



Entrepreneurial **Schizophrenia**[®]

*Living with creativity, purpose and passion
- without going crazy!*

by Daniel Comp & Angelina Musik-Comp

www.DanielComp.com www.AngelinaMusik.com

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Entrepreneurial Schizophrenia®

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First Edition © 1995-2008 by Daniel Comp

Second Edition © 2009-2010

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Library of Congress Cataloging-in-Publication Data

Comp, Daniel

Entrepreneurial Schizophrenia® - 1st ed.

Comp, Daniel and Angelina

Entrepreneurial Schizophrenia® - 2nd ed.

Printed and bound in the United States of America

Entrepreneurial Schizophrenia®

About the Author, Daniel Comp

I was born in Cleveland, Ohio, May 16, 1955. I've never known my genetic father. My teenage mother struggled as a single parent. I suspect my childhood was the impetus of my creativity - a solution for days of nothing to do. No siblings, no pets, I remember laying on the floor of my grandmother's kitchen with Lincoln Logs and an Etch-a-Sketch - exploring.

My school years seemed to be a series of experimental physics and chemistry explosions, and the usual emotional rejections, as I was curiosity about science and girls. I sat in the front row of most of my classes, and volunteered for any and all artistic and creative opportunities.

During Vietnam, I studied Nuclear Power and Communications with the U.S. Navy. I greatly expanded my thirst for adventure by seeing the world from a deck of a ship - where the land was always just over the horizon!

In my twenties I struggled with a sense of purpose, direction and meaning. A simple prayer and a tragic fall from a glacier became a 'life-changing' experience. I learned what being a quadriplegic was about - and that miraculous healing could be really 'up-close and personal'.

I've had a thirst for learning as long as I can remember. I've learned character from dead people, in hundreds of books, and dozens of symphonies. I've learned from compassionate mentors to follow my 'knower'. I've learned that there's a time to listen, to speak, to duck, to stop, to turn and to slow down - and above all, to be patient ALL the time.

Through a lifetime of learning, ***I've found that we are more than our accumulation of knowledge. We are rich with experience, and plagued by our fears. We're often immobilized in life, hardly knowing our capabilities, and we are each our best challenge.***

For three decades I've been an entrepreneur. As a building designer and contractor, my crews created ten of million dollars of projects in the built-environment. I've been a contributing foot soldier of the web since '97 with



Intelligent Network™ and with Angelina Musik's two-time SBA award winning MOMtrepreneurs™. I've created tools in use by hundreds of entrepreneurs, start-ups and giants like UPS, RiteAid, Starbucks and Microsoft, but none of it comes close to the joy I get being with David and Carissa, my kids, now grown and accomplished artists and athletes. They above all things are the 'reward'.

I'm an outdoor fanatic for windsurfing, kiteboarding, snowboarding, trans-America cycling, glider soaring, and any opportunity to play with my kids.

To summarize; my life has been a series of 'best efforts' in honoring God through creativity, investing in other people's dreams, creating memories with loved ones, and being aware that each moment is an opportunity to 'Make a Difference' for someone, somewhere.

I hope Entrepreneurial Schizophrenia® will do that for you. Thanks for reading the book. I encourage you to participate in a workshop where you'll meet other cases like you, yourself and your boss! ***All of us look forward to meeting all of you.***

Daniel Comp

A large, stylized graphic of the numbers 1, 2, and 3 in a dark grey color. The numbers are overlapping and have a slightly irregular, hand-drawn appearance. The '1' is at the top, the '2' is in the middle, and the '3' is at the bottom. They are positioned on the left side of the page.

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Bootstrapping with NO Boots

CHAPTER 2 - PART 2

To solve any problem;

First, what could I do?

Second, what could I read?

Third, who could I ask?

Jim Rohn

Immigrants are four times more likely to become millionaires than Americans born here.

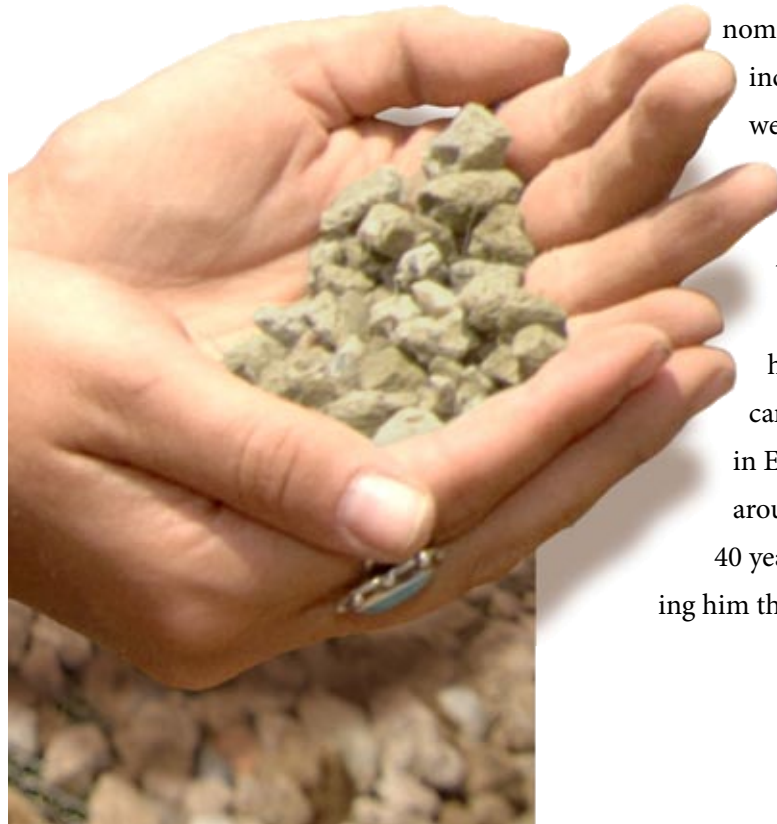
Zig Zigler

What's in your hand?

Business philosopher and motivational trainer Jim Rohn has a really wonderful teaching about recognizing all of the assets that we have at our disposal. He points out that people are not; *"dieing while fleeing their country to get into a worse situation. They die trying to come to America for the public wealth we all have."*

We have so much, we hardly recognize it. When we have a need, we rarely look in our hand for the answer that is already there. Consider our library system, our road system, and all the communications like the Internet, telephone, television, radio, print. We have an economic system that allows people with no income to start a business and become wealthy. It's amazing that Americans, in need, can completely miss the assets of public education and assistance that is everywhere.

The failure to recognize what we have in our hands is very human. We can see it in history. Take a look at Moses in Exodus, Chapter 4. Moses walked around tending sheep with a staff for some 40 years. God gave Moses a vision, inspiring him that he would be used as the instrument



Bootstrapping with NO Boots

to setting Israel free. He tells Moses to go to Pharaoh to request their release. The conversation God and Moses have is revealing. Moses counters God with his doubt, claiming he's not a good talker, he doesn't have the resources, he simply can't do it.

God asks Moses; "What is in your hand?"

Moses, and we are shown that God wants to do miracles with ordinary things we take for granted. Moses is told that God will provide all that he needs to help people. We learn from this that we can easily dismiss a solution because it's too familiar. We fail to grasp that it's not the thing in our hand, it's what God is willing to do with it in our hand to prove his presence and power.

Russell Conwell told his story "Acres of Diamonds" to over 5000 audiences. It's worth reading in full. Here's a digested version to support my point;

"Not far from the River Indus an ancient Persian by the name of Ali Hafed owned a very large farm with orchards, grain-fields, and gardens. He had money at interest and was a wealthy and contented man.

Ali Hafed was told by a priest;

"that if he had one diamond the size of his thumb he could purchase the county, and if he had a mine of diamonds he could place his children upon thrones through the influence of their great wealth."

"Ali Hafed went to his bed that night a poor man. He had not lost anything, but he was poor because he was discontented, and discontented because he feared he was poor. So he sold his farm, collected his money, left his family in charge of a neighbor, and away he went in search of diamonds."

Years of searching go by;

"and at last when his money was all spent and he was in rags, wretchedness, and poverty, he stood on the shore of that bay at Barcelona, in Spain, when a great tidal wave came rolling in



Who do you know that is a simpleton? What piece of equipment do you have stored that could be useful to someone else? What do you have in your HAND that has become familiar and therefor not very interesting?

Bootstrapping with NO Boots

"Oh, my friends, if you will just take only four blocks around you, and find out what the people want and what you ought to supply them, you would very soon see it. There is wealth right within the sound of your voice."

**Russell Conwell
'Acres of Diamonds'**

between the pillars of Hercules, and the poor, afflicted, suffering, dying man could not resist the awful temptation to cast himself into that incoming tide, never to rise in this life again."

"The man who purchased Ali Hafed's farm one day led his camel into the garden to drink, and as that camel put its nose into the shallow water of that garden brook, Ali Hafed's successor noticed a curious flash of light from the white sands of the stream. He pulled out a black stone having an eye of light reflecting all the hues of the rainbow. He took it into the house and put it on the mantel which covers the central fires, and forgot all about it.

A few days later the old priest came in to visit Ali Hafed's successor, and the moment he opened the door he saw that flash of light on the mantel, and he rushed up to it, and shouted:

"Here is a diamond! Has Ali Hafed returned?"

"Oh no, Ali Hafed has not returned, and that is not a diamond. That is nothing but a stone we found right out here in our own garden." "But," said the priest, "I tell you I know a diamond when I see it. I know positively that is a diamond."

Then together they rushed out into that old garden and stirred up the white sands with their fingers, and lo! There came up other more beautiful and valuable gems than the first. "Thus," said the guide to me, "was discovered the diamond-mine of Golconda, the most magnificent diamond-mine in all the history of mankind, excelling the Kimberly itself. The Kohinoor, and the Orloff of the crown jewels of England and Russia, the largest on earth, came from that mine."

It's amazing that the very thing we believe is missing so often turns out to have been within our reach the entire time. It's like misplaced keys. Have you noticed that when you relax and let your heart and mind rest that you remember where the keys were left - and where they are now?

Benjamin Franklin suggests a great way to make a difficult decision is to take an inventory. This works equally well to avoid feeling 'poor'. Everyone is broke now and again, but we're NEVER poor!



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Try the Franklin method in the sidebar, but use headings of 'Haves' and 'Needs'. List EVERYTHING that comes to mind over a day or so, and you'll be amazed.

I believe everyone has *what they need* to start asking, trading, sharing, giving, etc. No one is given a 'short hand' in life. I can say this confidently because Angelina and I have seen this hundreds of times with our clients.

Look at the most successful people in history. They grew through their challenges. Helen Keller spent many of her childhood years locked in a cell, thought to be crazy. Albert Einstein, failed 4th grade math and worked as a clerk in a damp basement. Og Mendino has written numerous stories that have changed countless lives. Og didn't get the ideas for his books without being desperately homeless and suicidal. Mr. Honda went through an earthquake, a horrendous bombing and a depression. Colonel Sanders lived in his car. The only thing he owned was a recipe and a pressure cooker. Walt Disney had numerous bankruptcies. Sylvester Stallone sold his dog to get by until his screen play 'Rocky' sold.

Let me encourage you that no matter how desperate your situation seems to be - you might even be mirroring Job's losses - you've got *what you need* (right now) to take the next step. Be encouraged, your situation is temporary. ***Once you recognize what you have in your hand, you'll be able to regain the forward momentum.*** Getting things going is simply a matter of RECOGNITION, FOCUS and EFFORT. So let's talk about that.

Franklin wrote that the difficulty in making an important choice is because "all reasons pro and con are not present to the mind at the same time."

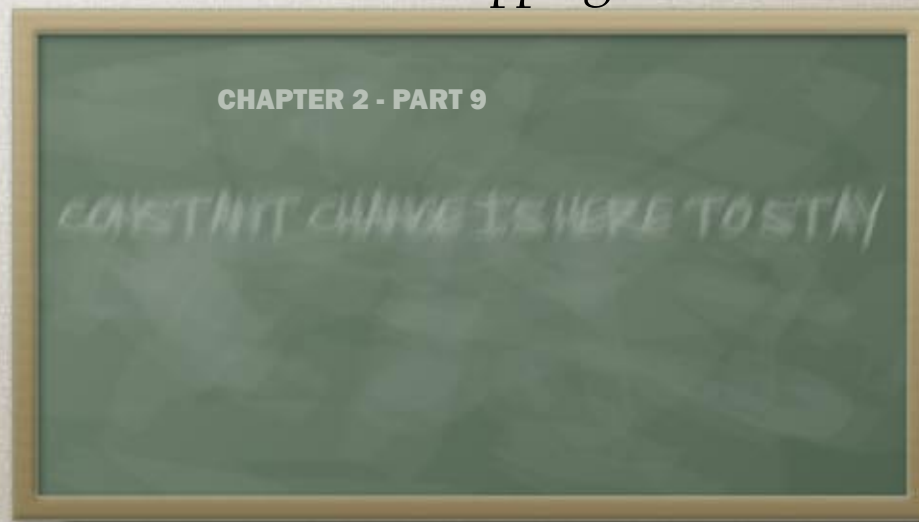
Franklin suggested dividing a sheet of paper into two columns, designating one as "FOR" and the other "AGAINST." Then, over a period of time, filling in each column as thoughts occurred to him so that "when each reason is thus considered separately and comparatively, and the whole lies before me, I think I judge better and am less likely to make a rash step."

Once you recognize what you have in your hand, you'll be able to start the forward momentum, and that matters because you can't redirect a stationary bicycle!



FOR AGAINST
needs moves

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Graham Kerr
The Galloping Gourmet
see www.GrahamKerr.com

**"Change is inevitable - except
from vending machines"**
Phyllis Diller

When I was working with Graham Kerr, the Galloping Gourmet, we had weekly staff meetings. Graham had written a phrase which became permanently etched into the chalkboard. We tried to clean at it, but it refused exile and loitered there interrupting the most serious of discussions week after week.

The phrase "*constant change is here to stay*" became iconic. As a result of the constant reminder, we started recognizing how fluid the business market is. Constants in business are short termed everywhere but in our minds. We learn something and rest on out-of-date information. We believe large companies have us beat in business because they dominate or have deep pockets. We think they can weather any storm, while we will simply fly with the wind. Quite the opposite is true.

Giants can and do go under, so knowing that things are changing constantly gives you leverage because you're nimble and able to change with the needs of your customers - especially if you're getting feedback from them.

Think about what happened to Airline Navigators, Elevator Attendants, Type Setters and School Librarians?

What changes might be worrying your competition?

What do you need to learn to be in the right place at the right time for these changes?

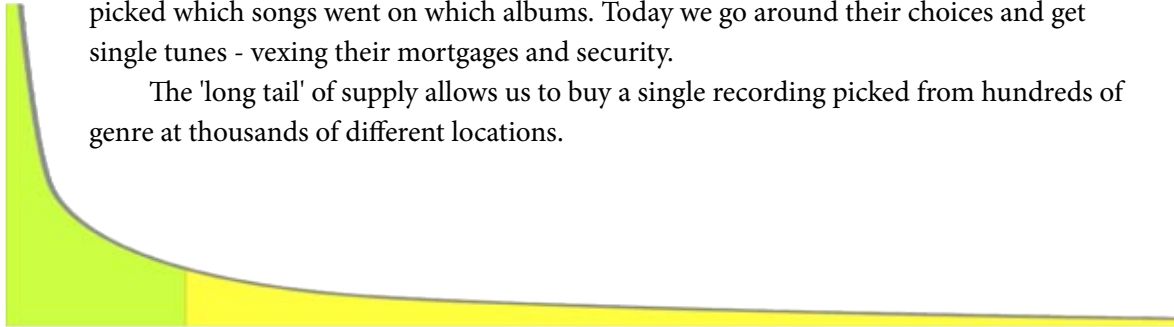
How is your industry affected by The Long Tail?

Bootstrapping with NO Boots

The average person in North America will have approximately six careers in completely different industries over their lifetime. YOU will have more to learn than they do!

It wasn't long ago that the media giants controlled the recording industry - and picked which songs went on which albums. Today we go around their choices and get single tunes - vexing their mortgages and security.

The 'long tail' of supply allows us to buy a single recording picked from hundreds of genre at thousands of different locations.



From Wikipedia;

"Where the cost of storage and distribution is high, only the most popular products are sold. But where the Long Tail works, minority tastes are catered to, and individuals are offered greater choice."

Some of the most successful Internet businesses have leveraged the Long Tail as part of their strategy. The Long Tail also has implications for the producers of content, especially those whose products could not - for economic reasons - find a place in pre-Internet information distribution channels controlled by book publishers, record companies, movie studios, and television networks.

The term is derived from the XY graph that is created when charting popularity to inventory. For example, in the graph the total inventory is along the bottom line, while the popularity rating is along the vertical axis. So, for example, the Wikipedia homepage would receive the most views and be on the far left in the green, while most of Wikipedia's articles might be on the far right in the yellow. The same could be said for Amazon's book inventory or Netflix's movie inventory. The total volume of low popularity items exceeds the volume of high popularity items.

Constant change, like water under a bridge, is great news for entrepreneurs. Eventually your preparation will meet an opportunity, and others will call you lucky!

Business vs. Busyness

CHAPTER 3 - PART 6

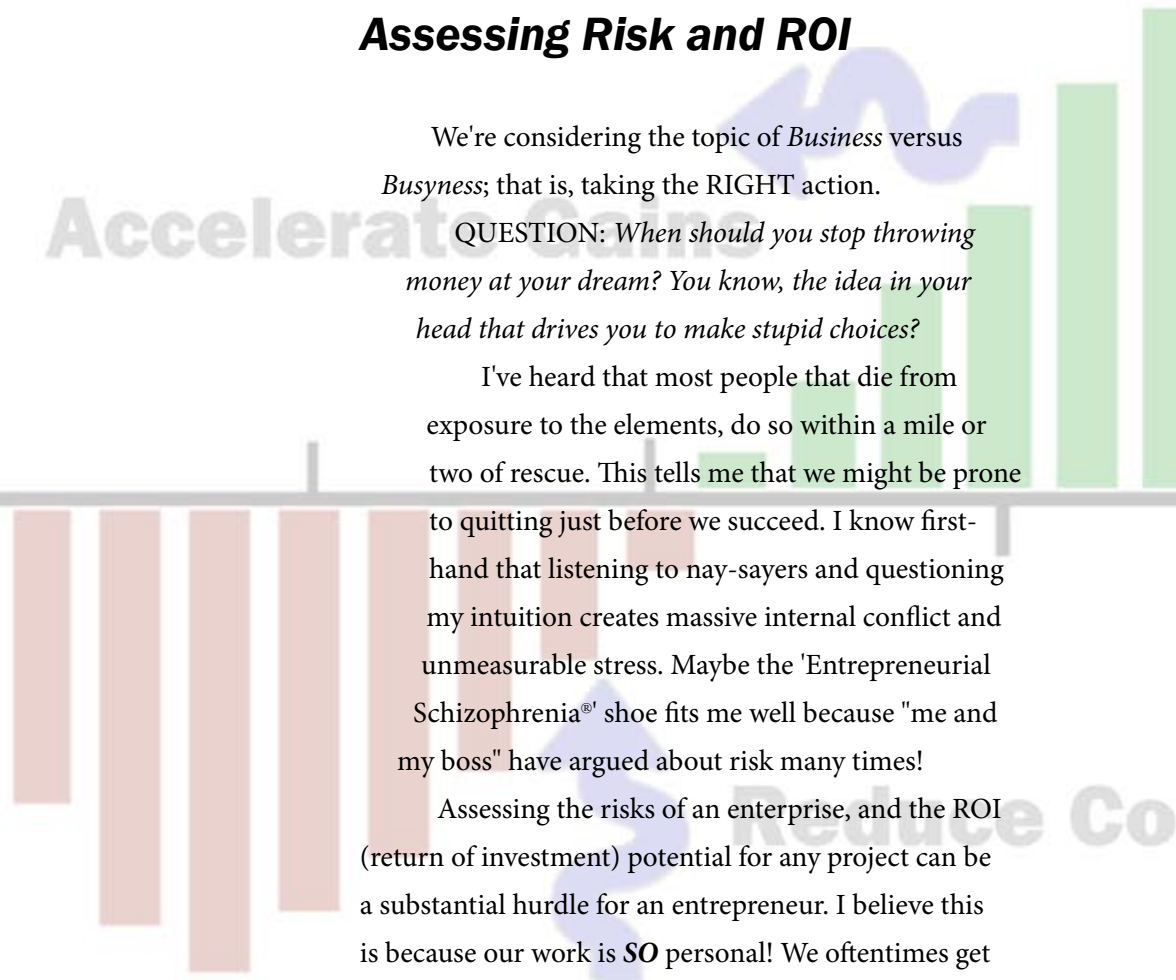
Assessing Risk and ROI

We're considering the topic of *Business* versus *Busyness*; that is, taking the RIGHT action.

QUESTION: *When should you stop throwing money at your dream? You know, the idea in your head that drives you to make stupid choices?*

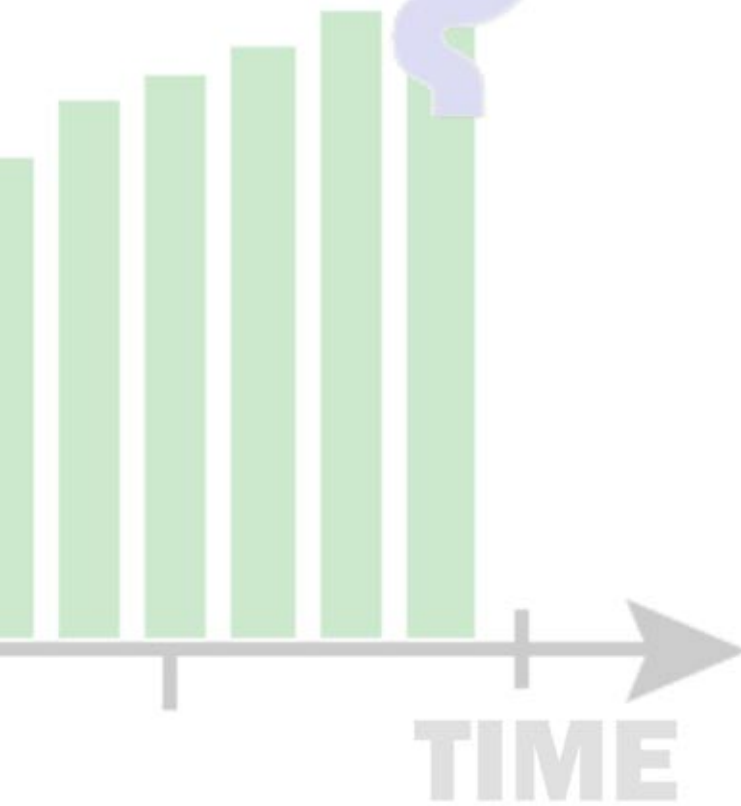
I've heard that most people that die from exposure to the elements, do so within a mile or two of rescue. This tells me that we might be prone to quitting just before we succeed. I know firsthand that listening to nay-sayers and questioning my intuition creates massive internal conflict and unmeasurable stress. Maybe the 'Entrepreneurial Schizophrenia[®]' shoe fits me well because "me and my boss" have argued about risk many times!

Assessing the risks of an enterprise, and the ROI (return of investment) potential for any project can be a substantial hurdle for an entrepreneur. I believe this is because our work is **SO** personal! We oftentimes get very emotionally connected with our concepts, ideas and strategies - which are the sacred inner icons of our projects. They become like children to us. We plan their life out for them. We celebrate even petty victories because we believe *the end from the beginning*. **KNOWING** the outcome is both our strength and our curse.



Business vs. Busyness

se Gains



sts

Habitually assessing risk, by asking open ended questions, or considering the chances of getting a return on investment, before making a commitment, comes with maturity - the kind that is chiseled from tough experience and not just with chronological age.

You will likely go through a number of still-born projects that cost you decades and millions long before you hear yourself thinking "*didn't I learn this before*"?

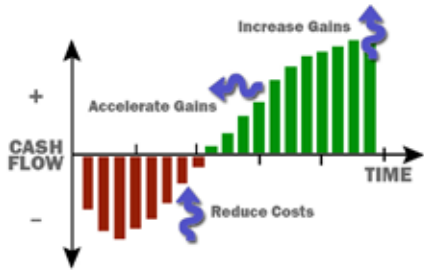
The dot.com bomb was about hundreds of millions of dollars being spent in a matter off months by companies believing they could capture a market on the solidity of an idea - like online groceries, or free Internet access, or collegiate book sales. The IDEAS weren't REAL, but the money spent was! In many cases, little flashes of hope became nasty addictions. In most cases, the persuasive ideas of hope turned into really dirty dot.bombs.

Let me give you personal example:

I recently worked with the Texas Commission for Women to develop a MOMtrepreneur's Entrepreneurship contest. I invested in creating a completely automated online system that would help women take an idea all the way to the market-place. The women could win \$10,000 for simply answering some questions. We worked with the Commission to make sure that the questions would really help women become confident in who they are, and in where they're going, and in their capabilities. It would help them network together and share resources to get each other out of tough situations by bootstrapping, personal recognition and peer support.

One of the conditions for the State to recommend

Business vs. Busyness



ROI is an accounting formula used to obtain an actual or perceived future value of an expense or investment.

Return on investment is a very popular metric because of its versatility and simplicity. That is, if an investment does not have a positive ROI, or if there are other opportunities with a higher ROI, then the risk should be not be undertaken.

$$\frac{(\text{GAIN} - \text{COST})}{\text{COST}} = \text{ROI}$$

ROI calculations can be easily manipulated to suit the user's purposes, and the result can be expressed in many different ways which include "intangibles", "soft", or "unquantifiable" benefits.

Beware trusting your own ROI calculations!

the contest was that we couldn't charge a registration fee. In other words, we couldn't charge the women for creating, organizing or marketing the challenge.

That condition was unveiled very late in the project, and was quite the shock, because it was a self-funded project that (now) couldn't be generating revenue to even cover the prize money. That small glitch didn't happen until 90% of the production was done.

We decided to bite the bullet, and press on through the launch. We then discovered that women do an awful lot of multi-tasking, or have their intentions interrupted frequently - meaning that only 2 of the 175 registrants finished the simple two hour submission process!

We reminded ourselves that *"we've already learned this before"*! As the saying goes, "the best of war plans die when facing the enemy". We RE-minded ourselves that people 'intend' to do good, but rarely every DO it.

Think of your local gym. They auto-draft your monthly membership, because if they charged an entrance fee, they'd be out of business in a month!

Two small factors discovered late in the project cost us over \$50,000. Had we taken the trip to Austin a few months earlier, or had we asked the right questions before getting caught up in the creative process, then we could have saved time and money and disappointment.

Application: find the best answers to...

"Who can tell me what I don't yet see?"

"If this were their project, would they do it"?

"When should I stop throwing money at this"?

Business vs. Busyness

CHAPTER 3 - PART 7

You're **NOT** Jesus Jr.

Have you ever had someone say to you; "you're *NOT* Jesus Jr.!" When I first heard it, I understood them as:

"You better learn to delegate because you can't do it all!"

Entrepreneurs give birth to organizations, businesses and ideas by instinct, but we have to *LEARN* how to let go of them - so they can grow up and leave the nest.

To learn how to let go, we can get insight from eagles. When eagles raise their young, they gradually encourage them to take to the sky by slowly removing their security and comfort. They first remove the nest feathers, then the moss, leaves and twigs. Eventually what remains is sharp, uncomfortable, sticks and gaping holes.

Most businesses will grow in scale. But fearful owners can stifle growth by not delegating to people. You, on the other hand will start taking sticks out of the nest, and begin training through delegation to your temps, subcontractors or employees - and you'll marvel at it all.

Not knowing if you can handle the chaos *might* make this a scary time, but if you resist growth you might also misinterpret the challenges as your 'Parent' not caring. You might even consider HIM cruel, tough and uncaring, when HE intends the best for us if we'll trust.

You'll likely face turning points in your company where your internal 'compass' will give you subtle direc-

LEARN
TO
LET
GO



"The harder you fight to hold on to specific assumptions, the more likely there's gold in letting go of them."



Business vs. Busyness



The first time someone asked Ed Boyer if he could take a patient

with a rare disease to a specialized hospital in the tiny, single-engine plane owned by his Virginia flying club, he thought nothing of it. It was only after flying several patients—often children whose families could not afford a regular flight—that he began to see a need. So in 1972, Boyer founded Mercy Medical Airlift, the nation's first medical-air-transportation charity.

More than 7,500 volunteer pilots flew more than 25,000 patients in 2007 alone. Boyer has stopped flying patients to devote himself to the larger picture. "I realized this wasn't going to become a national system with me flying them one at a time," he says. "Somebody had to put the thing together."

—Joe Treen for AARP

—Photo by Nigel Parry

tion, but your emotional dashboard, with its blaring red lights will scare you into another direction. Your emotions might scream at you to get you to freeze the growth of your company, warning that you'll never find qualified people; *"The babies can't fly worth a darn. How are they ever going to get along without me? I'll just do it myself!"*

I had a client that actually chose to regress business back to a smaller scale where he did it all, simply because he couldn't imagine letting others try to do what only he could do right. His company had all kinds of internal struggles because people wanted to expand, and get paid more, and grow sales and production, but he kept sabotaging their efforts. Eventually his demotivated staff left. He replaced some of them with part-time people. How sad.

Here's the Schizophrenia:

Maybe you're the kind of person that works well alone. Maybe you're a writer, an inventor or you have a system that works for you. In your case, don't listen to your inner voice - or me at this moment - we'll just confuse things (or not). Sometimes we need quiet, order and peace to be creative, but, we should also consider turning our creations over to others as Ed Boyer has (sidebar).

So you might be Jesus Jr. , and here-in is the rub: both of you get to decide! Consider your internal stresses and external demands from both view points - the chaotic growing side, and the uncomfortably quiet, and often, empty nest side. Isn't this great? Here's a chance to take your boss out for a sit-down talkin-to lunch!

Bootstrapping with NO Boots

CHAPTER 2 - PART 5



Who needs a piece of what you want to create for yourself? They could fund your development!

What part of your creation could you get paid for - even if less than market rates - so you can use the knowledge and experience to further your enterprise? Write it down NOW!

Leap-frogging or... paid R&D

Here is a bootstrapping strategy from classic radio to consider. It's by Abbott and Costello.

Costello: *Have you got two tens for a five?*

Abbott: *Yeah*

Costello: *There we are, now, there's your ten.*

Abbott: *Come on, come on!*

Costello: *What's the matter with you? Something wrong?*

Abbott: *Yeah, fifteen dollars just went south.*

Costello: *What'ya mean?*

Abbott: *Ya give me a lot of fast talk. You see I got two tens for a five and I give it to ya!*

Costello: *Oh, you did? Wise guy. Ok, here's your five, now give me back my two tens!*

Abbott: *That's better.*

Costello: *Ok, now get out'a here!*

The point is simple. If you innocently rush into a 'deal' then you loose. However, if you agree to a 'contract' that creates value for yourself and provides what they want, then both of you can win.

I have accepted software contracts - knowing they planned on cheating - because what they needed was code I wanted to build for myself. I slaved for them. They paid for my *research and development*. They stole my rights, but I got MY development paid for. Cool?

Media, Marketing and Web Technology

CHAPTER 4 - PART 12

Whales vs. Wabbits



Whales give birth to a single calf. Nursing time is more than one year. In most whales reproductive maturity occurs late, typically at seven to ten years, which spawns few offspring, but provides each with a high probability of survival.

Rabbits generally are able to breed at a young age, and many regularly conceive litters of up to seven young, often doing so four or five times a year due to the fact that a rabbit's gestation period is only 28 to 31 days. In addition, females exhibit induced ovulation, their ovaries releasing eggs in response to copulation rather than according to a regular cycle. They can also conceive immediately after giving birth.

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All businesses need sales. A really, really, big order is very tempting, especially if you're going it alone (*DON'T*) because you're likely the product person and not the marketing/sales person. This means while you're hunting, nobody is producing, or accounting, and you'll likely get fixated with the chase for Moby-Dick. If you loose the bid, or can't step up to the order, you're bust - Captain Ahab style. I can count over a dozen clients that have gone down because they lost perspective like Ahab.

Moby-Dick, a whale of tremendous size destroyed Ahab's boat and bit off his leg. Ahab intends to exact revenge, and have his victory. His enterprise is a tale, but you and your boss don't want to live it!

If you've been burnt by a big company, contract, order, etc, let it go. There are lots and lots of rabbits to chase. And, the diversity and stability of multiple income streams makes far more sense than one big government contract, or a single exit strategy. 'Wabbits' work.

Should you have the profit set aside for an adventure, and, you know somebody, then by all means, live it up. However, based on my personal experience, I wish I'd gone 'wabbit hunting' and not caught either of my whales (after 8 & 14 months work). In the end, I got ten cents on the dollar for my work. It turned out that my whales had deep pockets and staff attorneys that got bonuses for re-negotiating my payment. ***Cost me six figures; both times! What an idiot?***

Me? I now like fat wabbits.



Captain Ahab:

***"I'll follow him around the Horn,
and around the Norway maelstrom,
and around perdition's flames
before I give him up. From hell's
heart I stab at thee; for hate's
sake I spit my last breath at thee.
Ye damned whale."***

Starbuck, first mate:

***"A captain who, from private
motives, employs his vessel
for another purpose from that
intended by the owners, is
answerable to the charge of
usurpation, and his crew is morally
and legally entitled to employ
forceful means in wresting his
command from him."***

Moby Dick

by Herman Melville - 1851

***So goes business in our head.
What scale of projects or sales is
your Boss addicted with? If the
crew is tired, discouraged, wearing
thin, then maybe a change of
venue is in order. What would it
look like? A gangplank amidships
might work, but how else will you
dismiss the captain? Who do you
know that could help?***



Creativity and Invention

CHAPTER 5 - PART 2

Creative Whack Pack

Creative Tool #2 is by Roger Von Oech. Roger came up with the Creative Whack Pack which is probably the most ingenious set of thinking teasers around.

Roger is an author, inventor, and speaker. His seminars and products have enriched the creativity of many millions around the world. Since 1977, his seminars, workshops, and presentations have enhanced the creative skills of more than a million participants.

He earned his Ph.D. from Stanford University in the "History of Ideas." He's married, the father of two grown children, and he enjoys Masters swimming, travel, and reading history and science. (*cross-training*)

The Creative Whack Pack is a creativity tool. It will "whack" you out of habitual thought patterns and allow you to look at what you're doing in a fresh way. It consists of 64 cards, each featuring a different strategy. Some highlight places to find new information. Others provide techniques to generate new ideas. Some lend decision-making advice. And many give you the "kick" you need to get your ideas into action. Get them and you'll see!

Roger can be E-mailed at: roger@creativethink.com and you can buy all his products at creativethink.com.

Here's the narrative from two of the cards shown here and on his web site.



