

Nine Drivers of Upside Leverage & Exponential Business Growth

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Let's talk about upside leverage!

I'm talking about how you get an activity, an investment, an opportunity, and an effort of people or creative intellectual capital to produce for you and your business at a much higher, bigger, better, more profitable yield or result than it otherwise would. Also, what mechanisms, vehicles, and elements are the highest upside leverage producing "drivers" of business growth...of exponential business growth, I know.

Let's explore, explain and illustrate the answers. Because there are **nine drivers of upside leverage and exponential business growth**, I've identified and refined my understanding of these drivers over the course of the last three years, analysis and research I've done. I analyzed and examined how the highest performing businesses were driving their growth, profitability and competitive superiority.

So let's look at what those drivers are, and let's examine how those drivers directly relate to your business efforts, activities and opportunities.

1.) MARKETING

I have long said that in your marketing you have the greatest upside leverage environment imaginable. Why? Simple. It costs you the same fixed effort, expense, time and opportunity cost to...

...Have a sales person in the field making calls, whether he or she secures five appointments a day, ten appointments, fifteen...It costs you the same fixed amount whether that sales man or woman closes one out of ten people contacted, one out of five, one out of three or one out of two.

...It costs you the same fixed opportunity cost, effort and expense to run an ad whether the ad pulls one response, ten responses, or one hundred ten...it costs you the same to generate those responses whether you close 2%, 10%, or 65%...it costs you the same to close those people whether they buy a \$100 unit of sale, \$500 unit of sale or \$1,000 unit of sale.

...It costs you the same to send a sales letter or a direct mailing package out whether it pulls 0.5% response, 1% response, or 6% response. It costs you the same if they're lead generating responses, whether they convert 2%, 10% or 22%. It costs you the same to participate in a trade show and have a display booth whether the booth attracts 10, 100 or 500 people an hour. It costs you the same to secure these leads at the booth whether you close none of them or you close 1 out of a 100, 1 out of 25 or 1 out of 10.

I can go on and on, but you can see if you can get ads that were pulling "x" to pull "2x"...if you can get people who were selling 1 out of 7 prospects to sell 1 out of 3. The sales leverage available to you is profound. If you can get sales

letters that were pulling 0.5% to pull 4%...if you can get people who were buying \$250 to now buy \$400...if you can get people who were buying once a year to buy once a quarter or once a month...if you can get people who weren't referring anyone to you to start referring five new customers each a year...the combined effect of that kind of marketing leverage is exponential growth. **That's exactly how you increase your business, your revenue, your sales, your profits, your wealth, and your net worth by factors of ten times or more.** That really is.

So marketing is one of your first and best upside leverages in business. And if you don't recognize it and harness the extraordinary impact and value that marketing holds for you, it's shameful.

How do you do it?

It's actually quite simple. First thing you do is you do an internal marketing audit and inventory. You identify all the marketing activities, processes, and elements going on and then you start looking at the best performing ways to improve upon it. How do you find them? There are three approaches:

- 1.) Look within your organization and see who else does what you want to do better. Model, codify and replicate the highest performing people in your company doing various selling or marketing processes. And get everyone else in the organization to start applying it or adding its best elements to their previous method.
- 2.) Go outside your company. Look at other enterprises in the same field outside your market (or even in your market) that have better ways of marketing, of selling, of lead generating, of conversion, of re-selling and of up-selling and borrow their success processes.
- 3.) Go outside your industry, to related industries, and look at their best practices. Look at the spectrum of opportunities out there that other people have found, uncovered, discovered, refined and are using each and every day with massive success to either identify prospects, sell direct, run ads that pull great response, make better sales presentations, get appointments, or attract people to trade shows.

Then borrow, adapt, adopt, and directly funnel and apply those processes and approaches to your business and start doing this exercise as a regular on-going process in which you measure, monitor, analyze, quantify and figure out how many different things you can add to your current success approach by either adding new additional elements or replacing the underperforming ones that are not justifying their time, their effort, their opportunity cost or their existence.

That simple philosophy taken to the “nth” degree will produce for you increases in your revenue, in your sales, in your performance, in your profit, in the size of business you do, the number of clients you attract, the number of transactions you do with them, the referrals they generate and every other key upside leverage metric that your business can ever dream of harnessing...just by recognizing that **marketing is the first and, arguably, the most important upside leverage business “driver” of the nine.**

2.) YOUR STRATEGY

The second and equally important driver you have is your strategy. I’ve said it for fifteen years. A contemporary of mine, Tony Robbins, says it in a different way. *He says it’s probably the biggest overlooked fact of business life.*

The easiest and fastest way to instantly transform your business results is to change the strategy you follow.

Most companies, by the way, are not even strategic. They are tactical. They are most worried about just generating revenue to fill their overhead needs, to make payroll, to get them through the week, to get them to the next month.

They are not trying to strategically engineer a business implementation approach that maximizes at all times not only the revenue they make, but the positioning they achieve, the growth they sustain and the value of the asset they create and grow in terms of their business.

But this can all be accomplished just by changing strategy. Strategy is the master purpose your business is all about. It’s different than your business model. Strategy is literally the explanation of the entire operating approach your business is following and why and how every element of it integrates, advances and deploys the big picture outcome that you’re after.

How do you change strategies?

- 1.) The first thing is by understanding that you do have strategy you are currently following even if it’s a reactive one. You’ve got to adopt, first and foremost, a proactive long-term strategy.
- 2.) You’ve got to figure out what it is you’re trying to do, accomplish, build and sustain with your business.
- 3.) You’ve got to figure what big operating approach will get you the greatest outcome you want in the fastest period of time on the most sustaining and enduring basis. Once you figure that out then you’ve got to think through your tactics.

These are the actions or vehicles that help deliver the strategic result you're after. What actions, what activities, what concepts, what approaches will deploy your "big picture" strategy best meaning what are the best moves and maneuvers to achieve the big outcome you are after.

For example, if your strategy is: I'm going to bring a lot of people in at a breakeven. Then we're going to give them a great experience. Next we'll upgrade them to more expensive and more expansive repurchases of our products or services.

We're going to resell them those products and services to them over and over again. We're going to add new products and services to it as we grow the relationship with them.

We're going to keep graduating them and then we're going to introduce other people's complementary products and services that will enhance the performance of ours. We're going to make profit from them. We're going to make profit from the others.

We're going to also take our existing products and services and develop new products, new markets and new applications for them. Then that's a big strategy. Your tactics are the mechanisms, are the approaches, are the methods, are the steps, and are the vehicles that you use to accomplish or deploy that big picture strategy.

My recommendation for how you can best change strategy quickly.

- 1.) Look up the definition for strategy in Webster's dictionary.
- 2.) Look up the definition for strategy in a military dictionary.
- 3.) Look at your current business operations. I will bet money your operations are being run tactically meaning all you have driving your business is a commitment to "advertise" or throw a sign up outside your store or send out a few catalogs. That is not a strategy. That is a tactical way to operate your business.

Instead, consider the following:

- Take time to make a list of the highest performing, most impressive, sustaining, successful and formidable companies you know of, inside or outside your industry.

- Take time to think about what their “big business” strategy really is. What is it they’re trying to do with all the tactics they mount.
- Take time to think through how they are doing it or accomplishing it. That’ll break out for you the difference between strategy and tactics. If you’ve done this exercise for one hundred companies, then ask at least a dozen of your friends to do it for you for ten or fifteen companies that they know.
- Then you can break down a combination of a couple of hundred strategies that you’ve identified and you can evaluate which ones (or composite ones) you can borrow, then combine together to forge your own ultimate replacement business strategy.
- But you can’t really build your optimal strategy until you first understand what you’re trying to accomplish and you work backwards like a programmer would who’s trying to create a really powerful piece of software. You’ve got to know what it’s supposed to look like doing it, sustaining it, and continuously delivering for you at the end when it’s functioning. And there are a lot of different factors that impact your ultimate or optimal strategy.

For example: What are you comfortable ending up with? Do you want a huge company with a lot of management problems and staff and a lot of overhead requirements? Or would you rather accomplish the same amount of volume, or at least the equivalent bottom line profit from one-fourth the effort, one-half the people, and one-third the capital? There are many different ways to “skin a business strategic cat.” You’ve got to decide what the best method is for you and then you’ve got to follow it, using tactics only if and when they help you deploy or reach your ultimate strategic objective.

Changing your strategy will make huge differences in your results and outcome. I have seen a change in strategy, properly deployed meaning properly implemented, sustained, managed, systematized and perpetuated triple, quadruple, even improve ten times the results. It drives a whole new power and force throughout the enterprise. It animates the spirit of everyone involved, yourself included, and everything you do. So you’ve got to work on changing your strategy.

3.) CAPITAL

The next big driver you’ve got in your business is your capital. This includes your human capital, your intellectual capital, and your financial capital. Human is basically the people who working for you the people that

are there. If you can get everybody performing higher you've got incredible leverage. How do you do it? Well, there are three or four easy ways to do it.

Training

Every dollar you spend in training will produce 20-200 times return annually in yield. So, do you train your people? If so how often or frequently?

Do you train your selling people in formal professional consultative selling? Doing that will improve everyone's performance in that category from 20-2000% and keep them performing at these levels. Do you train your office staff in all the skill sets needed to perform at superstar levels?

Are they the fastest they can be at reading? Or are they the most proficient possible in typing? Are they the most skilled in time management? Are they the most effective in efficiency or productivity?

If you can get each of your people 10%-50% better in each of those categories, you've just doubled or tripled the effectiveness. Or you'll be able to achieve the same result from one half the staff, time or cost and you can reallocate or remove 20%-30% of your staff.

What about your own capital expenditures? Are you questioning the yield you're getting on the money you're spending on the people you're paying (both staff or contract services), on your marketing expenditures, inventory and technical services? It all ties in. What about your professional services and cost of sales?

If you don't know how well your capital expenditures are performing but examine higher and better ways to operate in all these capital activities, you're leaving enormous amounts of money on the table. I have two separate friends whose only consulting activity for the last twenty years has been to go to companies and improve their bottom line results just by cutting unnecessary expenses or getting them more productivity or more enhancements. Actually, I have three friends who do this each independent of one another.

One is an effectiveness coach and that's all he does which is make executives three times more effective.

I have a friend who is a profit expert. He comes into organizations and finds bottom line improvements by reducing costs, expenses or non-productivity. I have another friend who finds underperforming areas of business no one even thinks about, does statistical analysis to figure out how much savings could be made by correcting or eliminating it and saves companies usually 10% of gross revenue just by analyzing and questioning the expenditures they're making in every category.

If you don't question the capital expenditures you're making and the ROI (Return on Investment), the ROE (Return on Effort), the ROP (Return on People), the ROA (Return on Activity), and the ROO (Return on Opportunity), shame on you. It's easy to do. It does take time but when you start doing it, you realize there are a lot of superior performing alternatives that bring expenditures to your performance results.

Think of it like you would an investment. If you had \$10,000,000 to invest and you could get 2% in one money market equivalent but you could get 4% in another with reasonable safety and you could get 7% in another would you be content with the 2% if there was some way, in between, you could get double that with pretty much equivalent safety? Of course you wouldn't.

You've got a responsibility to yourself, to your organization, and to your capital, to get the highest and best yield possible at all times. You can't get the highest and best yield if you don't first develop a monitoring, measurement comparative system and if you don't start carefully examining, evaluating, identifying and observing how your current capital activities perform while evaluating them each against all the alternative ways you could be deploying that same financial, human or intellectual capital, time, and people.

Simple, right? Yes. But each element of improvement can add a 10%, 50%, or 150% improved yield to that area of activity. Imagine, if 100 people who have to read 5,000 pages a year could learn to accomplish that in half the time. Pretty interesting. Imagine if one production person knew how to get his job done 30% better and you figured out that he knew that and you taught it to the other twenty-five production people and you improved their combined company-wide production only 30% or even only 20%.

What would that mean to your bottom line? Imagine if you had a process that one person figured out (or you could figure out) that would reduce waste or scrap or refunds or charge-offs by 40%! What would that be worth?

Combine all of those and the other fifty or sixty different areas of your capital leverage opportunities, both financial and human kind, that you are invested in and you'll start seeing tens of thousands, hundreds of thousands, even millions of dollars of bottom line leverage that you're leaving on the table.

4.) YOUR BUSINESS MODEL

The business model is different from strategy. It's basically the means you're using to affect or achieve your strategy. It's different than tactics. The model is the whole integrated approach. For example: In the Halcyon days of the Internet, the business model was the "first-mover-advantage" and "buy-critical-mass," then figure out how to "monetize" or profit from them later.

That was the business model.

The strategy was to basically build a lot of back end sales that could be made and repurchases and advertising. The tactics they used would offer insanely under priced products and services that they were losing money on or to offer free services to bring loads of people in and, hopefully, build a relationship with them for the future.

The business model you follow can make all the difference in your profitability and there's enormous leverage here because you can change one element and it could change everything.

For example: Let's say that your business, basically, is a one-shot business. And your business model is you advertise or direct mail market to get leads. You convert them to a one-time sale. You do nothing else with them after they buy or even if they didn't buy and that's your business model.

Well, if you added one more dimension to it, after the people that didn't buy from you you figured out how to do something else with them for other products and services that are complementary to the need they came to you originally to help them solve or fill. And for the people that do buy, you figure out how to sell them other people's products or services afterwards. You've just added two new dimensions, elements, or layers to your business model and that simple shift in thinking could triple or quadruple your profit.

Years ago when I used to do the Marketing Boot Camps I would teach the marginal net worth theory and I'd show people how to figure out what the lifetime value of their buying relationship with their client was. And I'd show them how, just by adding one more step one more back end one more sales part one more transaction addition one more "up-sell" one more cross-sell one more piece to the package of the sales quotient you made double or triple the profit.

If you've got a product (or service) right now, and you're selling it one time a year, and all of a sudden you figure out how to make it three, you've probably just quadrupled profit potential. If people normally buy three times a year and you can figure a way to get them to buy five times, you've amazingly not only improved the profit per year but the value of that business if you ever wanted to sell it. **The business model is something you have to look at. I doubt if you even know what your current business model is.**

Once you look at it and articulate it then you've got to ask yourself how many different ways can I make it better on both the front end and the back end sides.

What can your new business model be expanded to look like?

- 1.) How can you make it safer on the acquisition side?
- 2.) How can you make it better on the residual income or institutionalizing the relationship that we have with the client side?

If you can figure how to do that you will transform your business instantly and the leverage in it can be profound.

Each of these drivers, literally, has the capacity to double, triple, or quintuple your profit. When you've got those kinds of levers available you should master them and understand them completely.

This a short-course introduction to it, of course, but this is enough to get you thinking, to get you analyzing, to get you comparing, to get you ruthlessly focused in examining, evaluating and comparatively analyzing whether or not you're even close to having the highest and best performing approach in each of these high upside leverage driver categories. **Let's look at the next one....**

5.) RELATIONSHIPS

What are the various leverage relationships you have? The business relationships you have, the professional relationships you have, the collegial relationships you have, the mastermind relationships you have all these offer you incredible upside leverage potential.

Let's take a closer look. First of all, you've got professional relationships with other colleagues in the same field you're in all over "the blank"...and you can fill in the blank: the city, the state, the region, the country, North America, or the world.

What if you decided you were going to start regularly bringing these people together by phone, by letter, in person, at events and you were going to pick their minds, and you were going to mastermind with them, and you're going to find their highest performing approaches, the solutions to problems they've already faced, their best performing marketing systems/strategies, their best cash flow management techniques, their highest and best ways to use capital and people, and their operating approaches.

But that's just your business relationships.

What if you have a problem that you don't know how to solve. Wouldn't it be worth going to somebody who's already been there and picking his or her mind? What if you had an opportunity you don't have the wherewithal to deal with?

You want to get great sales people who can sell your stuff. Well, guess what? You can get on the phone and call any competitor or anybody in your field, anywhere else and you can ask for their top sales person and you can recruit them right over the phone.

I have a friend that does that all day long.

He's hired more superstars through this process. You want great personnel? That's where you can find them. You can pry them away from complacent competitors by offering them a psychic premium, just by recruiting them respectfully. This can be done because frequently, the companies where people currently work, don't value them.

What about the professional relationships you're in? Could they introduce you to other people that you could benefit from knowing, or other business opportunities?

What about the collegiate relationships you're in? You think you could learn marketing opportunities, selling opportunities, management opportunities by picking the minds of all your successful friends and business colleagues? By asking questions, doing more than just going through the process of living life and taking in oxygen and spewing out carbon monoxide, you can achieve amazing things!

This is an incredible leverage opportunity. Every one of the relationships you've got, all your best clients, even if they stopped buying from you, can refer new people to you. They can buy other things from you. All your business neighbors (if you're a retailer) are valuable. All your other collegial stores in your complex, they can refer people to you. There are so many opportunities to leverage the relationships you've got in your business and outside it.

What about your knowledge and work experience base? In one of my video products I did a four-hour video of my life in marketing. I explain how every experience I had, totally unrelated, contributed to my combined knowledge base because I was able to borrow the success processes from everybody and every industry and experience. If I were you and I had relationships in any kind of other business in any field of endeavor, I'd tap into it regularly.

Anybody who, knowingly or otherwise, could be a vessel for you to gain greater expanded understanding or hone in on better performing approaches, strategies, etc., I would first and foremost start picking their minds. I'd ask them questions. I'd tell them your problems. I'd tell them your goals. I'd ask them questions of whatever their area of skill was, what the highest performing thing they did to accept or solve the issue or objective you're

intent in learning about, what was the secret to be successful at it, what they saw, find out what their company or their employer or their industry did best that you don't do well and learn how to improve from the discussion.

I'd ask them a myriad of questions that would expand my knowledge base proficiency and perspective. I'd write them down. I would record them. I'd add it all to my current operating system.

I would keep borrowing the success processes I learned from these activities, from all kinds of different people I know, and apply them to my business opportunities or challenges. I would tell them about the kind of businesses you're in, the kind of prospects you look for, the kind of challenges you've got, the kind of production, manufacturing, product or service rendering, and activities you engage in. Because when they know all that you can ask them for ideas, for recommendations, for referrals, for introductions, for ways to access their knowledge or network base. That combination can be massive for you. Here's another powerful driver of lever for you.

6.) YOUR DISTRIBUTION CHANNELS

You have a number of unrecognized distribution channels you don't fully maximize and there's enormous leverage in them.

For example, let's say that you distribute your product through five hundred retailers. Well, that is a distribution outlet for all kinds of other products. If you've got great relationships with the buyers but you've only got three products to sell, you can turn the distribution channel into the great asset. If you've got great rapport and a great amount of trust with the buyers or the owners of each store you could do deals to get the rights to dozens of other related products that would work well with those stores or retailers or branches or distributors.

You could put these new products through your distribution network and make more money on selling other people's products or services than you do on selling your own. I did that one time. We had a company that had two products in the athletic clothing field. They were doing about \$2 million and making half a million in profit. They came to me because their products were starting to slow down. They wanted me to give them a breakthrough idea. I looked at their business and I saw that their real assets weren't their two products. They had accounts with 5,000 retailers. Amongst them all were Nordstrom's, K-Mart, Target, JC Penney and Parkway and Hosiery. I showed them that all they had to do was secure the rights to other people's athletic products then give those people a royalty for their clothes design, start having those products manufactured for my client, put their licensed products through the same distribution pipeline and they'd make ten times as much

selling these other products through their distribution channel as they did from their main products. They did it and I was right. They made a fortune.

Your distribution channels could also be the catalogs you deliver, the people or companies you distribute through, the mailing lists that you use, the list that you frequently rent and mail that know your name, etc., because you could lend your name or your endorsement or your signature to an offer. Your distribution channel can be the seminars that you attend or that you distribute and exhibit at. It can be all the members on the Internet that link to you.

There are so many areas of distribution that you have unknowingly created that you don't really think about. It could be working deals with your suppliers. That's another distribution channel. It could be working deals with your client's clients. It's figuring out where your best leverage lies and maximizing it.

7.) YOUR PRODUCTS AND SERVICES

Two other enormously effective ways to transform the performance, the results and the corresponding profits and wealth creation your business can generate for you are to create new markets and/or new products. **The question you have to ask is:** How many other places could you take your existing product, service or combinations or variations of them and apply it to other fields or other regions or buying groups. Or could you license other people to use it?

Could you package it in different ways sizes or combinations? Could you package other people's things with it? Could you package your products or processes and make that a product or service? How many new products or services could you come out with that are your natural extensions, embellishments, top of the line premium versions, higher performing versions, or stripped down white label versions? Just by adding one or two or five different components you can create an entire new product and penetrate new market niches.

You might look within your existing buyer base and see if there's some intensity aberrations. Maybe there's a number of people or companies that are of certain kinds of generic industries or types that are attracted to you and you may have never even realized it before. That you have a natural appeal or resonate to certain industries or type people or aged people, or professional types could spotlight incredible overlooked markets to go after. Just by looking at that and analyzing your buyer base and the statistics that you have, you may open up a new treasure trove of new markets or new marketing niches you could penetrate. **But you can't do it if you don't look at and for those opportunities by analyzing this kind of data.**

8.) YOUR PROCESSES, YOUR PROCEDURES, YOUR SYSTEMS

Most people don't have any systems, any procedures, any processes. I had the good fortune of being trained and collaborating and consulting with W. Edwards Deming's organization. I also got to work with a company who was the leading force in the whole field of multi-variable testing. **Here's what I learned in a nutshell.**

Every business mechanism can be broken down into its driving processes and sub processes. Once you figure out what the processes driving an activity are, they can be measured, they can be quantified, **and they can be vastly improved.**

Each process in a various activity (and there usually are fifteen to twenty processes in a given activity) revenue generating activity, production activity, operational activity, financial activity, and personnel activity can be improved between a low of 3%-4% all the way to a high improvement of 2100%. If you can get 3%-2100% improvement in as many as ten different processes and in as many as fifty or more different elements of your business, that translates to enormous and significant and massive geometric growth possibilities!

Deming was the man who turned the Japanese industrial organization from Schlockmeisters to the most formidable industrial performance might in the world just by teaching them this science of process improvement.

He showed the Japanese that in any area, a process occurs whenever you do anything. This occurs when you run an ad, do a sales approach, produce a product, process inventory, manufacture something, shift something, deal on the phone, handle a complaint, perform a service or take an order. And there is massive room in that process for improvement. There are activities that can be vastly improved always!

When you figure out how your given processes currently perform, (which is nothing more than a function of analysis, monitoring and measurement), you can then find other people in your organization or other people in your industry or other people doing the same function outside the industry who are doing it much better, faster, easier, safer, more productive, more effective, more profitably.

All you've got to do then is currently figure what they do that you don't, the strategy they use and the tactics. What drives their strategies, what is the mindset that sustains it, the key lessons you must know to maximize the model or borrow their higher performing success methods. Then all you've got to do is put it together into a simple application, add it to what you're doing, (or replace or enhance what you're doing with it) and that process will perform tremendously better.

You may also want to look at processes that you have knowingly or unknowingly perfected that are higher, far superior performing than anything, anyone else in your industry or any related industry use. Because you can take your successful processes and once you can quantify and measure them, you can sell them, license them, or joint venture their use for a share of the improved result they produce for other companies

For example: I had a lumber mill client who had a process for kiln drying lumber that was two times more effective and saved 40% more energy and reduced waste by 80% more than 90% of all the other lumber mills were experiencing. They were able to sell \$2 million a year in training and licensing of this process to other lumber mills who wanted it.

I've had real estate agents who could list four times as many homes as most agents be able to make \$1 million a year teaching other agents how to list homes outside of their competitive market. I've had car washes who developed a technique for getting four times as many people to buy a hot wax upgrade teach 2,000 other car washes how they did it and make more money teaching other car wash operators their process than they did from their own car wash activities. I've had dry cleaners who've created great ads license them to 5,000 other dry cleaners.

What do you do in marketing? What do you do in selling? What do you do in operations? What do you do in effectiveness? What do you do in management that's greater than 90% of the other people doing it? What do you do in money managing? What do you do in achieving high productivity?

What do you do in any other measurable, impactful and quantifiable element of your business that can be done better, that you can learn from others or that you do at the top of the line that you could teach others and get paid for? Ask (it's a two way valve) yourself those questions, answer them by looking outside, looking inside and measuring how well things do or don't perform and you can make yourself a fortune.

9.) YOUR IDEOLOGY

What is the belief system that drives you? If your belief system is you're only going to work from 8 to 5, 5-days a week, you're not going to be able to embrace things that take more time and effort. You're not going to embrace traveling to seminars, conferences or work sites to learn better ways to grow your business and/or your profits. You're not going to embrace picking all the bright minds out there.

If you're very introspective and you're anti-social, you're not going to be able to go and build mastermind groups and pick people's minds and borrow

success processes. If your ideology is: You only like what you like you're not going to be able to travel outside your comfort zone and study other people, other business philosophies, other mindsets, other ideologies.

You've got to figure out what your ideology is, what your belief system is, what your whole value system is and how it either helps or hampers your current business activities. Then it needs to either be strengthened and fortified and connected to or replaced, based on your current business model and your strategy.

You also need to study other people's ideology to compare how yours is better, different or worse and what elements of other's you can borrow and add and what elements of yours you could teach to others. When you do that, you're going to expand your capability and your sense of what's possible. For example, I had a person I worked for one time who had a really limiting ideological philosophy. Because he was the owner of the business, he would never pay any salesperson more than he was paid. Well, his growth was forever limited because of that ideology.

I took the opposite ideology to another client. After the changes, the client had five sales people making four times what my client made. But in doing that my client was able to quadruple his income and they built a business for him he was able to sell three years later for 25 times more than it was worth when I met him. It's all a function of evaluating, altering and shifting your ideology.

Well, those are the basic nine areas of upside leverage. The nine key drivers that I've identified. You need to start really focusing on those on a continuous basis, constantly never-endingly deciding you are going to continuously monitor, examine, evaluate, understand, and expand your current performance levels in each one.

You need to examine and evaluate and analyze other people's nine drivers and how they execute them inside and outside of your industry so you can borrow their better performing success processes that give you the highest and the best performing long-term success. Do that and you're going to knock the ball out of the business park!

It's my hope that this report animates your spirit, challenges your sense of what's truly possible, excite your creative and achievemental side of your brain and challenges you to start demanding the maximum performance capability.

You want to make sure that every activity can deliver to you, every effort can result in, every investment can produce, every opportunity can yield, every piece of marketing can generate, everyone in your employ can provide, every contact or communication can return, every prospect can convert to, every client can be worth to

you every day of every week of every month can provide to give you maximum performance!

It is my heartfelt desire to see you never again, unknowingly, restrict or limit the amount of business you do with people, the size of the business you do with people, the number of clients you generate, the amount of profit you make from it, the amount of impact you have in the world, the size of your business, the number of times clients buy from you, the numbers of things they buy, the market value of your business, the success you achieve, the joy and control you maintain and the prosperity and impact you can have in the world.

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