



Maven LiveStream

Host: Rich Schefren and Jay Abraham

Date: September 27, 2012

Jay: We're going to delve deeply into a hypothesis that Rich has, that I agree with and we're going to explore it, expand it, explain it, examine it, dissect it, reconstruct it, and then interpret what it means to you.

I want to talk about more universal and some of these issues are more situational. So I'm going to take the one, how to get clients willing to pay money? Why do people pay money? People pay money because you are for them are of value. People pay money because you solve problems that they either never knew they had or they knew they had but it wasn't crystal clear. People pay you money because you explain and convey to them that you understand their situation, their problem, their need, their objective, their opportunity, their goal at a higher, clearer way and you relate to them.

People spend money because they trust you. Now, I know that sounds very superficial and very perfunctory but guess what? If Rich and I had every one of you watching in a room and we one at a time really probed and penetrated and really, really put you on the hot seat, most of you would not, the operative word is not; satisfy many or any of those categories.

So let me talk a little bit more about my belief and again, we're different so I'm going to come at it from a different point of view. How do you solve their problems in a better way? You understand them at a better way. Yesterday,



those of you who we're on the preview call, we talked about preeminence. We talked about empathy. We talked about thinking and understanding in your heart, in your mind, in your soul what it's like to be them. We talked about expressing to them that's why you get it. We talked about that you cannot express that you get if you don't get it and you can't get it sitting in an ivory tower trying to be superficial.

It means all the buyers who are buying or looking, striving for the answer, the solution, the opportunity; it means all the people you would be competing against directly in whatever generic field you are. It means all the people you'll be competing against indirectly.

Let me try to give you a tangible and a concrete example. For example, let's say you were in the either weight loss or physical fitness space, okay? You could be selling a video, could be selling a pill, could be selling a book, could be selling a course, you could be selling any of a number of things.

First of all, you got to understand here and here what the market feels. How do you do that? You do that by squinting your eyes and waiting for divine intervention? I'm not making fun of anyone's religious or spiritual belief, no. You don't do that. You do it by understanding the market at the seminal granular level. How do you do it?

The first thing is you study everyone else out there in the same field who is more successful or as successful as you. You study what they say, you study their actions, their approaches, their marketing, their methodology, their positioning,



and their communications. Then you look at everything out there about them, positive, negative.

Positive because you're trying to learn what exactly the people get satisfaction of. Negative because that's where the gap or the void is. Then you look at every other competitive or compatible element. For example, if you were selling a book on fitness or a book on weight loss, you want to also study Jenny Craig. You want to study 24 Hour Fitness, Spectrum, PX390 or whatever it's called. You want to study all of them and see what they do good, what they do bad. You want to learn language patterns. You want to understand emotionality. You want to understand hot buttons then. We talked yesterday. If you were on the call you got it, if you weren't I will repeat it.

You go to Amazon.com. Why? Because at Amazon.com, you can go to almost any category or any subcategory of generic interest, weight loss, fitness, beautification, whatever it is and you can find the top 20 or 30 or 50 books. You look at the title and the subtitle. Why? Because books sell, sadly, more because of promise and benefit in the title or subtitle than they do content. Then you look at the reviews and this is extraordinary because when people are happy or when people are unhappy, they are passionate. They are passionately exhilarated when they are gratified and they are pissed off; excuse my vulgarity when they are not.

So either way, their subconscious takes over their mind and articulates what they write on a review. So if they're happy, you get verbiage which totally confirms



personifies and resonates with what the heart and the soul want or doesn't want. If they're unhappy, they say it.

For example, I learned for the first time why what I was doing was keeping me from losing weight or why all the exercises I was doing wouldn't break muscles on me or why the diet I was eating was not balanced enough to burn calories and build muscles.

Now, why is that important? Because you can use that language pattern exactly to playback to the market. How? Let me give you an example. Just the elements I illustrated hypothetically. If you're copy said, "Do you ever wonder if the nutrients you're eating are actually fighting the outcome you're looking for or did you ever wonder why you're thinking they're healthy but not build muscle? We have the answer. You look at the negatives and the negatives might be, "I thought this book was going to give me the answer because the promise said it would and it didn't." "I thought this book was going to show me exercises that would get me fit in 90 days. It actually got me fat in 90 days."

And then you might use that language for the negative in your copy or in your communication or in your e-mail or in your banner or in your landing page or in all of those. For example, have you ever bought a book that was supposed to make you fit and it made you fat? And you use all that language. But you can be able to understand your market. You can't have emphatic respect and connectivity with your market if you're not willing to dive deep into your market and your market means the mindset of the heartfelt consumer, the buyer, and perspective



buyer. It means the mindset, the positioning, the approach, the marketing, and the language of the direct competitor. It means all the other means and alternatives of getting to the same angle because again, you're competing with everyone else in the field you're in.

Let's say that you're in a video training business for fitness. You're competing against everything else in the same field but you're competing against private trainers. You're competing against the health clubs. You're competing against people riding bikes. You're competing against people buying a book instead of a video. You're competing against people doing nothing. The biggest competitor is inertia.

And if you don't understand all the factors and forces you are dealing with that are working against you and for you, how can you begin to do what this says, you can't read it? How to get clients willing to pay dollars signs, money? So that's the first thing.

The second is you got to be able to really care. There is nothing more important, there's no bigger gap that I see. Rich may disagree, 98% of the people I see out there don't care. They don't really care about their audience. They care about making money, they care about writing good superficial copy. They care about selling a lot of stuff but they don't really live in their mind and heart to seeing people get thin or get fit or have a better life or feel better themselves.



Their copy may superficially explain that but if you don't feel it, you can't really communicate it. You have no authenticity and so you're always going to be at very best suboptimal. Meaning you're going to underperform your potential. At a very worst, you're going to fail. The other thing you've got to do is be able to communicate powerfully in their language.

Now, I think yesterday and Rich may affirm or not, we were supposed to send you some information on my Strategy of Preeminence. I told everybody who watched yesterday that it is the foundational basis upon which I build for myself and my clients all the culture, the belief system, the marketing, the communication, the advertising, the articulation and if you didn't go through that line by line knowing that it's a first draft that I did many years ago, so you got to be a little bit able to translate and extrapolate it to your application.

But you should be able to go to 80%, 90% of those talking points. The list of key elements and be able to write copy or write segments of copy from that. If you can't, you're not grasping it because it's a template, excuse me, of sorts, designed to help you forcibly get connected, get compassionate, get empathic, get excited, and get passionate about your marketplace

Okay. So I'm not an original thinker in this. I'm going to use Peter Drucker as a reference. Peter Drucker said, there are two decisive kinds of small and medium businessmen and women. The vast majority he does not call entrepreneurs, he calls them proprietors. And his example and analogy is let's say you had a deli. You got a clean location, an attractive sign, clean crisply dressed people at the



counter and at the tables and servers and support staff and cooks and it smells good and people are reasonably cordial and your sandwiches are tasty and your bread is soft and your prices are reasonable and people come and they eat and they don't get indigestion.

Or he said, that's the majority of business examples. They're not really adding anything but they're hopefully to take business away from another restaurant. They're not really trying to add a dramatic level of improvement, enhancement, experience, disruptive benefit to the dynamic. They're just sort of taking commerce. They're sucking oxygen out of the air of their category.

An entrepreneur on the other hand, is a man or woman who purposely creates their enterprise to add more value, to be more engaging, to be more memorable, to inspire, to excite, to stimulate either the senses or the experience of others and they purposely have a created it to be decisively superior to the generic alternatives out there.

I'm telling you this because sadly, most people are proprietors, they're not entrepreneurs and I think unless you understand the differential and commit to stop if you are proprietor and forever again, commit yourself to the new, you're becoming a born again entrepreneur, you won't appreciate what we're going to do. Fair enough?

Rich: Fair enough.



Jay: Okay. So why don't you do a five-minute soliloquy on your hypothesis?

Rich: What I do generally are new mechanisms. I take the common goal of my marketplace through the stuff that I showed you this morning and come up with a new core problem that explains most of the problems and symptoms and a new mechanism which is the way to solve the problem which is attacking the root cause.

Jay: You're trying to connect to understand the psyche of your market. You're trying to understand where they've come from, what they're struggling with, what they've already done, why they've done it, and where they're at as far as attitude right now.

Today's whole session is going to ask questions to affirm, refute, flush out these two premises but also to interpret, extrapolate and have interventional comments to help you, all of you, online, online marketers see the implication, the oversights and the connectivities and either question yourself, what you're doing or not doing in that application or how much more you can do and just sort of expand your paradigm.

It also I would argue, if you're an existing business, you can go from commoditization and marginalized irrelevance to relevance, to distinction, to meaning, to trust, to **value**, to interesting, to provocative, to polarizing. All of which have value depending on what you're competing in, what you're product and your services are.



If you don't do this deep reflective, connective thinking, you'll never really be able to grasp why something works or doesn't work, why your business is at a certain level, why you're stuck and this is all totally relevant.

I would argue that most people don't know how exhilarating, how stimulating, how liberating it is when you allow your mind to do what it was designed to do which is think deeply and expansively and discover and understand. When you understand the meaning of business life, when you understand how actions produce reactions and results, how inactions produce things, I mean, to me that's the most exhilarating and that's how you're in control.

I think most people are out of control and they don't even understand because they don't try to understand why something doesn't produce the results they want. Why something does? What the dynamic in their industry is? What the psychological, the motivational, the impactful or non-impactful forces and factors are and I just think, power really is liberating and power comes from understanding what's driving or not driving everything.

I'm going to challenge every one of our participants in an interesting way. And Rich, again defaults to information marketer but the truth to the matter, the same tenants, the same philosophies, the same principles drive everything in every arena because you're either a commodity or you're not. **You either take value or you're adding value.** It's not neutral. Nothing in life, neutral I don't even think exist to you really.



If I were doing my own seminar and this were ours, what I would do at this point before I start plumbing and penetrating and proving your psyche and trying to explore this for the next hour or two, I would *ask the audience to take two or three or five minutes and carefully reflect upon what insight or insights they've made in the last hour that are either relevant, profound, seismic, or significant and what they are going to do differently at least attitudinally so we can if we're making impact.* And I would like to figure some way to get that kind of feedback.

I mean, the one thing that I think many well intended, when you say young experts but I don't mean young necessarily in terms of age but experience, they try to give you one tactic fits all. It's not true. You have to assess, I mean, the most wonderful thing about this process and what I think Rich and I stand for is there are some universal truths but every market, every situation really is unique and you have to – you can't fake it. You can't just throw a superficial ad or a launch program or SEO program that's generic. You can't fake caring and connecting with your market. You're forced to do it but the more you understand it, the more you can relate to it, don't you think?

But I mean, the point we want to make here so you understand it is doling out lecture-based information isn't going to help you. Forcing, inspiring, cajoling, propelling, compelling you to think deeper and make connections that move you to action is the only thing that's going to shift wherever you are in your life.



So going back to preeminence, it's very important. He put into words to find, describe, acknowledge, dimensionalize, made concrete feelings and frustrations that people in this case opportunity seekers, people we're trying to find a new opportunity, a new business, a new source of revenue or economic security but never really got in their hands around, correct?

Okay. So what I want to do is from every vantage point you can explore right now, I want everyone watching to gain an insight in the two different dimensions of the outside in operating person.

His thinking inside, what he is doing, what is verbal or assumptive or implicit beliefs are, how his actions are executed and then flip it and say what the recipient, the market is seeing.

And I as the consumer and getting a bunch of the spirit, superficial if not hyperbolic, irrelevant and not very connective and not very, humane is not the word. Let's say compassionate, passionate, empathic communications of whatever form, right?

And most people watching and it's no shame because I don't think anyone has really connected all these parts for you in this way and it's pretty profound.

You're actually in a very enviable place because you perhaps are getting illuminated of something 99% of the people you're competing against don't really grasp but if you can't really express congruently the value and you hear the word value proposition. Even that is like gaming the system.



It's not value proposition. It's what's the heck do you stand for? What are you all about? Why are you in business? Why in the world should you take oxygen out of that segment of the market? What are you giving back? What contribution are you making? What value are you creating beyond and in addition to all else that's out there because if you can't answer that, how in the world would you expect anyone to see and seize it?

Rich: Right. I totally agree. So there are two components.

The first is understanding that creating valuable content, okay? And no matter what type of business you're in, whether you're in information business or non-information business, you want to have valuable content that impacts your marketplace because that will be a core driver online at the very least if not offline too.

Jay: And you could call that in a different form because I want to make sure for our non-information marketers ideas, advice, experiences. It can be whatever you want but it's got to be the same thing.

It still flows from a foundation or premise that we sort of lighted over here which is everything he is, he is talking about leveraging his purpose really, isn't it?

He is starting with I want to add value. I want to give people clarity on an issue or a struggle or a challenge or a problem or a frustration.



So let's explore that - I work with a company in Mexico. They may be watching me and they know this. They have a huge organization, thousands and thousands and thousands of people and they are very committed to an ideology and a culture that is about empathy and is about listening and is about all kinds of really cool distinctions and I can interview any sales person and any management person and they can all utter the phrases amazingly clear and I guess it just switched. But when you ask them to explain what it means, you ask them to situationally explain it in dimensional case study real world examples, they can't because they understand it intellectually not transactionally. They don't understand it in terms of real-world. I want to make sure in my short stint in your lives, those of you who really don't have a relationship with me that I do that for you and for them. So take us deeper.

Remember yesterday, I talked about the three P's, passion, purpose, and possibility. Well, I didn't explain possibility. Passion can be interpreted in two ways. You're passion for what you do and who you do it for, two ways. Purpose can be two ways too. You're purpose in adding value to the market or your purpose in putting economic value into your pocket. I'm not making judgments. I'm just forking the road.

And I've got to make an interventional comment and I've done a lot of work on this. One of the challenges that I think is very, very critical in this formative stage is value is totally denominated by the market. So often, individuals in a business decide they're going to impose their interpretation, their definition, what turns



them on as **value** because they assume associatively and usually not without any kind of market validation or invalidation that that turns on the marketplace to.

Rich: What would you say in situations that I think both you have found yourself in, I have found myself in, where you believe that what prospects or what the marketplace feels they need, what they want is not really what they need and that you have a lot more experience in that capacity, that vein and you believe they're wrong and so part of your job is to get them to want what it is you feel they need.

Jay: I'm going to give you a complex answer and I've got something on this that I found if I didn't just lose it but I think that this gets enormously deep in the concept of trust building because there's two different ways to do it. One, is brutally, mercifully, either/or challenging their precepts.

The other is affirming their precepts long enough to get them to trust you to then move them to a different way to get there and showing them you can't get here unless you go here first and you can do both. But I had to get their trust first.

Okay, so let's go back to the ranch so, in our last, when we left our hero tied to the railroad tracks trying to untie the shackles of explaining this, we were getting you to understand value. We were exploring that value was relative.

Rich: Should we make a list of all the ways of what value is? Would that be beneficial you think?



Jay: Well, ask them. Would it be beneficial? Would you all like to have value defined, analyzed, dissected, re-explored, explained, analogized, or do you understand it so well it's not relevant?

Rich: Okay, we're going to look at their answers, but Dee Klege said in both psychiatry and PR, the watch word is start where the client is at. You have to start working on what they think the problem is, then towards what you think the problem is, like, if someone thinks they're Jesus and they're not, then you have to first enter into their world and say, yes, Jesus, and then only then after you've built rapport can you actually get them.

Jay: Yeah, and it goes to this, and I'm going to have to modify it because I wrote this for a different context, but when Steve Jobs died, I spent a lot of time reading all the eulogies, all the commentaries, all the insights and also the negatives and I was trying to get a context of what made him so different than everyone else because difference in value and it was very decisive. I wrote something and I'm going to read it sort of, but I'm going to edit it sort of. If it's a waste, it was his fault, and if it has profound value, it was still his idea. I called this, "Lessons You Can Learn from Steve Jobs." Now I wrote this right when he died.

"Steve Jobs, founder of Apple Computers, died last week, but his enormous achievements and original belief systems live on, and I'm saying this because we're in this concept of value. In fact, those beliefs and behaviors are the driving success force behind a huge group of people he originally influenced, and I



thought it might be valuable for you and now you get to, as I wrote it for a different group, if I shared a few of the impressions, philosophies, and belief systems that I thought, that I perceived, Steve Jobs used to achieve more success and accomplishment in his short life than almost anyone else in business history.”

Okay, I’m sharing him because I believe that you have the ability, the capacity, the opportunity to build and springboard off of what Rich is going to share with you, and the desire to accomplish so much more with whatever business, information, or offline that you’ve got, not just more in financial terms, although I know that seems like your driving force. But a lot more impact with the people you can reach, and if you grow your business that people can work with. If you already have people and enrichment in your life, because I think that you’re searching for enrichment, but you don’t know it.

You may be transformed by a simple yet disarmingly summary of these powerful thoughts, and they may make no impact, I don’t know. So hold on one second, because I’m editing as I go.. “So if you have an opportunity this moment in time of choosing a path that’s greater, happier, more prosperous, meaningful, satisfying, and purposeful, same time, same life, same 24 hours, same effort, same money, same industry, why in the world would you possibly take another path that’s unsatisfying, meaningless, and purposeless, it goes on, same thing. Are you making irresistible, resistible, are you making beatable or unbeatable offers? So think about the path you want to pursue as I read these things over to you, and these are lessons from Steve Jobs’ rather amazing life.”



He was the best entrepreneur ever. Now, you can decide to be the best provider, entrepreneur in your sector based on the definition I gave you and there are a lot of things that have been written and I'll give Rich some things you can link to. It's all a decision that occurs within. He always felt that whatever goal or objective he was pursuing, Steve Jobs, it was like being part of leading a revolution. You can lead a new revolution in whatever area of business you're at, and as we said yesterday, you have permission; it doesn't have to be at the top of the international world. It can be in your community. It can be in your city. It can be in your town. It can be in your little strip shopping center if that's all you need, but you can lead a revolution that changes the way everyone else thinks about and acts about what you do and who you do it for. You could create a revolution where people started collaborating, cooperating, really connecting at a deeper level, and I'm modifying this because it was written for a different purpose, and you could focus squarely on the goal of adding so much meaning, thank you, and transforming the lives of all the people you're going to impact, and that's what Rich has done.

Steve Jobs asked people, "do you want to spend the rest of life and career merely selling stuff," or this is what he asked people in his business, his employees, his team, or "would you rather spend every second of every hour of every day of the rest of your life or career transforming lives and families' futures?"



He was obsessed with what he called, and he is, too, creating the most insanely great computers in the world. I would submit that most of you are not obsessed with creating the most insanely great either product, services, distribution of those products or services, rendering of them, and what would happen thought all of a sudden, right now in this moment, with you if you became obsessed with doing that, the most insanely great fill in the blank.

Steve Jobs work and life had far reaching effects, both culture and industry, but with the right mind set and behavioral shifts, your business, your life, whatever you're doing here, could have far reaching effects on all kinds of different people's lives, don't you think? I mean, you've got, I mean, Rich has this list of people who are very successful information marketers. Now, you can say, wow, Rich made them a lot of money, and that's a superficial interpretation. You could also say Rich helped them influence the lives of millions of other people who have benefited, or you could say Rich helped the lives of all the families of all those people who benefited, have greater futures, more opportunity, more security, you can go on and on. It depends on how limited your scope.

Steve Jobs always said a lot times, people don't know what they want until you show it to them, and so I would really urge you to reread The Strategy of Preeminence because remind you that we have to put into words for people the various hopes, dreams, goals, fears, desires, and then show them why they want them and how vividly and remarkably gaining them or relieving them of them can transform their lives.



Steve Jobs once said, "My goal is to go beyond what everyone else thought possible." Why can't that be your goal within the realm of what you do? I'm editing this quickly and I'm sorry. Steve Jobs felt that mediocre effort and work would be quickly forgotten, but truly great work, truly great work will go down in history, and Rich has just demonstrated, he's still selling from that report 7, 8 years later because you put your heart and soul in it, not about making money but about making a difference in the lives of people who were struggling or frustrated or pursuing the wrong path. Hope this makes sense, but I think this is interesting.

Value starts with acknowledgement and I really mean that. I think that that's a critical first step out the door of connectivity.

And I've got to make another point; I believe nuances are totally critical to everything. We're getting the **value**, but we're trying to show people, we talked about acknowledging value.

There's a universal phrase that I learned years ago, and it came from Rosser Reeves, but reason why is probably the most, it's like the wonder drug of strategy and marketing. You know that? And I've never really said it that way, but it really is, but if you can show I understand the reason why you want either to get close or away.

Rich: And I appreciate the situation that you're in or the obstacles that you currently feel are in your way.



Jay: And I know how frustrating it might be or how exciting the vision might be or either one.

Rich: So appreciation would also be understanding, right, so let's just put that in.

Jay: Is by understanding this, and then harnessing that understanding and expressing it authentically from within.

This is fun because I'm coming alive now mentally. I would argue with you that in the beginning he had to do more of these things. Now he's got enough critical mass, velocity, and marketplace buy in, wouldn't you think? But at one point he had to be more, more explicit on all this.

I know, but it's almost the concept, and this is not trying to be tactical, but the more, let's call it understanding, not a manipulation, but understanding can also be arrows in a quiver, and we're just trying to break and expand your understanding of the various dynamics that are going on. You don't have to harness all of them. You can choose, depending on the application, the situation, and separately the positioning or niche within that that you take to choose any of a number of these or any combination. We're just trying to give you a context maybe that's more expansive than you've ever thought about so we can build this whole thing for you.



You can't be passive, because this is your life, your business, your future that we're dealing with, so help us add the best value we can to you.

And again, and I took us down this, is that I believe a lot of people in business on and offline don't understand that you're in business for one reason, to add more value and contribution than the alternatives, meaning the competition or other forms or inertia, don't you? And I'm just saying it's a, it may seem like that's a concept people don't want to embrace but it's a concept that's a very powerful positive or negative force depending on whether you harness it or it basically knocks you over.

Rich: One of the quotes that I really have felt was very impactful that you said a long time ago, was that "most entrepreneurs fall in love with the wrong thing." They fall in love with either their business or their product as opposed to their market and prospects, and one thing that you can obviously see is that all of these are not about your product or your business. All of these have to do with your prospect or your market. Whether it's acknowledgement of the pain or the desire, the confirmation of beliefs or feelings, these are giving hope, lifting spirits, reducing guilt, these are all prospect and marketplace oriented, which to me just kind of confirms the quote and confirms that we're on the right path.

Jay: Well, let me make a comment, because I said something yesterday that probably was not well enough explained or at least connected by me, when I said with preeminence, when you get it, everything flows from it, but I also said something about you don't have to think about it. It's a natural, I mean, when you're, and I



don't want to sound metaphysical or evangelical, but when you're driven with the right purpose, you don't have to think through all this stuff, because everything sort of naturally flows and connects, if that makes sense? I don't know how you can explain a little clearer, but ...

Well, I mean, you're talking about complexity, and I'm saying complexity is, I mean, it's almost to me everything becomes one integrated like, it's all part of the same thing, the way I think about it, because it all sort of flows from the same belief system. You're talking about complexity and complexity is, I've got to do this, I've got to do that.

And there's another point, and it's probably, not relevancy, but wait, if you're talking about an ice cream being richer or it may not require as much dimensionality as if you're talking about something more profound as somebody's life. I mean, so I don't know, and I don't know that we need to get there right, what we have to get to is just people recognizing that most people that they compete against don't understand this either, and that's a great advantage. How about looking at it like that?

And I'm going to give you a totally complex alternative, because I'm thinking about optimization for a minute, and the concept of optimization is elegant, really, at its highest. We've talked about it; I've got this a little bit conflicting. Marshall Thurber, you know him, you met him, he's this very interesting man that some of you may or may not know, but he was mentored by, he was a protégé of both Deming and Buckminster Fuller, which is interesting because they stand for polar



opposites. One is about innovation, and one is about optimization. Optimization of making whatever it is better and better and better, and the other is getting rid of a disruptively and replacing it with something totally different, and that's very interesting.

One of the challenges a lot of people have, and it's been my, not signature, but it's been my let's say distinction is having a context of understanding of a lot of different ways to go at something, and being able to say well this is so much more cost effective or time effective or you do it once and you'll get a pay-off 7 times, and most people don't have the benefit of thinking that way.

One, you've got to help people be better critical thinkers, because they don't think that logically, so that's one element you should put into your thing. Number two is you've got to show them that a critical thinker is theoretical. Remember, and most people aren't as old as I am, but you remember Roxanne with Steve Martin. It was a movie that was a take on Cyrano de Bergerac, and he had this great big nose. He was at a bar with a girlfriend, and these two guys at the bar made stupid, arcane fun of him with stupid words like, something noggin or something, and he said, that's the best you can do? And he went through a soliloquy of like 40 really cool ways to himself, but I mean ...

But I think it's, and I think that entrepreneurs or proprietors, startups or not, need to be given permission that they don't have to tackle, they don't have to eat the elephant the way, and they don't have to choke on it. I wrote down something else that's very important.



But the end of it is to have small safe wins that reinforce you, and also can finance the next levels.

I think about, okay, I'm taking people on a journey. Here's where we're going to head. Here we're getting into the car or the plane. What are the steps and what are the cities we're going to go over, and what are the process, and I'm thinking, okay, I've got to give them the ability to realize that the way they're thinking is the way they're thinking, but it doesn't have to be the way they're thinking, and there might be a lot better ways to thinking, and here's some other ones you might consider. I'm not going to give them all now, but I'm going to give you the license that you do have the right to think differently about the subject. If you don't have the knowledge, here's some ways you might get it, or you can go to somebody that has it.

I'm just trying to give you how I would build that. Not that it's a right way, but that's how I would get to that next step. I would give them examples, I would not confront them, but I would liberate them and say it's understandable. I mean, one of the things I believe we all think about things from whatever experiences we've had. Even if you've read a lot of books or gone to a lot of seminars, the truth of the matter is most of them are theoretical and interpreting. We're going out of our way right now to make a point and slow down and say, okay, let's say what it means. Let's look at it from the inside out. Most people don't do that. And it's not necessary, maybe they don't care. Maybe they don't, maybe they



just don't grasp this advocacy of making sure that it has impact. Impact is everything, isn't it?

Why would you want to spend it driving and worry about stress when you could spend it thinking about things or writing or communicating? He just said it's higher and better use of your time. He didn't care if it was a limo or he had someone drive you in the back of a motorcycle, and I think you could start by just having enough foundational critical thinking to say, okay, I've got all these things I could be doing. If I didn't do this and put more time on this, would it be better or worse? I mean, there's probably some fundamental questions anybody could ask themselves, and if you just went a little deeper the evidence, the answer would be indicative. It'd be something that would be self-evident, don't you think? I do.

Rich: Confirmation on value. The greatest way I can continue to gain insight to ensure I understand client's value from their perspective is to continue to do my customer development interviews and empathy models with my audience. .

Takeaway: Best value creation exploits the weaknesses and how competition solves clients' problems. Not bad. Devil's in the details, what problems they focus on, what they do well and not so well. Don't assume they're perfect because they look successful, so don't just copy. What do customers say are the biggest problems in how well they are satisfied? Find the gaps in satisfying needs. Focus there to seek an unconventional approach to those inadequately satisfied concerns. That's a great point, Bill, and the book *Blue Ocean* really



talks about disruptive innovation as a way of kind of dissecting other people's ways, their value curve. That's what they call it, and if you're, it's a really, what's really good about that book are the tools that they give you.

You know, intelligence is a very relative thing, and I think the more time you spend on the things that actually are important, the more intelligent you seem.

Jay: Yeah, and I would say probably, I would agree, not on intelligence, but on connected. We're more connected to what we're doing and who we're doing it for.

I've got 3 statements. A concept approach as common as dirt in one industry can have the impact of an atom bomb in another one. We talked about, it's funny, FedEx borrowed their concept from the Federal Reserve Bank. I can't remember, I think roll on deodorant borrowed their concept from the ball point pen. Fiber optics came from aerospace. Monoxide was really supposed to fight pimples. Viagra was intended for something else. So you have license. That'd be good. Let me think about it. I think other than taking some people down a path they probably weren't expecting, maybe you as well, it was fun. I got intellectually stimulated today. I hope everybody else had a good time.

Rich: So thanks for sticking with us. Thanks, Jay, and we're done, so I'm going to walk out with you, and have a great night. But one of the things that you can do right now to really get the most value out of everything that we covered is pick one thing that you're going to do immediately. Whatever it is, and instead of just turning off the computer now and pretending this day just didn't exist, think



through one action that you could take immediately that would make the biggest difference based on what we covered, whether it was this morning or this evening, and you might just want to review your notes and turn some of them into action items.