



Entrepreneurial **Schizophrenia**[®]

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

by Daniel Comp & Angelina Musik-Comp

www.DanielComp.com www.AngelinaMusik.com

www.EntrepreneurialSchizophrenia.com

Entrepreneurial Schizophrenia®

Written/Illustrated by Daniel & Angelina Musik-Comp

www.DanielComp.com

www.AngelinaMusik.com

www.EntrepreneurialSchizophrenia.com

PO 171, 32 Mosier Creek Place, Mosier, OR. 97940

Daniel@EntrepreneurialSchizophrenia.com

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by Daniel Comp and Angelina Musik-Comp

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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. The '1' is a solid grey vertical bar. The '2' and '3' are composed of overlapping semi-circles and arcs in various shades of grey, creating a layered, modern look.

Table of Contents

Small Business IS personal

- 20 Beginning in the Middle
- 22 "It's NOT just business"
- 23 You're Not Crazy...You're Eccentric
- 24 Freedom to work ALL THE TIME
- 25 Letting Your Passion IN
- 27 Measuring Your Wake
- 30 Consider the Miners
- 32 Dealing with your Boss(es)
- 35 A Balancing Act
- 38 Emotions, Stress and Hormones
- 41 Balance Your Brain!
- 44 Your Memory IS the Reward
- 47 The 'dash' Between Birth-Death
- 49 When it's NOT Personal
- 51 Baggage can be GOOD!
- 52 A Legacy of Principles
- 54 Maslow's Hierarchy of Needs
- 55 Wrap up

Bootstrapping with NO Boots

- 58 Debt-free growth
- 60 What's in your hand?
- 64 Ask, Ask, Ask
- 65 It's Free – Get it
- 68 Leap-frogging or... paid R&D
- 69 From Digital to Bricks & Mortar
- 71 Find your 'Cause'
- 72 Maximizing in a niche
- 76 Barter-Trade-Exchange
- 78 'Discovery' Camping

Business vs. Busyness

- 82 Time Management and Planning
- 86 Chunking it down
- 88 Focus and Reward
- 91 Tunnel Vision on A1
- 92 The Milk Stool
- 94 Assessing Risk and ROI
- 97 You're NOT Jesus Jr.
- 99 When to Jump and when to Bail
- 101 Don't just TALK about ACTION
- 104 A Barrel of Bricks

Table of Contents



Media, Marketing and Web Technology

- 108 Blowing your OWN horn
- 110 Creating a 'Mini Me'
- 112 Working 'Out-of-the-Cubicle'
- 114 Presentation and Organization
- 116 SW, SW, SW, N
- 118 Fire-hosing vs. Whip-ping
- 120 Get a referral or settle for .01%
- 122 Dumb POWER
- 124 The 'We' in FREE
- 126 Convergence
- 128 Synergy in Relational Networks
- 130 Whales vs. Wabbits
- 132 Invest in Tools
- 134 The Six Factors
- 136 Giving Recognition
- 138 Passion in your Promotion
- 140 Facts Tell – Stories Sell
- 142 Fear of Loss
- 144 Black is a Fact
- 147 Chapter Wrap Up

Creativity and Invention

- 150 Question Transformations
- 152 Creative Whack Pack
- 154 Mental Cross-training
- 156 Shifting your par-uh-dahym
- 158 Sleeping on it. Zzzz...
- 160 Brilliant Silence
- 162 Claiming your 'POWER' hour!
- 164 There's nothing new?
- 166 Thinking in the 'GAP'
- 168 It's called RESEARCH?
- 170 "Give me a Break!"
- 172 Inspiration: Get it – do it!
- 174 An 'intuitive' plumb
- 176 Sarah Little-Turnbull

Table of Contents

Working as a Couple

- 180 Nothing Better Tougher
- 181 All Work and No Play?
- 182 Spats, Rows, Battles and Wars
- 184 Barnes, Mark & Iris
- 186 Staying Accountable in Vegas!
- 188 CompLeting or Competing?
- 190 Emotional Savings Account!
- 192 Duke, Charlie & Dottie
- 194 Packing Their Scent
- 196 Hardin, Dwight & Laura
- 198 Invisible Baggage
- 200 Communication and Feedback
- 202 Kerr, Graham and Treena
- 204 Whose job is this anyway?
- 206 Landis, Alan and Paula
- 208 Intimacy; by the Books.
- 210 Le, Kevin and Linh
- 212 Edification and Recognition
- 214 Developing your Domestic Diva
- 216 Rush, Dean and Vicki
- 218 Pick Your Corner
- 220 Sharman, Bill & Kathy
- 222 Setting Boundaries
- 224 Lord, Facilitator or Fool?
- 226 Time-out

Mental Survival Skills

- 230 Abundance vs. Scarcity
- 234 Finding the Pony
- 236 Life-long Learning
- 238 Cooperative or Competitive?
- 240 Pay your boss first
- 242 Revolution and evolution in business
- 244 Slavery of Debt
- 246 Faith, bills, work and provision
- 248 Going 'the Distance'
- 250 Distinction is POWER
- 252 Follow-up and feedback
- 254 Don't go it alone
- 256 Unconsciously incompetent
- 257 I do - you watch

Table of Contents

The Carrot, the Partner and other Cons

- 258 A \$5000 doorknob
- 260 The Specifications Con
- 262 Worker Comp Setup
- 263 Factory Certified
- 266 Advanced Fee Fraud
- 269 “Trust me” - yeah right!
- 270 Peeking under the hood
- 271 If you... Then I’ll....
- 272 The ‘Family’ Discount
- 273 The ‘Use’ Tax
- 275 “Let me handle the money”
- 276 10% of nothing!
- 278 “joint venture” or “partner” or “equity owner”?
- 279 Selling 'The Dream'
- 284 Fox in the Hen House
- 286 The ‘demo’ for spec sales!
- 287 Oh yeah, I learned this before!

Principles of Faith

- 288 Planning for the ‘miraculous’
- 290 Listen to your ‘Knower’
- 291 Asking for what's already there
- 292 Consider IT ALL joy?
- 293 Expectancy Theory
- 296 Leaping Tall Buildings
- 298 Prepared for flats
- 300 Take less stuff
- 301 Take notes
- 302 Forgiveness vs. Forgetfulness
- 303 Who’s ‘looking’ anyway?
- 305 Oh yeah, I learned this before!

Covering Your Assets

- 306 Non-Disclosure Non-compete
- 308 Justice isn’t about the truth
- 310 Collecting is the tough part
- 312 Documentation (yes and no)
- 314 DBA, SOLE or LLC?
- 316 Patience with Patents
- 318 Trademarks 4U
- 320 URLs and Domains
- 324 PIP insurance
- 325 Exit strategy!
- 326 My hope for you...
- 327 What's next?

Bootstrapping with NO Boots



CHAPTER 2 - PART 1

Debt-free growth

A story is told about an international economic summit where President Reagan was addressing the delegates about getting things 'going' in their countries economically. He told them; *"sometimes you just have to pick yourself up by your boot straps."*

Another delegate rose to his feet and responded; *"But Mister President, we have NO boots".*

You might actually feel this way, or be in a similar situation. There are times when people actually end up homeless, without a job, without the resources to get things going, and yet, they can still have that passion burning inside to make a difference. You recall Maslow's Hierarchy? The need for self-actualization is an overriding need that can be felt at any age or place in life.

I've successfully launched and run numerous businesses. One of them averaged \$1.4 million a year in revenues. Another had over 800 distributorships across North America. In every case, I've learned that you need to make money, and you need to use money, but, it's extremely possible - let me assure you of this - that you **can** start, grow and run a successful business with no financing or indebtedness. It's certainly not true in **all**

Bootstrapping with NO Boots

cases. You may need a loan for equipment or a building or something of that nature.

It's my belief that the greatest form of slavery entrepreneurs face today is indebtedness. Let me say again. I believe that the greatest burden you can take on for your personal and professional life is to go in debt.

It is so easy to get in debt today. College students are targeted by credit card companies to encumber them with obligations that demand immediate performance to repay the loan. Credit card companies encourage the belief that we simply need their credit line and life will go easier on us - implying that we don't need faith, character or discipline and patience. Debt eliminates our freedom to explore, to try out a hunch, to take small risks before committing to a business direction or a product line.

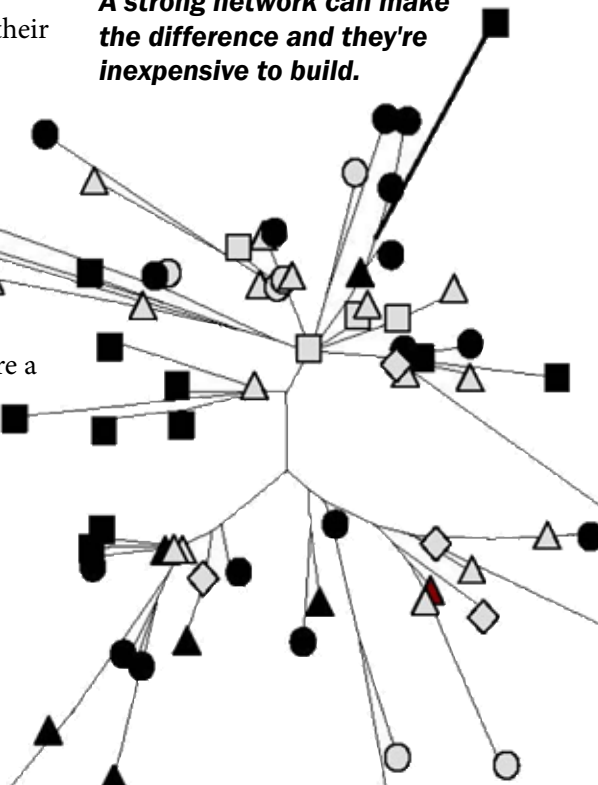
If you tap into a line of credit as easily as collecting another card, and then spend your 'future earnings' foolishly, you'll find the paymaster demanding your immediate profitability. Most people then turn from their passion and accept a dreary road out of the bog.

Why end up in debt and slavery if you can learn to 'Bootstrap' your way to success - even without boots? You CAN start, grow and succeed at business without debt. I know this first-hand, as does Angelina's MOMtrepreneurs. The rest of this Chapter will explore a number of creative ways to 'bootstrap' (like building a network) to get you asking for help with confidence, hope and creativity.



I rode up 'Boot Hill' near Williston, ND. There's nearly a mile of fence posts demonstrating youthful 'liberation' and 'freedom'. Consider 'posting' YOUR boots and walking free - versus - marching in rank to earn 'just enough' to make the interest payment on the debts. Quite the contrast?

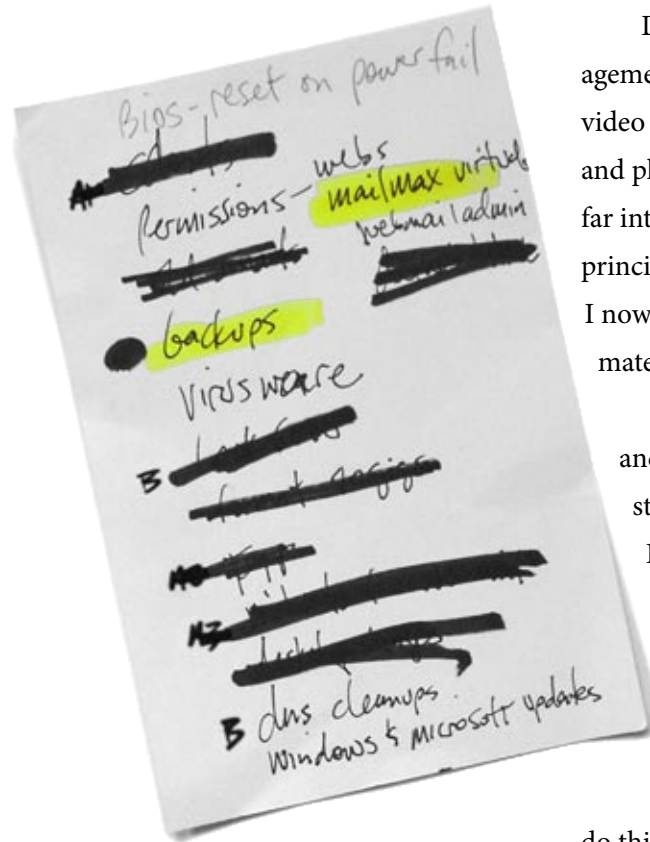
A strong network can make the difference and they're inexpensive to build.



If you have debt, are you working a plan to get rid of it? If you don't like your answer, then name a few boots in order of their removal. Committing is a good first step. Following through is your chore. You can do it!

Business vs. Busyness

My gosh; don't just be a 'hearer'! Look at all this costly white space. Where's your expendable notation device? When I was your age, I had to use the blunt end of a burnt stick to take notes! Nike!



CHAPTER 3 - PART 1

Time Management and Planning

Do a little research on the Internet for 'time management' and you'll find tons of programs. There's audio, video and all sorts of online courses. Time management and planning are covered so well that I'm not going to go far into what's already available, but rather I'll cover some principles that you may not find in those courses - things I now practice out of habit. What you'll find in the usual material is this:

Master **prioritization** - working on important and timely stuff before small - even tempting lesser stuff - and then delegate or subcontract if possible. I use a 3" x 5" card to stay on track for the week. I list my tasks randomly while I work, shave or get ready for bed. Then I prioritize them A, B or C where A = **important AND urgent**. B = **important but NOT urgent** and C = **wanna do**. Then I sequence each of the A priorities 1, 2, 3, etc. I do this when I'm thinking clearly. I then simply follow *my boss's* orders and surprisingly, we don't '*get into it*' too much - so long as I review and re-prioritize the list when something urgent or important pops up.

Another point to grasp is that **hurrying** isn't the answer. Going faster does not make you more efficient or profitable (in the long run). Stress, mistakes and injury

Business vs. Busyness

often accompany shortcuts, so allowing sufficient time for a task to be accomplished is essential. On the other hand, *tasks will always take the amount of time allotted to them*, so being frugal with your time is a counterpoint to consider. Plan for the duration, but don't be frivolous.

Later and longer hours aren't the answer either. It's very easy for an entrepreneur to stay up until one, two or three in the morning, especially since the Internet is alive 24/7. I've learned to be productive for up to 14 hours a day, 6 days a week, (not including eating, exercise, sleep and a nap) but more than about 80 hours a week turns me into an emotional burn-out. My quality drops dramatically, as does my patience, attitude and balance.

(See Chapter One)

Another key for me is that **time is a commodity**. I have learned to spend it just like money. It's one of the few things you can't get back, and it seems to speed up as I get older because more opportunities 'pop up'. Using a software 'time logger' may seem like a nuisance, but it really exposes wasted effort and distractions!

Review:

- ***You can't do it all***
- ***Hurrying isn't the answer***
- ***Longer hours aren't better***
- ***Time is a commodity to track***

Now for things I didn't learn in the courses.

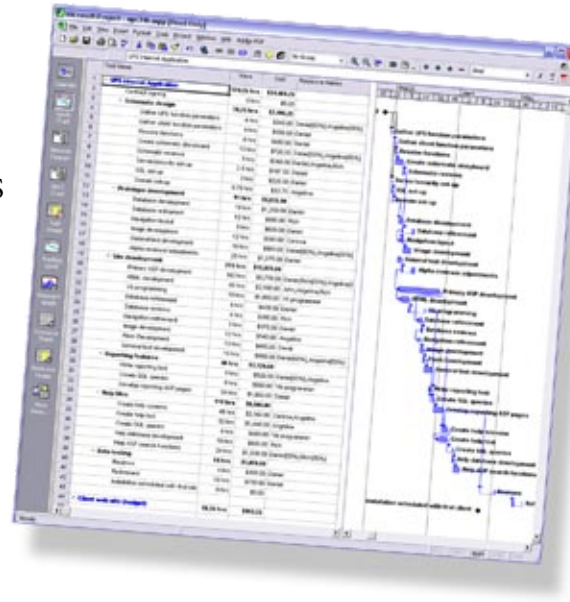
I put a **reward** at the end of focused effort to get myself to work more efficiently. For a period of time, I can focus on the task at hand by isolating myself (if necessary) to do what has to be done - like invoicing.



Business vs. Busyness

help with. You can hire people with experience in your industry. On larger projects like the UPS tracking system I've used Microsoft 'Project'. Entering the data takes a bit of work, but you can then view and track your project from all sorts of perspectives and play 'what if' or 'catch up'. At the very minimum, try an index card and a highlighter.

I learned very dramatically from each of the Trans-America cycling events that planning is half the reward and much of the work. More importantly I learned to *plan time for the unplanned*. In other words, leave room in your milestones for the unexpected, for flat tires, for miracles, for those momentary things that are serendipitously perfect to advance your business or to help someone else. If you leave room for 'purpose', sure enough, stuff will show up in the voids that you've made. The worst that will happen is that you'll get ahead of the schedule - which would be a great surprise to everyone else. Leave room in your plans for the unplanned!



Surely you have thoughts? Nike!

"In preparing for battle I have always found that plans are useless, but planning is indispensable."
Dwight D. Eisenhower

"Plans are only good intentions unless they immediately degenerate into hard work."
Peter Drucker



Business vs. Busyness

Collect this:

Stew on this:

Listen for this:

Act on this:



Philippians 3:13-15:

Brethren, I do not count myself to have apprehended; but one thing I do, forgetting those things which are behind and reaching forward to those things which are ahead, I press toward the goal for the prize of the upward call of God in Christ Jesus. Therefore let us, as many as are mature, have this mind.

will all have a say in it - BUT, only you will know for sure. Hint: you wake up and the joy is gone. Clue: you realize that YOU are being stupid. Red flag: I AM tells YOU to move on. Now you're getting somewhere.

Consider Lot's example from Genesis 19. Imagine the decision he had to make to leave Sodom. He had a good business. He had possessions. He had respect, security and a history. It was all about to be vaporized - and the Angels literally had to pull him out. Here's how a commentator tells it:

"Having witnessed Sodom's depravity, the angels advised Lot to take his entire family out of the city. "For we will destroy this place". (v13)

Though Lot tried to convince them, his sons-in-law thought he was joking and refused to leave. Although he had seen the perversions first-hand, Lot failed to grasp the urgency of his situation, and the angels literally had to pull him, his wife and two daughters out of the city by hand!" (v16)

The decision can be life changing, and the rest is just footwork. The danger? Looking back with doubt.

What do I do? How do I decide? I ask mentors and people I trust to give me an impartial point-of-view. I ask authorities. I look to the internet, I get involved in seeing things from as many points-of-view as I can. Then....

I expect guidance. I ask for it. I go away into solitude. I ride for a week, a month, a summer. I climb a hill, mow the yard, and I do it until there's silence. Then, I listen as if my life depended on it, and I follow what I hear, perceive or feel. I write it down or sketch it out. Most importantly: I act on it - and I don't look back.

Simple. I collect, stew, listen and act.

Business vs. Busyness

CHAPTER 3 - PART 9

Don't just TALK about ACTION

Here is a really good one to learn: don't just talk about taking massive action - do it! Nike is right about this. Sometimes you have to *take* massive action, not just blab. What I mean by this is that we can get into situations; to meet a sales quota, to relieve a debt, or to jump a marketing chasm, when there's no substitute for action.

Jim Rohn jokes about it this way:

"Life asks us to make measurable progress in a reasonable time. That's why they make those fourth grade chairs so small."

Talking and planning action is fine, but taking action is better. Do this with me. Close your eyes and...

- 1) imagine *talking* about riding a bike.
- 2) imagine *RIDING* a bike.
- 3) actually ride your bike.

Which gets the best results? The real thing, of course.

Here's a personal example: I was developing a marketing distribution network for LCI International. In order to have an object lesson to share with about 1500 distributors at a regional conference, I needed to actually do something that would inspire and motivate, while teaching a particular lesson about taking action. What I did was put two dollars in pennies in my pocket, which is pretty heavy, you can imagine. I decided not to arrive at the conference with any pennies in my pocket. In order



Task 1:

Task 2:

Task 3:



Business vs. Busyness

What's the burden, trouble or demand you're carrying?

Chunked down, what token will represent the tasks?

What's the time frame?

What's the reward?

to do that, I needed to sign up 200 customers - *in one day*. Each customer shed a penny. At first it seemed like a stupid idea, but by the time I had fifty cents gone, I actually started believing that I could do it!

The following day, standing before leaders and peers, I held up 200 agreement forms, and listened to the silence. I heard myself think "can you believe it? You actually did it!" That started me thinking about what else I might be capable of. For 15 minutes, I raised everyone's bar of possibilities, like Sir Roger Bannister running the first sub-four minute mile. Once a barrier is overcome, it becomes common for lots of people to do it.

I would say that greatest challenge people have, even in things like making sales calls, is believing. Picking up the phone can be the barrier. The fear of "what if..." can be so much louder than the fear of "what if I don't?"

Believing that *you can* doesn't start with massive action, but it sure ends with it. When you've accomplished the unheard of, like Lance Armstrong winning seven Tour de France races, then other's can believe for more - and that includes yourself.

Don't get caught just talking about taking massive action, jump in and DO IT.

How?

The first thing I do is to consider what load might be taken off my shoulders. Getting OUT from under something is a useful motivator. If you're complacent or not motivated, then you've got a double reason to be creative. Transfer the burden into a physical model you

Business vs. Busyness

can watch, as I did with the pennies, or as Graham Kerr, the Galloping Gourmet did with production of television show. He taped the blue print of his yacht on the ceiling over his bed, so each night, he could use a marker to ink out another bit of the boat he had earned. Before long, he and Treena were on the maiden voyage.

Decide on something that will motivate you and a time frame that you can do it in, and a model to record results by, then focus, focus, focus. Take massive action and reward yourself and others with the results.

Mike and Tony Cupitz, founders of American Communications Network say; *"when you get desperate enough, you'll take massive action. So put yourself in a desperate position."* They speak from experience!

Example: If you were broke, and almost out of gas, driving to a sales appointment and your car broke down, you wouldn't just camp out on the side of the road and start living there. No, you'd figure out, even without the money, how to get your car fixed. That's because we desperately need transportation to function in society.

To motivate yourself into massive action sometimes all you have to do is put yourself in one of those desperate situations. You might already be practiced at this. Few of us are sufficiently motivated by gain, and most by the fear of loss. Lots of people pay their bill when the disconnection notice arrives. Do better than that!

What ever it takes, you can generate massive action that creates massive results - when you are darn well sick and tired of getting what you've always gotten!





Entrepreneurial Schizophrenia[®]

*Chapter Four:
Media, Marketing and Web Technology*

Media, Marketing and Web Technology



CHAPTER 4 - PART 1

Blowing your OWN horn

Chapter Four is about media, marketing and web technology, and I'm really excited about this, because it's going to catch you by surprise. It's unlikely the chapter title makes you think of transformation, but that's what we're going to look into. It's about *thinking different*.

Example; you might be a reserved kind of person, and the idea of "blowing your own horn" brings to mind a fast-talking salesman; boastful and self-inflating, not listening to your need, but preaching from a soap box. That's quite the opposite of what I mean by the phrase.

On my first Trans-America, cycling from Seattle to New York City, I learned that when I thought about how to make the reporter's job easier, as in contributing to their orchestration, then the readers would hear my story, and I too could win, because I could make a difference.

All I needed to do, whether it was television or radio or the local paper, was to ask them what kind of a story they needed to find. Was it a local event, a heart-warming human interest story, or a 'nut with mid-life crisis' one.

With my mind set on being of service, I dropped in at about a dozen newspapers from Seattle to New York City. When I could bullet point my story with keywords that fit what would bring interest and value to their paper, they were glad I stopped by.

Media, Marketing and Web Technology

Get it? I asked them what genre of music they wanted to hear, and together we composed it then and there; exactly the score they wanted to hear.

I now found myself on the front page of the news because I had a story that their audience was interested in and all I had to do was think from their point of view.

This happened when Lance Armstrong was finishing the seventh Tour de France. I was in Minneapolis and dropped in at KARE NEWS 11. I gave them a local interest follow-up story to Lance's victory. I got just as much time as the world champion, and it was free.


This was really a good milestone in my thinking because I realized that "blowing your own horn" should really mean "playing a tune they want to hear".

Application: rather than hoping the Press will show up for you, or wasting time on blanket press releases, try building a relationship with media decision-makers so you'll learn what kind of things you can give them that would be of service. Most people like help with their chores, so getting details about their job chores can help.

So, consider a transformation and ask what you can give rather than what you'll get. All kinds of marketing opportunities will present themselves because you listened, rather than preached your own agenda.

Go ahead, get their music and blow your horn!





Media, Marketing and Web Technology

CHAPTER 4 - PART 5

SW, SW, SW, N

Grab your mental etch-a-sketch. Start tweaking the knobs and lets see if you can quickly sketch one of your life-changing sales experiences in sixty seconds or less. I did it. It took 45 seconds to draw a thirty year lesson.

What I etched is a crude symbol of a Cub Scout compass - with the letters SW, SW, SW and N on the face in place of the N, E, W, S.

Study the image, and feel the upcoming emotions. This way, you'll recall the lesson I learned - without carrying a wound for thirty years as I did.

The story begins early in the morning, on a cool, foggy Saturday in the San Francisco Bay area. I was about ten or eleven, proudly dressed in my Navy blue Cub Scout uniform with brightly colored patches declaring that I was a leader. I naively believed (because I had creatively made a bird house, cup coaster and a picture frame from pop-cycle sticks) that the world was mine, and that I could achieve my dreams without challenge.

I was a young man on a mission. I was going door to door, selling raffle tickets so I could earn my way to the annual Scout-A-Rama where I would stand before my peers as a man worthy of recognition and respect.

Unfortunately, SALES was way out of my gifting, training and experience. I had blind expectations that because *I* enthusiastically and earnestly wanted to go to the

I've learned to create mental images of my life-lessons so I can remember the points of understanding - what I think I've learned - at the times when my character is being tested the most.

This way, I tend to remember what it was that I think I learned, at a time when I doubt I've learned anything about challenges because I'm so emotionally tied in knots with confusion.

You can relate?

Media, Marketing and Web Technology

Scout-A-Rama, that *everyone* would help me get there by purchasing a raffle ticket. That sounds logical.

Imagine my shock to come face to face with the fat belly of a cranky old man in boxer shorts that I had just woke up. They'd be rubbing their faces and barking "what d'you want?" No!! Then slamming the door in my face before I knew what had happened!

Each house emotionally moved miles and miles further down the block. Within a few rejections, I could hardly shuffle my feet from one walkway to the next. By the eight or tenth home, my tears started showing on my sleeves and *I believed* I had failed to become a man.

Something was broken, and I couldn't measure up. I lost my dream, I walked away with a broken heart, afraid to ask for what I wanted for thirty years - until I saw the *SW, SW, SW, N* on an old compass face.

Some Will, Some Won't, So What, Next!

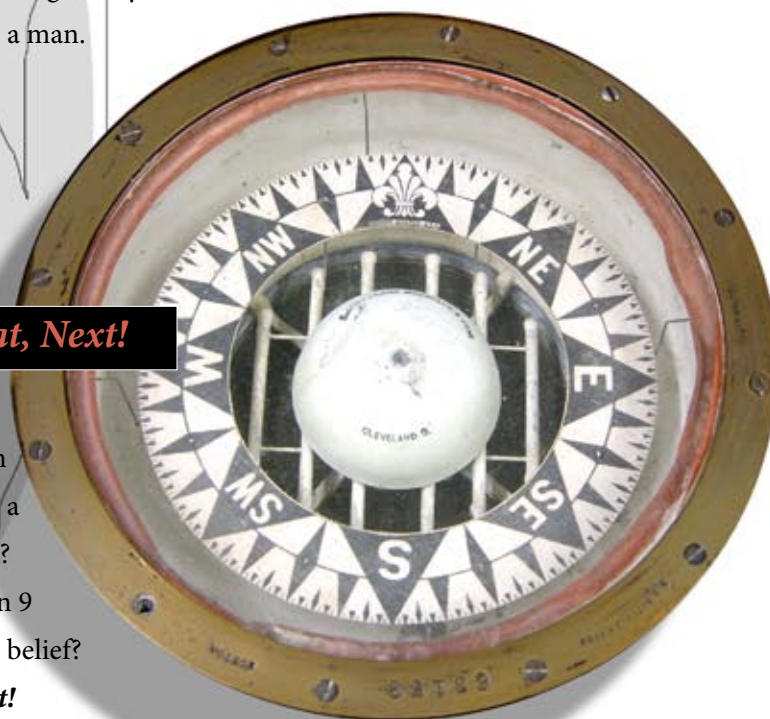
I learned that a home run in sales is one in a hundred times at bat. 1%-3% return is FANTASTIC. The best of the best only sell a fraction of their presentations. Was that true? Did sales people really get rejected more than 9 out of 10 times? Was it simply a mind-set? A belief?

Some Will, Some Won't, So What, Next!

The irony of this is that I studied and practiced for decades, and I learned to close seven or eight out of ten presentations, and yet, until I heard that ***Some Will, Some Won't, So What, Next!***, I always felt like a little, naive Cub Scout. Now I see. Now I know. What a relief!

NEWS is the traditional labeling found on the quadrants of a compass. You'll now recognize the word NEWS on the face of a tools that bring useful information and direction. What about SW, SW, SW, N?

Tom Hanks, in the very last scene of 'CastAway' looks around for direction, as he stands at the cross-roads of two rural highways. How does Part 5 apply to your journey? What can you do with SW, SW, SW, N?



CHAPTER 4 - PART 6

Fire-hosing vs. Whip-ping

At your next presentation, I bet you'll either use a firehose, or a whip. DO you know the difference?

I have a tendency of going to great lengths to explain things to people that sometimes don't care. *For example*; "blah, blah, blah..."

I've caught myself describing *why* I prefer my Cafe' Mocha with three pumps chocolate and five pumps hazelnut to a few different baristas. I realized one day that they just want to know my order, not my reasoning.

You might have heard that a person asking for the time of day might just want to know the hour, and not how the watch was made? Knowing the difference between a fire hose and a whip can make a difference!

A fire hose is made to put the most water possible on a desperate situation. Someone that asks a simple question and is drown with every fact the person knows is using a fire hose to deliver. You're drowning them!

A whip is used to spark action at a specific delivery point. It gets a horse to jump. It snaps quickly and precisely. It takes practice to use, and it delivers far better results than a fire hose when it comes to business.

HOW TO WIN FRIENDS AND INFLUENCE PEOPLE

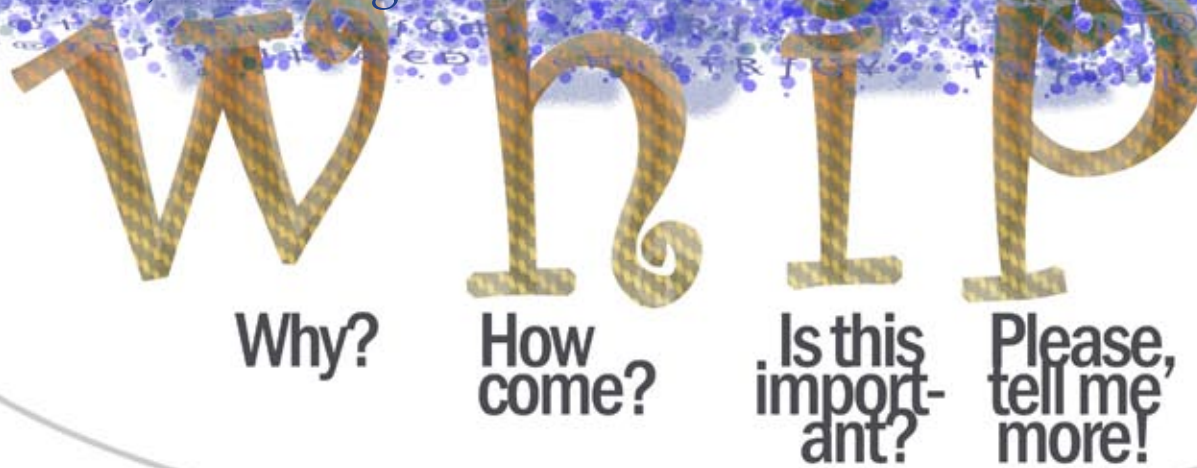
- Principle 7

"BE A GOOD LISTENER. ENCOURAGE OTHERS TO TALK ABOUT THEMSELVES"

"Very important people have told me that they prefer good listeners to good talkers, but the ability to listen seems rarer than almost any other good trait."

Dale Carnegie

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A fire hose is easy to master. Someone asks a question and we simply start gushing - and gushing - and gushing - until they drift away. You'll recognize this by a glaze in their eyes!

To use a whip, rather than a fire hose, takes more compassion and concern for the other person. I've read from Dale Carnegie that a person's favorite subject is themselves. Asking a person a question (or many) may seem like an easy way to give the conversation away, yet a person of character knows that 'giving' starts the boomerang of returns. Letting the other person share honors them and you'll learn what is important to them, and what they would like to accomplish. Knowing their needs and wishes then lets you propose a solution - how your product or service helps them achieve their goals. You get to the point, rather than flooding their head with facts.

Next time you're tempted to play fireman, remember that; *"he who asks the questions directs the conversation"*. Then put away the hose and get out your whip.

"Make a habit of dominating the 'listening' and let the customer dominate the talking. "

"Telling is not selling; never make a statement if you can phrase it in the form of a question."

"Treat objections as requests for further information."

Brian Tracy

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CHAPTER 4 - PART 7

Get a referral or settle for .01%

Let's assume that you're working really hard to match your integrity with a great reputation because you deliver excellence in your business niche. Secondly, let's assume you have a goal to increase your sales through a targeted marketing effort. Thirdly, you decide to take massive action. The question becomes - what kind of action? Print? Radio? Television? E-mail?

Here's what I believe: If your budget is small and your income is at-risk, *focus on getting referrals*. The reason has to do with return on investment - the amount you get back for the value you put on the table.

In the beginning of most businesses, cash is at a premium, while there is an abundance of time. Owners are naive, thinking things will just 'work out'. They usually don't. It starts with a false impression that there's more than enough time to figure things out. Time slips away each day, and is eventually strangled by a financial crisis, which tightens the noose on the free time.

If you're the sole proprietor and the 'product' person; and marketing/sales isn't your passion, then you're going to be faced with a decision on how to bring in sales with the least delay, effort and risk. If you shop for marketing, you can get some really believable pitches from media reps promising to bring you more business than



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you can handle. Remember, they are employees, with a sales quota. YOU HAVE THE RISK. Not them.

You might be familiar and possibly experienced with certain types of marketing; like e-mail blasts, or press releases. You could decide to put all your efforts into something familiar. BUT - what if it doesn't work? What then? Do you have the resources to try again?

Example; I placed a small in-column yellow page ad one year that cost less than \$200. It brought in over \$45,000 in business. The following year I leaned on the sales persons confidence that **bigger ads would do better**. I got the largest display ads in four headings. Bust. Seven of the ten calls were for a service on the opposite page as one of the ads. I failed to consider that the big ads could be misunderstood that we're too expensive! Were not.

I could fall back on sending e-mail blasts to targeted lists, but I've also learned that e-mail, like faxes, have a response rate of less than 1 in 10,000. It's not much better for all the other media types, like radio and television.

On the other hand, when I ask a satisfied customer for a referral, and I make the call, I close better than 1 in 3. So why would I settle for .01% mass marketing when I can get better than 30% in referrals? **Fear.**

It's simply fear. With e-mail, print, radio, television and the web, people reject my ad. With a referral, I get the rejection in person - which tempts me to go create something to distract my pain (I'm a product person).

What I should be doing is getting a marketing/sales person that loves the challenge of SW, SW, SW, N. How about you? Are you asking for referrals, or settling?

What's in your hand? Who can you Ask, Ask, Ask? Get down and "give me five" as they say in boot-camp! List no less than five people you can ask for a referral - no less than five names!