refocus and lose valuable time. Check e-mails at appropriate intervals for your business, and avoid them in between.

Briefing Item #5

By: Master Somnath Sikdar

Dave Frees' Note: Somnath gets you thinking about a key issue. If you're going to take the time to set goals (and you should) then take the time to read this. It could mean the difference between wildly succeeding and failing or failing to be optimal. And who wants that?

Are Too Many Jams, Jamming You Up?

We all know the adage: "A confused mind always says no."

There's a frequently referenced study from 1995 that demonstrates this well. In the study, professors Mark Lepper and Sheena Iyengar alternated between offering 24 or 6 flavors of a gourmet jam product. When all 24 flavors were displayed their booth attracted much more interest and traffic. But, when only 6 flavors were displayed, the customers were ten times more likely to buy. 10 times!

This is the paradox of choice and something we commonly consider in our marketing and product offerings. If our proposal is too complicated or there are too many choices, our prospect is more likely to say no. We do our best to break the options down to an A or B, or at most an A, B or C choice.

The same is true for our marketing. For example, at the Dragon Gyms we offer a variety of programs, adults, kids, multiple martial arts styles, kettlebells, weight lifting, yoga. We don't try to shotgun information about all of these programs all of the time. There are too many choices, the target will be overwhelmed and balk at taking action. Instead we present one program to a more focused market. The goal is to ensure that they are facing as few simultaneous decisions as possible.

We apply this wisdom in our businesses and in an outward facing way. But, do we apply it inward and to ourselves?

I'm currently running a New Year's challenge that has an exercise, nutrition, and mindset component. When running programs like this, issues with compliance, consistency and resistance rise to the surface. The concept of discipline and decision fatigue is top of mind.

"Decision Fatigue" is a term coined, or at least popularized, by Roy F. Baumeister. It is the stress and depletion that occurs during the day as a result from all of the choices we have to make. And, not all choices are created equal. Some are more taxing than others.

I'm asking participants to change when and how much they eat, exercise, and sleep. In some cases, they're changing the entire structure of their day. This is a lot to do, and one can become easily overwhelmed. The result is similar to what happens during a physical threat or altercation.

When faced with the prospect of physical harm, the body has three primary responses. We think of the boundary cases the most often: fight or flee. The most common response, the fat hump in the middle of the bell curve, gets neglected: ***freeze.*** Too many decisions, too many choices lead to overwhelm, and that leads to freeze. Instead of making the choice fight or the choice to flee, you make no choice at all. No action is taken to either illicit positive change or even mitigate further damage.

On the other hand, the participants are experiencing a high-level of success with this program.

Here's a note from one of the clients:

> *THANK YOU for the message this morning. I think it is often what happens to me when I start these kinds of things. I've found I've been able to stick to this a lot better thanks to many of the activities you are having us do (the food log, the accountability partners, and the positive messaging). And,_____ has been a great partner. I'm looking forward to continuing.*

This isn't a black belt with years of experience. This is a highly de-conditioned mother of three that by her own admission hasn't exercised in over 5 years.

What's happening here? I'm intentionally overwhelming them, yet they are more compliant, more consistent, and less resistant to change.

They have more to do and are getting more done, because they have fewer choices and fewer decisions to make every day.

I've created narrow parameters for them in the following areas:

- When to eat
- How much to eat / drink
- What to eat
- How much to sleep
- When to wake up
- When to exercise
- What to do for exercise
- Even what to think about for a portion of the day

I've also implemented three structures to reinforce these parameters

- A regular reminder (daily) of the above
- An accountability-buddy, someone that is on the same journey, that they can stay on course with
- A tracking system to objectively identify if they are within or outside of these guardrails.

Finally, there's an end in sight. This is a short-term challenge with a clear deadline. When people know there's an end in sight, it's easier to stick with a strict regimen.

Baumeister has this insight on willpower:

It's not that you don't have enough willpower.
It's that you don't have enough willpower, LEFT

Every decision that you have to make depletes your willpower bank incrementally. And, some types of decisions have a heavier toll than others. The goal is to create a system that eliminates as much of those decisions as possible. This keeps more reserves in our bank for the *important ones*.

The most depleting decisions are the higher level ones that have some sort of finality. These are the decisions that "Cross the Rubicon" as Baumeister says.

As leaders, these are the decisions that rise to us, and we have to be ready to bear their consequence. It could be killing an existing product, or committing to the investment of building a new revenue stream. We want to

make sure we have enough reserves to make a good choice.

Why is this so important to us?

When we're decision fatigued, we might do one of three things. We'll do nothing. We'll make a hasty--possible unwise--decision. Or, we'll do something that gives us the illusion of making a decision.

It could play out in a simple example like this:

1. Freeze: Should I run Facebook ads or Google ads? Instead of making a decision, you might procrastinate and do neither.

2. Hasty: The Facebook ads yield lower costs per click, so you pick Facebook ads. The decision fatigue precluded you from doing deeper analysis and finding that the Google Ads yield lower cost per conversion.

3. Illusion: Your currently running Facebook ads and you've "definitively" decided to stick with them. What feels like a decision is really an avoidance, as you've left the possibility open to try google ads in the future.

While these examples are pretty mundane, it could play out in a much more consequential way. Back in my microchip days, the VP delayed choosing a validation software for three months. That created enough of a bottleneck to delay the entire project. The great recession hit (an unplanned external event) and that chip never made it to market.

I think we'll be reflecting on 2020 for much of 2021. Going into '20 we might have allowed for the kind of slippage and not-great decision making mentioned above. However, now we are starkly aware, that those margins for error are much smaller than we thought.

And, the pace of business is faster than ever. As leadership, we need to be able to ask clearer questions and make better decisions, faster.

This is only possible if we have enough decision-making or willpower reserves. Good guardrails and systems take away the need for making too many decisions and help prevent the depletion that leads to decision fatigue.

Doing things to prevent or reduce depletion is one part. But you must also consider activities that can *refill* your willpower reserves as well.

Interestingly, Baumeister found that there was also a physiological component to willpower. It's not just a psychological phenomena. When subjects were low on glucose (food for the brain), they skewed towards making worse decisions.

That doesn't mean eating sweets is the cure-all to bad decision making. A slower digesting fuel like protein that gets converted to glucose inside the body is a better choice.

This unexpected find informs us that eating well, staying fit, and focusing on our health goes beyond our personal wellness. It can have real, tangible benefits to our businesses.

Reduce choices, exercise regularly, and eat properly. You'll be better off personally and professionally.

Somnath Sikdar

Briefing Item #6

New Members, Field Notes, and Calendars/Events

Introducing Anylise Crouthamel



You might be curious about the person behind the voice you hear in the room with Dave during the BBO calls! Anylise joined the team in November 2020. We are happy to have her onboard!

I grew up in a small town about 30 minutes outside of Allentown in Lehigh County, Pennsylvania in the 80s and 90s. I was an only child, which I very much resented at the time, (always wishing that I had had a large group of siblings), but which I now credit with cultivating some great qualities. I think that being an only child tends to foster a real sense of independence and develops a very vivid imagination in a person.



I currently live in Berks County, PA with my husband, Jim, our rescue dog Benji, and our pet tortoise Matilda. We live very rurally and I adore the peace and serenity that being surrounded by the forest brings.

My stepson is twenty years old and is currently off at college earning excellent grades, staying out of trouble, and making us proud.

My path to this point has followed a somewhat unconventional trajectory. I graduated from high school at seventeen and took a gap year before starting college. I did well in college and graduated from Temple University summa cum laude, received the President's Scholars award, and was inducted into the Pi Sigma Alpha and Phi Beta Kappa honor societies. Although I excelled academically, I never felt a clear calling to a particular career path.

I ended up taking an entry level position at a disaster restoration company during my last year of undergrad and it somewhat unexpectedly turned into an almost thirteen year career. I ran the administrative operations of the business during various phases of growth and evolution, ultimately culminating in its wind down and liquidation in 2019.

About a year or so after graduating undergrad, although gainfully employed, I was still not feeling pulled in any particular professional direction. It was during that time that I decided to apply to law school. I had taken a "theories of law" course in my last year of college that I really enjoyed and was told by my professor that he thought that I ought to seriously consider applying to law school. I heeded his advice and started the evening division program at Temple University's Beasley School of Law about two years later.

I spent the next four years working full time and commuting to law school in the evenings. While the schedule was grueling and I frequently questioned my decision to take on such a challenge at the time, one of the best long term benefits of that experience has been that no matter how hectic my schedule is now, or how many hours I may need to put in to a project, absolutely no scheduling or time management dilemma I face will ever compare to the trials and exhaustion of that four year stretch!

When the company closed in 2019, I was faced with a dilemma: look for a position that was comfortable and in my wheelhouse, or finally make use of the law degree that I earned over those four difficult years. Initially, I was hesitant to apply for associate attorney positions because I was afraid that my unconventional path to that point would be seen as a liability rather than an asset. I felt insecure and was fearful about breaking outside of my comfort zone and trying something new. But I will be eternally grateful that I pushed through the fear and insecurity, because I am exceedingly happy about where I have ultimately landed. I no longer feel like I am missing that calling or pull towards a career path - I have finally found it!

I have been working with Dave Frees, Lisa Snyder, and the rest of the UTBF team since November 2020 and it has been such a great experience thus far. Having a collaborative rather than confrontational personality makes Trusts and Estates practice a perfect fit for me. I love getting to know our clients and learning about their unique story and their families and formulating a plan that helps them achieve their goals.

I am also really enjoying getting to know more about the BBO team and the concept of applying strategic and tactical approaches to business. Having been intimately involved in running a small business for many years, I am always fascinated by how

similar the challenges that so many small businesses face truly are, no matter how completely different the nature of the business in which they are engaged may be. I have heard great stories about past BBO gatherings and am very much looking forward to getting to meet and know all of you.

What is the first app you use in the morning?
I always start my day by looking at my email, then calendar, followed by my news app.

What would you do if you won the lottery?
There is really no limit to the amount of philanthropic work that I would like to do if I hit the lottery for an enormous jackpot. One of my top initiatives would be creating and funding a nationwide network of nonprofit organizations focused on forming vocational/trade schools in underprivileged communities. I am also a huge animal lover and would invest heavily in animal rescue organizations.

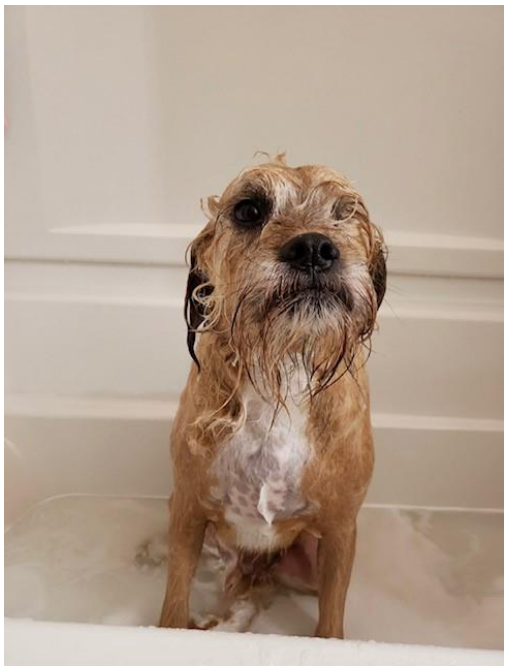
What was/is your favorite vacation destination?
I really adore any beach locale as a vacation destination. From the clear waters and white sandy beaches of the Caribbean to the pebbly shores of Capri, the draw of the ocean, a coastal breeze, and the sound of waves crashing is such a wonderful escape.

What was the last gift you gave someone?
I recently sent my stepson a care package that included some snacks for humans as well as an assortment of dead insects and wooden chew toys. My stepson is living in his own apartment now and he has begun acquiring quite the menagerie of pets. He has a chameleon, a rabbit, and multiple hamsters. I regularly send him a variety of treats and toys for his little zoo.

What's the last thing you watched on TV and why did you choose to watch it?
The news is the last thing that I watched on TV and I watched it more out of habit than anything else. Turning the news on in the evening is a lifelong daily routine.

What do you want to be when you grow up?
When I grow up, I want to be young! It sounds funny, but I really mean it. My mom is in her seventies and she is incredibly active and has such a zest for life. Everything about her, especially her attitude, is curious, youthful, and vibrant. I want to maintain the same youthful curiosity and joie de vivre for my entire lifetime, just as she has.

What is the funniest thing that has happened to you recently?
When my mom comes to visit, we always play music and end up casually dancing around a bit in the kitchen while we cook. Just over the course of the last few weeks, my dog has developed what we believe may be an aversion to our kitchen dancing. He gets all riled up and starts jumping on us and nipping at us. We have not been able to fully ascertain if it is because he likes it and wants to join in the fun, or if he is desperate for us to stop. In either case, it is an absolutely hilarious experience each and every time.



Benji's bath time



Benji's photo shoot

What inspires you?
I think I am inspired by life in general. I am consistently inspired by hearing the stories and journeys of others, especially stories of redemption, triumph over adversity, and the human capacity for change. I am always fascinated by what forms people and how that impacts the way that they interact with the world. I am also endlessly inspired by nature. I never tire of admiring a beautiful sunset or being awestruck by a glorious full moon.

What are you known for?
I am not sure that I am particularly notorious for much of anything. Hostessing is something that I really enjoy - designing a pretty tablescape and putting together a nice menu. I would like to think that friends and family have an immediate

expectation that if I invite them over for a get together that they will be treated to a nice spread and will leave happy and full.

What do you do in your free time?
I love running when the weather and daylight hours permit. I am not a big fan of running on the treadmill, and much prefer to be able to get outside and pound the pavement. My best friend and I are coming up on the 7th year of our annual half marathon tradition. We sign up together, pick up our packets together, and stand at the starting line together, but we do not run together because she is much faster than I am. The nice part of being slower than she is, is that she is always there to cheer me on at the finish line!

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



I am somewhat of a homebody and aim for a mostly peaceful and serene lifestyle, so I am not certain that there is much about my daily life that would be considered interesting. Most folks seem to be very curious when they learn that I have a pet tortoise. Her name is Matilda and she is an elongated tortoise, otherwise known by the scientific name: Indotestudo elongata. Matilda is native to Southeast Asia and is a very high maintenance pet. She requires very specific humidity levels and temperatures and a labor intensive diet that consists of wild weeds, flowers, and worms. She has a life expectancy of approximately 40 years. She is almost ten years old, so I will be tending to her for quite a long time to come.

If you woke up and had 2,000 unread emails and could only answer 300 of them, how would you choose which ones to answer?
If there were a way to filter based on which emails, if responded to, would have the greatest positive impact and/or the least negative impact on the sender, it seems that that would be the best way to approach such a daunting task.

If you had to be shipwrecked on a deserted island, but all your human needs—such as food and water—were taken care of, what two items would you want to have with you?
I would absolutely want to have some way of playing a good variety of music. And I think a tooth brush would also be a necessity!

Are you a hunter or a gatherer?
I am definitely more of a gatherer. If I had to hunt for my own food, I would likely become a vegetarian.

What is on your night stand?
On my night stand are earplugs, an eye mask, melatonin, and a daily meditation book. In my night stand is a 9mm handgun. Now that I am writing this down, I am thinking that I may want to reconsider the sleep-aid/firearm combination - it suddenly seems kind of alarming!

Monthly Business Black Ops Coaching Calls
Updated Schedule and Tentative Topics

NOTES, COACHING CALLS & ACTION ITEMS:

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

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

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

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

CLASSIFIED: BBO EYES ONLY

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

February 16 – Marketing Strategies and Tactics for the Rest of the Year

March 16 – Actionable Fundamentals of Success and Wealth Volume I

April 20 - Actionable Fundamentals of Success and Wealth Volume II

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

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

July 13 – Alchemy in Business and Marketing Part I

August 17 – Sharing Books and Resources

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

NO CALL OCT – LIVE EVENT

November 16 – Preparing for 2022 – Your Best Year Yet

December 14 – Turning Personal Goals and Aspirations into Reality

If you missed a call look for it in the Archives below. The archive is currently available at no extra charge for Founders, Special Operators and War Lords.

Membership.businessblackops.com/coaching-calls

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

Call Archive for Review and Action:

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

ARCHIVED CALLS

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

Membership.businessblackops.com/coaching-calls

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

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

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

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

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

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

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

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

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

No Call in October due to live event!

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

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

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

February 12, 2019 Force Multiplier Topic: Selling, Presenting and Marketing One To Many Through Presentations, Webinars and More. Specific strategies and tactics for greater leverage, higher margins and better results.

March 2019 Force Multiplier Topic Part 2 of 2: Selling, Presenting and Marketing One To Many Through Presentations, Webinars and More. Specific

strategies and tactics for greater leverage, higher margins and better results. Focus on the marketing of events and making small events more profitable.

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

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

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

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

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

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

October 2019 NO CALL – Live event in Phoenix.

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

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

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

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

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

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

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

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

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

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

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

October - no call - live event

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

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

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

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

Business Black Ops February 2021 Issue 37

CLASSIFIED: BBO EYES ONLY

VOLUME 2

Making Higher Profits & Margins Starting Right Now…

What's Inside:

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

Article 1: SWIPE and DEPLOY File: Actionable samples and a glimpse inside Dave's Notebook and TO DO/DELEGATE List. THIS MONTH'S EXAMPLES ARE NUMEROUS BASED ON MY ANNUAL PLANNING AND A RECENT MASTERMIND. THEY'RE ALSO HIGHLY ACTIONABLE! But think them out and pick the best for you.

Article 2: What Dave Is Currently Doing, Reading & Using To Calm The Chaos, Build Margins, Increase Business Entity Value, Stay Happier, Healthier, and Fitter [Especially this winter]. I HAVE MULTIPLE BONUS RESOURCES FOR YOU!

Article 3: SWIPE "How Can I Use That?" In this recurring monthly column, Dave shares examples of great marketing, sales and management/training, ideas that will inspire you to act and get results. TWO EXCELLENT SAMPLE CAMPAIGNS AND ADS THAT CAN TRIGGER BETTER MARKETING FOR YOU STARTING RIGHT NOW.

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

Article 1

The Monthly Dave Frees SWIPE and Deploy Marketing Force Multipliers.

Examples From My Personal SWIPE and DEPLOY File:

Dave Frees' Business & Professional Practice Force Multipliers

Last month I attended a high-level mastermind with some very smart thinkers and implementors. As is my practice, I took copious notes with paper and pens (and scientific evidence supports the hypothesis that this form of note taking provides better understanding and memory of the content).

I break my note taking down into the following categories: NOTES (The deeper discussions and content), RESOURCES (lists of books, blogs, videos, software, content and helpful research/sources), and TO DO/TO DELEGATE (actions that I need to take or to delegate following the event).

Then, after the event, I go back and order the resources, books etc. that make the most sense given what I am working on at the moment, for the year and beyond.

Next, I schedule time so that I can evaluate and prioritize the many to do items, and content that I recorded, discuss them with my team, rank their relevance and likely effectiveness, and then schedule them for my own or another team member's action as well as review/follow-up.

I'll cover this note taking and action process in more detail at an upcoming event and here but, the bottom line is that this month, I have extra thoughts, ideas, and action items that you can quickly adapt to your own practice and to boost the other levels of action and the ideas in the article and the Briefing.

But remember, that not every item makes sense (especially in this moment) and you can't do everything, so that evaluation is important!

So whether you're using these for:

Headlines
Report or Video Titles
Blogs/Podcasts/Newsletters
"One Sheets"
A Press Release or Pitch for and Interview/Media Appearance

or more...

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

REMINDER: Whatever examples you decide to use, they should be used in conjunction with 1) proof, 2)promises of specific and concrete results that your specific avatar truly desires (but doesn't yet know how to get), 3) specific language that shows the avatar that you understand what's going on in their head, combined with 4) agitation of one or more specific problems that they worry about (with specifics about how your product or service can solve those problems), 5) testimonials on specific advantages, features and benefits, and 5) possibly a risk reversing guarantee.

The copy or content should NOT be you saying how great the product or service is.

A Sample of the TO DO/To DELEGATE Items from Dave's recent Mastermind Notebook:

- **Send thank you note to event sponsor along with a great resource that I have for him. I like to do follow up with folks who involve me in these events and who hire me to speak or do training for them.**

- **Schedule more time to use my own goal to enhanced goal to system methodology with my team for 2021 (to see more about this get the January 2021 Coaching call).**

- **Brainstorm (then implement) additional and new ways that we can make it easier for exactly the right customers/clients to connect with and to do business with us. *NOTE: we put this question to every team member on this week's call so that they'll have answers for next week to work on in a group setting with lots of input from various perspectives.**

- **When discussing new projects or initiatives, ask more questions like: "What does done look like?" "How will you know when it's ready to launch?" "What are the risks and benefits from your perspective?"**

- **Schedule more time to review and learn new mental models (see the resource list for some great books on the topic).**

- **Consider creating a "book club" for clients at the firm and for Business Black Ops.**

- **Create a new follow up process for an outbound call after we send out the finished product – estate planning files to verify that the client got them and to answer any questions.**

- **Review KPIs to refine existing and to identify new early warning/leading KPIs AND identify KPIs around trust, team work, and creativity that are not solely focused on financials.**

- **Review our top ten pieces of content for each practice area in Google Analytics and schedule the creation of updates and more of that content for our best avatars and desired avatars.**

- **Emphasize the streamlined phase one estate planning process 1-2-3 and Done. 1) One hour of prep, 2) two one hour meetings, and 3) Reviewing beneficiary designations and your finished plan.**

- **Read The Six Minute X-Ray by Chase Hughes, Re-read Chris Voss' Never Split The Difference, and re-read The Bible with specific intention.**

- **Find and start using the Elmo Projector (insert a device, resource or tool that you've used successfully but have misplaced or abandoned).**

- **Schedule PVM Purposed Value, Mission trainings to follow up, expand upon our collaborative creation sessions and to perpetuate shared culture.**

- **Create a client testimonial book as a central location and documentation and brainstorm additional placements and usages.**

- **Identify SWAG for 2021 giveaways for UTBF and as gifts for Business Black Ops members**

- **Launch BBOs new website and membership/ subscriber drive to sustain higher level experiences/value for existing and new members/subscribers.**

- **Further deploy and train around the use of P2 as an internal blogging system for teams and employees to manage ideas and projects between team meetings**

- **Create celebrity estate planning disaster blog content**

- **Revise script for intake to deal with new attorney and new pricing – schedule training around intake**

- **Use cards and compliment process to recruit people for intake/client services. Card: You Impressed me with contact info.**

Post Mastermind Process:

So these are just a few of the notes I tagged as To Do or To Delegate items during the mastermind. Now we will review them, prioritize them, collaborate on implementation and then do assignments, set reviews and deadlines for implementation, and block time for reviewing how they are working and what modifications are needed.

I also did my read and capture marketing method. Whenever I travel, I use the downtime to look for good marketing that can be adapted to our own. Some of these end up in the next article "How Can I Use That?" Other's get adapted into headline or copy templates and formulae and templated campaigns.

I'll explore a number of those next month including the Build A List of Buyers Campaign.

PROFIT BUILDING ACTION ITEM: Take a few moments, right now, before you're interrupted, and schedule/block some time on your calendar (or with your marketing OR management team) to steal and deploy two to three of the best To Do/To Delegate items from the list above.

PREPARING FOR NEXT MONTH: Again, either alone or with your team, 1) make a list of multiple ways that your business or practice would be better if you developed a list of buyers (as opposed to freebie and advice seekers), 2) List exactly what that buyer avatar looks like for your two top products and/or services, and 3) list an upsell that would also solve a problem for that buyer that he or she already knows that they have and are better yet, looking for a solution, ...so that we can hit the ground running next month.

Article 2:

What Dave's Currently Reading & Resources He's Using To Enhance His Business and Quality of Life

I discover more resources each and every month than I'd ever be able to use.

So the name of the game is **thoughtful and deliberate evaluation, selection, and prioritization before implementation. That is, which are most likely to make the most differences in the most important areas of your business/practice, and that are most likely to succeed.**

And, this month was no exception.

In fact, because of the mastermind I attended (thanks to our own Mr. Charley Mann and the legendary Ben Glass), my opportunity for collecting ideas as I traveled, and finding myself with thirty smart people (and a savvy facilitator/leader) all sharing the ideas, tools and resources that fuel their own growth, expansion, and/or quality of life, this month's list of resources was very extensive.

I have a couple of favorites that we've already started using or re-activating. But I'm going to just share a page or two of my unfiltered notes on resources from the event and from my Books and Resources notes the past few months as you may be in a different place in the business life and journey than I am.

There're definitely a few here for everyone from solo professional to 10 figure and growing businesses with big teams.

Dave's Partial List of Resources for 2021:

Personal Resource Ideas:

I'm getting a lot of use of my TRX system at both the MD and Pa locations – a simple and easy to use "gym" that uses body weight exercises and can travel with you.

Rediscovered pickled jalapeno peppers (homemade) and have been using them on my breakfast of egg fried rice with kimchee and with chicken on cauliflower crust pizza.

I'm a sparing user of an amazing cereal – Magic Spoon that is a low carb, high protein version of your favorite childhood "sugary" cereal. It is magical. 11 G of protein, 4 G net carbs, grain free and gluten free.

The Milk Street (NPR) cooking show and cook books. Fantastic stuff that inspires a lot of my cooking. I am also enjoying (which is rare) the Chef Show on Netflix with movie director, producer of the Mandalorian on Disney plus (and star of the movie Chef) John Favaro. In this series, John works with Chef Roy who taught him technique for the movie. They don't have recipes per se in the show but I enjoy reverse engineering what I see and hear and have developed some amazing dishes – including a "Korean" beef with fired rice and greens dish that gets rave reviews.

Business Resource Ideas:

HARO – Help a reporter out. Rediscovered this resource I used to use all the time. It can help you to: 1) get media coverage, 2) find subject matter experts for you to interview as part of a marketing campaign, reports/videos/educational campaigns (to add value, or encourage consumption/use of your product/service and to add value), or 3) to find joint venture projects/partners with existing

platforms that might synergize with your own. HARO can also help you to get .gov and .edu backlinks to your website.

Book: The Road Less Stupid – Exercises In Deeper Thought.

Jabra Pucks – Dual blue tooth speakers to do smaller virtual masterminds for great sound coverage of the room without having to mic every in-room participant.

Book: Ruthless Consistency.

Resource: Mixtiles.com – For online and offline publication/exhibition of testimonials and reviews.

Book: Mental Models: 16 Versatile Thinking Tools for Complex Situations. This is an amazing resource that gets you started on the road to building a unique "stack" of mental models so that you can view problems, solutions, projects and more from various perspectives that increase the likelihood of success and that help you to limit downside risk exposure.

Consider having employees/team members/consultants do an anonymous survey: Three things you (or your leaders) should: keep doing, start doing, and stop doing (with space to answer why).

Book: Leadership is Language by Capt. David Marquette.

A strategy from the book: Think about Blue Work and Red Work. Blue work is thoughtful, slower, seeks dissent and collaboration to get the best-informed choices/actions/plans. Red Work is the doing, testing, reporting back for review and optimization in Blue work as a cycle.

A few distinctions and nuances that matter: Think about distributed workforce rather than remote, Energy management is more important than just time management, KPIs that focus on team work, creativity and leadership and not just financials.

The Business Black Ops Field Manual 2020 Edition – make sure that you're using it to think better and to hire, onboard, train, and brainstorm/create each and every day.

Create a hiring, recruiting, onboarding, training, and evaluation/assessment Play Book for each section of the firm/job type that helps you to consistently review and align with your PVM and to get the right people in the right jobs and to help them to thrive and to advance.

Commit to scheduling at least four live or virtual/mixed programs during the year that can be used to : 1) identify high level prospects and 2) to bond with and develop higher levels of trust, and 3) can be used to create videos, reports, and resources for marketing a high margin/high value product or service bundle.

Revisit Your 10 Core Values and/or develop them with your team and then make sure to build periodic training around them to keep the culture top of mind and keep folks on the same page.

One of ours: "We build, monitor and improve systems to deliver better service and outstanding experiences to our team and to our clients."

Another: "Every point of client contact is a business and marketing opportunity to deliver real value, delight and service to our clients."

We use the 70/20/10 model (described in the Trillion Dollar Coach) as a way of making sure that we focus resources, time, energy and money on delivering current services at a high level, investing in the short term for growth and improvement, and allocating some each year to creative long term solutions that represent the future of the firm and or company. If you want to know more, stay tuned as we will have some additional detail in the Briefing and the Coaching calls.

Document the language that is unique to you, your team/company, and how you communicate with clients so that you have a shared understanding and consistent/shared way of talking throughout your marketing, management, delivery and service.

Are there legislative changes related to the new administration that could help/hurt your marketing or that present unique opportunities to help your clients/patients/customers/prospects?

ACTION ITEM: Pick two to four resources from above or that you've discovered and recorded in your resources notes and commit to reading, using, implementing them in your business or personal life this month!

Article 3:

"How Can I Use That?"

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

By: Dave Frees

This month I spotted two very interesting ideas/solutions that you might be able to use or adapt. The first I'll explain in some detail. The second (a direct mail/marketing technique) I offer to you as a thought experiment but we will revisit it during the year.

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

List building – A campaign to build a list of buyers not just tire kickers and freebie seekers.

How can I use, optimize, and benefit from that Part 2:

Which works better? Selling a high ticket item (a sophisticated assessment for over $1200) through long form copy to "cold-traffic" or "selling" a free call/consultation (through a short opt-in page with compelling bullets to give value, build trust and then sell them the paid consultation)?

Part 1: Building a list of buyers

Building a list or segmented lists of various prospects is one of the most profitable things that any business or professional practice can do. Why? Because, when we capture prospects identities, we can then build a relationship, build trust, and then sell, upsell, and sell bundles to those who have learned to know like and trust us.

But most businesses and practices never even keep track of those who seek them out much less the reasons that the prospect came to them.

Worse yet, when they do list building, it tends to be based on all manner of free offerings in the hopes that the list will eventually buy.

So the thought of building a list of buyers (people who know they have a problem, are looking for a solution, are ready to spend money, and haven't yet found the exact and best solution) and then selling them, re-selling them, and continuously discovering what they want and need and then providing that at the right moment is not even on the radar.

But what if there was a way to identify buyers and then to sell them more…of exactly what they've been looking for.

Well, there are two ways to do exactly that. The first, is to buy a list of buyers…people who have purchased a subscription, product, membership or service that by definition means that they should have a strong interest in your own product/service and then running ads or direct mail or content to them.

It's been proven to work over and over again and we'll examine it later.

But, in this issue, we can look at an automated campaign to identify and then to sell to proven buyers. This technique is advocated by a friend of mine (Doberman Dan – almost his real name – who I met through Perry Marshall at the Titans of Direct Marketing event).

Dan even wrote a book on the topic called, Just Sell The Damn Thing.

Here's how it works:

STEP 1: Identify a source of traffic designed to appeal to your best client/prospect avatar

This can be PPC, An event (live or virtual) where you speak or exhibit, A radio or media/podcast appearance, Display advertising, A print media interview, a guest blog or your own blog, an offer in a book or report you distribute, or any source where you can send this traffic to a url or simple landing page.
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Step 2: Landing page with a high-quality headline, bullet points (that explain not just features, but the benefits and the benefits of the benefits AND a specific and priced to sell (to that market) offer with bonuses. This can be tested and refined with the new sources of traffic to see what sells best.
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Step 3: Buyers from the offer on that page get an immediate upsell offer that will make what they just bought even better or that will enhance their lives/businesses in some way that they really desire. This will further identify super buyers. Buyers who do not take the upsell can be put in a campaign that will make that offer again at an appropriate time.
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Step 4: In the simplest version of this campaign, non-buyers are forgotten and ignored (although they could be re-targeted and sent back to the landing page). There is no attempt to get opt -in or to drip content.

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Step 5: Your buyers/super buyers are then given digital or hard asset unannounced bonuses, information, access to your resources, and additional offers (which they earned by buying from you and not to train them to be freebie seekers as many campaigns do). And of course, they are made addition offers for products and services (bundles?) that solve additional problems where they have been looking for a solution, but have not yet been able to find one.

This is a simple campaign that can build your list, identify proven buyers, improve margins and get you valuable buyer information.

So how could you use this? Do the exercise below to flesh that out.

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

1.

2.

3.

4.

5.

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

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Article 4:

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

This Month: Dave Presents After Action Reports – What Are They and How Can Your Apply AAR Technology To Your Own Business or Practice For Dramatically Improved Performance and Results (With Leadership Development As A Bonus)

By Dave Frees

INTRO/REMINDER ON PREPAREDNESS & TRADECRAFT

The **BBO Intelligence Briefing** (IB) is designed to help you to become better prepared, not just for business situations, but also for specific threats and for life in general.

And when you're better prepared for anything (but especially foreseeable and dangerous risks and situations) and when you make thoughtful preparedness part of your routine, you're more resourceful and confident in everything that you do...including business.

That's why we have a column almost every month dedicated to teaching you some tradecraft and/or some military, spy, prepper and survival strategies, tools and information that you can also apply (either directly or by analogy) to your business or professional practice.

And being well prepared means knowing how eliminate the worst risks and to anticipate and mitigate the remaining less likely but still probable risks.

This month, we'll start by looking at the AAR or After Action Report as a tool of leadership, collaboration, learning, training, as well as radically and continuously improving performance and results.

The following is taken from US Army training materials on the purpose and use of the AAR (I have modified it slightly).

The AAR is one of the Army's best practices and can be used in civilian life/business to develop leaders, identify the reasons for success and failure of an initiative, project, mission AND can trigger advanced learning, self and situational awareness and leadership development.

Use this guide for developing your own practice of using AARs on a regular basis following the conclusion of a case, project, mission.

AFTER-ACTION REPORT

(AAR)

AAR Topics Outlined

Definition

Objective

Purpose

Key points

Guidelines

Formal AAR

Informal AAR

The four phases of an AAR

Summary

Definition Of AAR

An AAR is a professional discussion of an event, focused on performance standards, that enables soldiers to discover for themselves:

What happened, Why it happened and How to sustain strengths and improve on weaknesses.

It is a tool leaders and units can use to get maximum benefit from every mission, project or task.

Objective of AAR

The objective of an AAR is to improve individual and collective task performance by providing immediate feedback about how the training or tasks could have been done better.

AAR Purpose

Guide the unit/team towards achieving training and mission/plan/project objectives

Identify positive and negative lessons learned so they can be applied to subsequent mission, training or task performance

Increase confidence in unit leaders and identify those with leadership capabilities for advancement/promotion and further training and development

Increase proficiency of all participants/team/unit members

AAR Key Points

Involve all participants in collaboration, ownership of outcomes and advancing skills/results

Are conducted during or immediately after each event/mission/project

Focus on intended training objective(s)

Focus on soldier, leader and unit performance

Use open-ended questions

Are related to specific standards agreed to in advance

Determine strengths and weaknesses of individuals and of team/unit

Link performance to subsequent training

Guidelines

Maintain order and discipline while allowing for dissent and multiple perspectives

Emphasize the goal is to achieve Army/Business/ standards

Make AARs positive in nature

Avoid—Lecturing Critiquing, criticizing or judging performance, Embarrassing soldiers or leaders or comparing units to one another

Formal

Takes more time

Complex training aids

Scheduled beforehand

Conducted when best supported

Conducted to gain maximum training benefit

Normally for Platoon-level and above

Informal

Uses standard AAR format

Limited resources

Normally for soldier (leader), crew, squad and platoon-level training

Supports higher-level formal AAR

Held prior to higher-level formal AAR

Phases of the AAR

Planning

Preparation

Conduct

Follow-up

Planning

Establish objectives for the AAR

Select and train qualified OC/Ts (Facilitators)

Review the training and evaluation plan, Army Training and Evaluation Program (ARTEP), mission training plans (MTPs) and soldier training publications (STPs)

Determine when AARs will occur and identify participants

AAR Plan

Preparation

Review training objectives, mission objectives, orders, and doctrine

Identify key events OC/Ts are to observe

Observe the training and take notes

Collect observations from other OC/Ts

Begins once mission starts

Organize observations (Identify key discussion or teaching points)

Gather observations from OPFOR representative

Recon and prepare the selected AAR site

Conduct rehearsals

Discussion Techniques

Leading/thought-provoking questions

Have unit members describe what happened in their own words

Explore alternative courses of action

Avoid detailed examination of events not directly related to major training objectives

Format of the AAR

Introduction and AAR rules of engagement (ROE)

Review:

Objectives and intent of mission and AAR

Training objectives

Commander's mission/intent (what was supposed to happen)

Relevant doctrine, tactics, techniques and procedures (TTPs)

Summary of recent events (what happened)

Discussion of key issues

Chronological order of events

Battlefield operating systems (Co level)

Key events/themes/issues

Plan, Prep and Execute (technique)

Discussion of force protection/ safety

Closing comments

Follow-up

Identify tasks requiring retraining or system modification enhancement

Fix the problem – retrain and adapt systems

Revise SOPs, integrate into future training plans

Dave's observations and conclusions:

So spend a little time thinking about how and when to use AARs on a regular basis. To be even more effective, read my book, The Language of Parenting and if you can, Capt. Marquette's book Leadership is Language and Jocko's book The Dichotomy of Leadership. With that Trilogy you'll be an expert on leadership and self-development as a leader and regular use of AAR's will change your cycle of leadership development and performance improvement for the better and forever.

Save The Dates and Your Spot(s)!

These Closed Attendance Elite Events Can Really Make You're the Difference and Can Give You The Advantage

Bring A Team Member Or Send Your Marketing Leaders

Upcoming Elite Level Business Black Ops Events:

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

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

Elite Event 1: [MARKETING STRATEGY & TACTICS] Couldn't make Traffic and Conversion (the premier digital marketing event of the year was cancelled as a live event) or can't take three days of drinking from a fire hose if you attended the virtual version?

Then join BBO leaders and members who did attend the virtual version for a masterclass on making the newest things work for them and for you.

This one-day virtual mastermind is very limited (only six spots remain) but has been transformational for those who have attended in past years!

Come join Dave and the others for a brilliant day of insight, coaching and results!

Free to War Lords and OverLords™, $595 to members and subscribers, and $999 to non BBO members. This includes a group lunch that day!

What to do next - Call Lisa at 610.933.8069 for the schedule and costs of other Elite Events™ – All Are free to War Lords and all subscribers/members get giant discounts (and all of the bonuses) but these events are small, focused and intensive so get your spot before they sell out and bring a team member!

Elite Event 2: **[Leadership, Charisma, Strategy and Business Development]**
Hang out with and learn from the stories of a Dev Gru/Seal Team 6 Sniper. AND then let master of influence, Dave Frees help you to become An Agent Of Persuasion & Influence: Using The Techniques and Skills Of Top Level Spies, Interrogators, and Hostage Negotiators to Build Charisma, Sell Anything, Persuade Anyone. Transform Your Business and To Create and Enjoy An Exceptional Life with Real World Strategies and Tactics as well as the skills of Hypnosis, NLP, and High Level Persuasion!

This one day live and virtual combination event will be held in a location to be determined in the USA and will completely change your ability to detect human deception, build rapport and trust, to radically build your negotiating skills and then to adapt these new super powers to leading, marketing and building your business and professional practice. Members of all levels will get this event for free if you attend Dave's birthday Bash. For more details call Lisa at 610-933-8069

Elite "Event" 3: **Almost Alchemy Book Club Study Group Led By Dave Frees with Business and Practice Building/Life Optimizing Bonuses out the Wazoo!**

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

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

You don't have to buy this new book Almost Alchemy from Dan Kennedy.

You can get it (and all the benefits that can come from applying it) for free – I'll buy it for you as a bonus - if you come buy the book club in the offer this January of February.

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

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

How to join...and what to do next! Call Lisa at 610-933-8069.

Exclusive Invitation:

You have been selected for a personal gift and invitation to Dave's Rescheduled Big Birthday Bash

But You Must Act Now

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

So, this year he's going to try again. Dave is hosting you and a guest for a free training/event/party. There will be other Business Black Ops Members and a few friends and family.

And his content and guests will be amazing…and his best thinking on some new but vital ways to live a better and richer life.

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

So, the locations have been narrowed down to New Orleans (with a visit to Café Dumond), Tampa (with beach time) or Cave Creek (at the Civana resort and spa) (and to be on the safe side for travel, the dates look like they'll be in June or early November).

All of the costs of the one-day party/training and event are courtesy of Dave, Business Black Ops, and our sponsors. You just need to get yourself (and a spouse, partner, or business guest there and make your hotel arrangements).

We're also encouraging everyone to stay for another day or two to relax and to think deep thoughts about your experience and how you'll use it.

If you want all of the details as they come out call Lisa at 610-933-8069 and tell her your preferred location and June or November date as well.