# CHAPTER 1 THE HEIGHT REQUIREMENT

WHAT IT REALLY TAKES TO SURVIVE AND THRIVE IN BUSINESS

WURKSHEELS

## FINDING YOUR PASSION

#### IDENTIFYING YOUR SWITCH

What switches you on?	
What is your current job, business, or profession?	
SWITCH 1:  Are you passionate about WHAT you do? □ Yes □ No Why or why not?	
SWITCH 2:  Are you passionate about WHY you do it?   Yes   No  Why or why not?	
SWITCH 3:  Are you passionate about HOW you do it?   Yes   No  Why or why not?	

## FINDING YOUR FIGHT

#### WHAT IS IT THAT TICKS YOU OFF OR FIRES YOU UP?

What do you love?
What's the enemy of that? What threatens it? What keeps it from expanding and blossoming further?
What are you willing to fight for? What do you see as an enemy to your industry, your family, your community, or your world?
FINDING YOUR STRENGTH WHAT IS IT THAT MAKES YOU, YOU?
What comes easy to you? What do other people struggle with, but you do effortlessly?

In a group of 20 people, what do you probably do better than most of the other intuition, or knowledge base do you have that most don't?	rs? What unique skill, insight,
What are you doing to build those strengths?	

# CHAPTER 2 SECURE YOUR SHOULDER HARNESS

YOU WILL BE THRASHED ABOUT (SEVERELY AT TIMES)

### **CRAB CRUSHING**

#### WHO IS HOLDING YOU BACK OR GETTING IN THE WAY OF YOUR SUCCESS?

Be wary of the crabs around you dead-set on keeping you in the trap and killing your dreams.
Identify (at least) a half-dozen crab-people in your life. (Remember the insidious tactics can be in-your-face or subtle, such as innuendo, doubt, ridicule, derision, mockery, sarcasm, scorn, sneering, belittlement, humiliation, jeering, taunting, teasing, and dozens more.)
Steer clear of these folks. They are only trying to kill your dreams because they gave up on theirs long ago. They don't resent you. They resent themselves.
DEFINING SUCCESS WHAT DOES SUCCESS LOOK LIKE FOR YOU?
I feel most successful when:

Times in the past I have felt most successful are:	
To feel like my life has been a success, I will need to accomplish:	
An ideal successful day looks like this:	
Measurements of my success are:	

To my parents and others around me, I am judged successful if I:
MY definition of success is:

# CHAPTER 3 FUEL FOR THE MOTOR

SHUT YOUR MOUTH
(AND OTHER SALES ESSENTIALS)

### THE CHOICE

#### ASSESS AND RE-PRIORITIZE YOUR STRATEGIC FOCUS.

On a scale of 1 - 10 (with 10 being awesome), how would you rate your business against the competitive offering in the marketplace?

Product/Service	1	2	3	4	5	6	7	8	9	10
Leadership/Management	1	2	3	4	5	6	7	8	9	10
Margins	1	2	3	4	5	6	7	8	9	10
Sales & Marketing	1	2	3	4	5	6	7	8	9	10

As a percentage, how much time (planning, discussions, meetings, reviews, audits) and resources (money, technology, support) are you currently allocating to each of these categories? (Make sure the total doesn't add up to more than 100%).

Product/Service	
Leadership/Managemer	
Margins	
Sales & Marketing	
,	iness will be 90% sales and marketing and 10% everything else, what will you do to ming the best in your industry in sales and marketing?

### **CAPTURING YOUR DREAM 50**

With this new, narrowed focus and all of the stellar sales strategies you learned in Chapter Three, here is a five-step action plan for capturing your DREAM 50 clients.

#### **STEP 1. IDENTIFY AND LIST YOUR 50**

What people or companies would buy your product and service in massive volume if they could see the benefit?

#### Ensure that:

- They have a big need for what you offer
- They can buy lots with one purchase order

List those you identify on the "OUR DREAM 50" worksheet.

#### **STEP 2.** LIE IN THEIR BED

It's time to empathize with them uniquely.

- What do they lie awake at night thinking about?
- What problems, worries, fears, or challenges are they facing?
- What are their goals, desires, and ambitions?
- What are they looking for, seeking, hoping for?

The answers will become your empathetic sales language and copy.

• What do they need? (Not what YOU think they need, but what THEY think they need.).



# With the insight and knowledge from above, write out exactly what your customized solution is to their unique pains, problems, hopes, and desires—those things that matter most to them (not just you). How would you explain how you can help them with what they just described as their greatest hope and aspiration as well as their deepest pain, worry, and fear? When you finally do get in front of them, or on the phone or in the elevator, you'll be ready to tickle their fancy.

**STEP 3. CUSTOMIZE YOUR SOLUTION** 


#### **STEP 4. CROSS THE BRIDGE**

Right now, you're no more than two to three degrees of separation away from knowing any one of your Dream 50 personally—even if your dream client isn't Kevin Bacon. So don't cold call them. Remember, only rookies cold call. Pros find a connection, a relationship bridge. Secure a personal introduction so they will know whose hand they are shaking and will be happy to do so.

List the potential relationship bridge to each on the "OUR DREAM 50" worksheet.

#### **STEP 5. DELIVER YOUR SHOCK AND AWE**

Don't just settle for one bridge or one path to your Dream 50. Seek every available path to their hearts, heads, and desks. Network with their contacts (peers, underlings, superiors, vendors, attorney, CPAs, etc.). Unload every bit of arsenal you have. Get aggressive. Call, fax, email, FedEx, telegram, show up, court the gatekeeper, bring lunch, send gifts (books, magazine articles, swag, etc.). Annoy them or impress them, but never let them ignore you. Even if you lose four out of five, you'll still get 10 of your DREAM 50 clients and change your life! Identify your Shock and Awe strategy for each on the "OUR DREAM 50" sheet.

# CHAPTER 4 FILLING YOUR EMPTY SEATS

FIND THE BEST OR DIE WITH THE REST (YOUR CHOICE)

### **RECRUITING A-PLAYERS**

A-PLAYERS ARE FREE – THEY PAY FOR THEMSELVES. ONLY HIRE THE BEST.

#### TAKING CURRENT INVENTORY

List 5-10 of the most important positions, competencies, and skills needed to dominate your marketplace.

Position	Competency	Skill	
Now for the tough questions Are the people in those current positions Who isn't?	A-Players? □ Yes □ No		

Are they better, more skilled, and more competent at that role than you? ☐ Yes ☐ No Who isn't?	
Do they have the character you want to define your culture? ☐ Yes ☐ No Who doesn't?	
Are they in love with your business, your culture, and your clients? ☐ Yes ☐ No	
Who isn't?	
You should now be pretty clear on what position(s) needs to be upgraded. Have the courage to do so. The future of your business depends on it	

## **DESIGNING YOUR A-PLAYER**

What's the role of this new position? Create a clear and detailed job description.	
	<del></del>

How will success be mea	asured? What is the	e result you're p	aying for, specif	ically?	
Vhat specific attributes	and competencies	are you looking	for in this posit	ion?	
Vhat specific attributes	and competencies	are you looking	for in this posit	ion?	
Vhat specific attributes	and competencies	are you looking	for in this posit	ion?	
Vhat specific attributes	and competencies	are you looking	for in this posit	ion?	
Vhat specific attributes	and competencies	are you looking	for in this posit	ion?	
Vhat specific attributes	and competencies	are you looking	for in this posit	ion?	
What specific attributes	and competencies	are you looking	for in this posit	ion?	

DESIGNING YOUR OFFER
What does your business offer this A-Player in each of the following?
PEOPLE:
CHALLENGE:

OPPORTUNITY:	
GROWTH:	
MONEY:	
FUN:	

Use the above answers to design your job posting and recruiting script.

## THE RULE OF 3

#### PROTECT YOURSELF FROM YOURSELF.

- Interview (at least) 3 people.
- Interview them (at least) 3 times in 3 different places.
- Have (at least) 3 people on the team interview them.
- Do more than 3 reference checks.

# CHAPTER 5 RIDING IN THE FRONT SEAT

LEADERSHIP: STEPPING UP WITHOUT SCREWING UP

### **ASSESSING YOUR LEADERSHIP**

IT'S YOUR FAULT. EVERY TIME. SHARE THE CREDIT, BUT OWN THE BLAME.

uverall on a scale of 1 to 1	U (IU be	ing awe	esome)	, now w	oula you	rate yo	ur teade	ersnip?			
Leadership	1	2	3	4	5	6	7	8	9	10	
Are you sure? Let's find ou	t.										
STEP 1. Make a list of the runsure, bring to mind the rlate Steve Jobs, or Warren anyone you see as admiral	nost suc Buffett.	cessful You mi	peoploght als	e you kn	ow of-p	people l	ike Opra	h Winfr	ey, Rich	ard Branso	on, the
What single words would y (Examples: passionate, con working, consistent, persu	mmitted,	, positiv	e mind	led, disc					everant,	inspiring,	hard
1)		11)					21)				
2)											
3)											
4)		14)					24)				
5)		15)					25)				
6)		16)									
7)											
8)											
9)		19)									
10)		20)					30)				

**STEP 2.** From your list, select the 12 attributes that are most important to you and the culture you want for your organization, and put them on the LEADERSHIP DEVELOPMENT worksheet.

- **STEP 3.** Rate yourself on a scale of 1 to 10 (10 being awesome) on how you exemplify, demonstrate (daily), and set the pace for each of the 12 attributes.
- **STEP 4.** Add up all of your ratings and divide by 12. Put that in the total box.
- **STEP 5.** Now, let's be sure. Take a blank copy of the LEADERSHIP DEVELOPMENT worksheet, and ask at least three other people to rate you on the same scale for each of the 12 attributes. Ask a few people you lead and a few people whom you look up to as leaders. And if you're really courageous, ask your spouse.
- **TIP -** Give them permission to be brutally honest. Suggest the only way for you to learn, grow, and improve is for them to be as candid as possible.
- **STEP 6.** You now have your personal development plan. Mark every attribute that is not a ten, and begin the work to develop in those key areas. You will not foster those attributes on your team until you are the shining example of them first.
- **STEP 7.** In 90 days, ask those who assessed you to re-assess you again. Measure your progress.

### **BUILDING LEADERS**

Now that you know what the 12 most important attributes are for your culture, it's time to assess whether you have the right people on board and how you can help them improve.

- **STEP 1.** On the LEADERSHIP DEVELOPMENT worksheet, evaluate your top 5 leaders on the scale of 1 to 10 (10 being awesome) on how they exemplify and demonstrate daily each of the 12 attributes.
- **STEP 2.** Have them rate themselves and you.
- **STEP 3.** Compare notes and discuss how each of you are going to get the training and do the development work necessary to score a 10 on all 12 attributes by a specific date.
- **STEP 4.** Re-evaluate each other every 90 days.

## LEADERSHIP DEVELOPMENT WORKSHEET

	YOU	Member 1	Member 2	Member 3	Member 4	Member 5
1.						
2.						
3.						
4.						
5.						
6.						407/
7.						
8.						
9.						
10.						
11.						
12.						
TOTAL						

# CHAPTER 6 PICKING UP SPEED

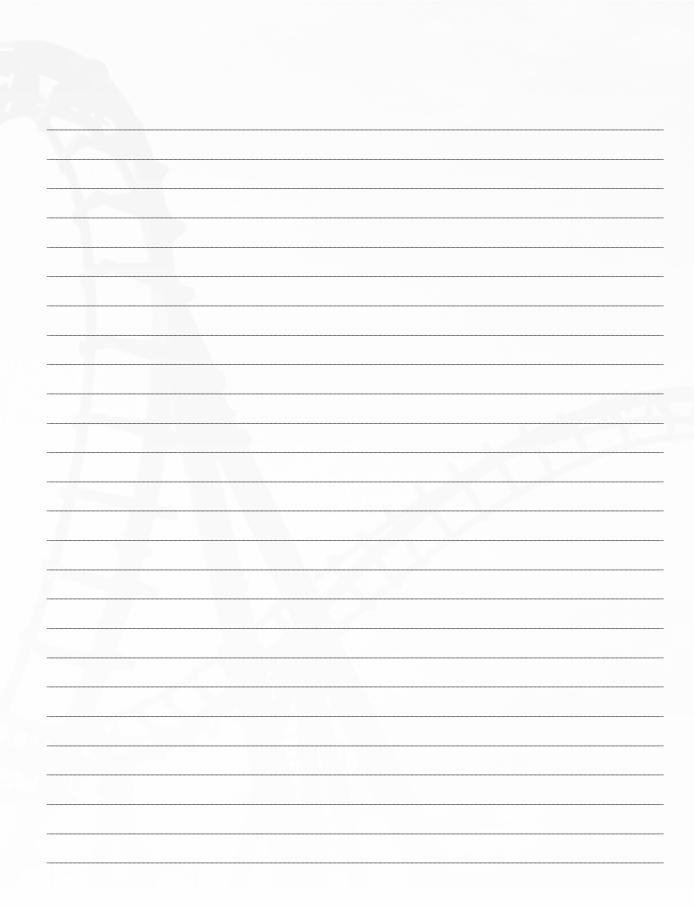
BECOME INSANELY PRODUCTIVE WITHOUT LOSING YOUR MIND

## **UNDERSTANDING YOUR VALUE**

What is your personal annual income goal?
This is your hourly rate.
Every task and function that you can hire for less than that hourly rate must be delegated or deleted.
IDENTIFYING YOUR SUCCESS FACTORS FOCUSING ON WHAT MATTERS MOST SO YOU'RE NOT DISTRACTED BY WHAT MATTERS LEAST.
VITAL FUNCTIONS
What is the "rainmaking" role in your business?
What is the most important function in the success of your business?
What are 2-5 more?

What is one function only you can do? Something that takes your unique experience, skill, or perspective?
What are 2-5 more?
If you got hit by a bus (so to speak) and could not work for six months, what aspect of your business would suffer the most?
What else?
What functions do you like doing the most?
What functions are you best at?

Based on what you discovered above, what are the three most important functions you provide to your business?
These are your Vital Functions.  If you could only do one, which would have the greatest impact on the success of your business?
This is your single most Vital Function.  Spend the most time doing this function. Track, measure, and monitor it. Study, improve, and go for mastery o this function.
VITAL PRIORITIES
Make a list of all the priorities (to-dos, tasks, key projects) in your business right now. Write as many as you can think of.



Circle the top six. Star the top three and write them below. My 3 Vital Priorities are:	
Circle the top six. Star the top three and write them below. My 3 Vital Priorities are:	
VITAL METRICS	
Make a list of all the critical data that make up the e need in order to monitor progress and make effective	conomic engine of your business. What metrics do you e decisions?

What are the half-dozen most important?
These are your Vital Metrics.
FINDING YOUR ECONOMIC DENOMINATOR
What is the single most important metric to determine the health and success of your business?
What functions upstream produce that metric?

Which of those functions is pivotal? Which is the most concrete, measurable, and if performed as normal, makes everything else happen?
This is your single most Vital Metric.
VITAL IMPROVEMENTS
My single most Vital Function (from above):
Of my BIG 3 goals, my most important goal is:
What one skill, if you developed it further, would have the most impact on accomplishing your most important goal and mastering your Vital Function?
This is your single most Vital Improvement. Invest in study materials, practice, improve, and master this skill. Then attack the next one. Ask each person on your team to do the same.

## FORMULATING YOUR MASSIVE TRANSFORMATION

Make a long list of all of your goals right now.	

Circle the top six.  Which three, if accomplished, would make this the best year of your life to date? Write them below.			
My BIG 3 goals are:			
Now throw the rest of the list away. Ask each person on your team to do the same.			
Write the top two to three behaviors or habits most important to accomplishing each goal. Then decide how you will track each behavior.  I recommend using the Living Your Best Year Ever journal and (AMS) Achievement Management System http://BestYearEver.SUCCESS.com/			
GOAL NO. 1:			
Behaviors:			
Tracking mechanism:			
GOAL NO. 2:			

Behaviors:		
Tracking mechanism:		
GOAL NO. 3:		
Behaviors:		
Tracking mechanism:		

# ENTREPRENEUR ROLLER COASTER

## CHAPTER 7 HANDS IN THE AIR

TERROR IS PART OF THE THRILL (NO, REALLY)

WORKSHEETS

## **IDENTIFY AND FACE YOUR FEARS**


Identify the top three, write them below, and then complete the chart.

## **CRUSH YOUR FEARS**

	FEAR	Will I die doing this?	How can I habituate?	How can I make it fun?
1.				
2.				
3.				

### **REMEMBER:**

It's only the fear you fear, and the fear's not real.

Focus on the simple task not the (dramatized and invented) outcome.

It only takes 20 seconds of courage.

Being courageous only one minute per day will make you unstoppable in your business.

# ENTREPRENEUR ROLLER COASTER

## CHAPTER 8 SMILE FOR THE CAMERA

**DON'T MISS THE POINT.** 

WORKSHEET

## **IDENTIFY YOUR POINT**

IN THE PURSUIT OF WHAT YOU WANT, DON'T SACRIFICE WHAT MATTERS MOST.

WHO do you value most?	
WHAT do you value most?	
Are you allocating most of your time, life force, and energy to those people? ☐ Yes ☐ No	
If not, why and what will you change to do so?	
	<del>,</del> /

Are you allocating most of your life to, and living in alignment with, those things you value most?	□ Yes □ No
If not, why and what will you change to do so?	
	7

**RECOMMENDATION:** Get the Living Your Best Year Ever journal and goal achievement system. It will take you through an assessment of every aspect of your life then chart your current success and where you need attention and improvement. It's an essential tool to get a baseline on where you are now and what you need to do to accomplish the goals you have for yourself and your business.

Go to http://BestYearEver.SUCCESS.com.

## STARTING WITH THE END

YOU HAVE TO LIVE TODAY FOR HOW YOU WANT TO BE REMEMBERED TOMORROW.

### WRITE YOUR OBITUARY.

I know this seems morbid but it is one of the most illuminating and clarifying perspectives you can gain on the person you really want to be and are capable of becoming.

Don't worry about being too formal with this, just bullet point the attributes you want to be most remembered for. List the achievements you want to have to your name, but also describe your character, your effect on others, and your contributions to those around you.

Take the time to develop this. It's quite possibly the most important exercise you will ever do. Your obituary is the summation of your entire life lived. It's worth getting right, before it's too late, so you can start living up to it today.

Name:	Nickname:
Age at death:	Date of death:
Residence at death:	Cause of death:
Date of birth:	Place of birth:
Names of parents:	
Childhood: siblings, stories, schools, friends:	
Marriage(s): date of, place, name of spouse:	

Education: school, college, university, and other:
Recognition: designations, awards, and other recognition:
Profession: jobs, businesses, activities, stories, colleagues, satisfactions, achievements, frustrations:
Other places of residence or vacation homes:
Hobbies, sports, interests, activities, and other enjoyment:

haritable, religious, fraternal, political, and other affiliations with positions held:
reatest life achievements:
Inusual attributes and life history:
avorite quotation or poem:
hree words that sum up the life:
dentify the top three, write them below, and then complete the chart.

## **NO REGRETS**

## DON'T WAIT UNTIL IT'S TOO LATE TO LIVE THE LIFE YOU WERE MEANT TO LIVE.

If you died today, what would you regret not having done, experienced, become, lived, saw, heard, tasted, for etc.? Think deeply about this one.			
1.41			
What will you do to ensure those regrets don't come to pass?			

