

# On Thinking Differently

An article got my attention.

**Why people fail to recognize the obvious.** Apparently Prof. named Dunning at Cornell found that most “*incompetent*” people did NOT know they are incompetent! One reason: the ignorant also tend to be blissfully self-assured, (Dunning believes) is that... ***The skills required for competency often are the same skills necessary to recognize competency.***

The incompetent, therefore, suffer doubly! Not only do they reach erroneous conclusions and make unfortunate choices--but their incompetence *robs* them of the ability to even realize it. In fact, this incompetence can also be denial to accept reality.***(Obvious Adams)***

I'm saying this as a preference to the rest of my 10 min.--because I want every one of you to accept a ***new reality*** and this ***new reality*** has many facets, as you will learn.

# On Thinking Differently

Socrates said: *a life unexamined is a life not worth living.* I believe that a **business that's NOT constantly re-examined, is a business not worth owning.**

Why is the session (am I) "relevant" for 10 valuable minutes of YOUR limited time here this Wednesday?

**For one thing:** Over \$10 billion of validation/confirmation that divergent thinking, funnel vision, connective-integrative thinking--pays Monster-sized dividends!

**For another:** Successes in 465 industries--worldwide/i.e. Inc. 500 fastest growing companies, top industry coaches, famous consultants and authors, everything from bowflex to planet fitness. Amdahl Corporation . consumer/b2b, one-shot/multi-influence, etc

**What's the benefit to you?** Multiple times more profit from actions, efforts, opportunities, markets. Your business becomes more valuable, satisfying, respected, fulfilling—fun!

I'm known for looking at situations, markets, industries, strategies, marketing-selling-advertising approaches, business models, revenue activities, problems/challenges/issues, opportunities, opportunity costs, sunk costs, hidden

assets/ overlooked assets (both tangible and intangible), capital both financial/intellectual, relational--**DIFFERENTLY** than almost anyone else in the room.

Why do/how do I do it? Or more importantly **why could/should you want to do it too?**

I am hopelessly curious! I've been attracted all my career--unknowingly--to people in industries, who figured out how to outthink, out strategize, and outsell, out position their competitors. They ALL looked at their respective situations from fresh, new slants that few/none of their competitors saw

I gravitated to..People who had figured out **How to Untangle Gordian Knots That No One Else in Their Ever Even Knew "Bound and Confounded" Them.**

I realize that--in every industry--most entrepreneurs are confounded by knots, puzzles, *status quo thinking*/acceptance---and challenging business dilemmas that they don't even grasp---let alone know how to solve/resolve. Reminds me of the quiet desperation quote

I realized that almost every business in almost every industry was stuck--***and didn't even know it***

Over the years, I've developed a potent, rather fascinating way of seeing things differently. This is been almost entirely influenced by the "**confluence**" of being exposed to countless, inventive entrepreneurs—from countless unrelated industries-- who were utterly *obsessed* with going beyond what everyone else in their market or industry thought possible--(not just aspiration wise--but operationally/ strategically even perspective-wise).

They always approached it from the 360° question of "**what can I/should I do that's either NOTbeing done or not being seen—**

The perspective the people I seemed attracted to felt was... **Whatever goal/objective they were pursuing--it was like being part of leading a revolution/crusade.** Plus--they all had an utterly "indefatigable" enjoyment of what they did. And they found their work highly worthwhile---not just for themselves **but for the marketplace they were doing it for!**

I quickly realized--in observed contrast, that most entrepreneurs unknowingly, unintentionally, undeservedly... *Limit/restrict/impede* their own (and their business') ability and performance capability.

That means both performance of ultimate value creation to/for their marketplace-- as well as the performance of the maximum profit and wealth creation for themselves.

I hope I can provide a clear window for you of the self-limiting realities all your counterparts (*not of course those in this room*) experience and how to benefit/capitalize and see---then sieze) all that they fail to perceive!

Let me share the first 3rd of my professional career/life. Because, it was probably the most ***re-defining*** of who(*and what*) I ultimately became

Hopefully sharing it will help YOU re-examine and realize how to look at YOUR situation from more of a CAT scan/MRI-based perspective; so that there really ARE no limits on what you and your business can accomplish

As I chronicle my life, keep contrasting my adventures ***against*** what I call “***the herd mentality***” to almost every industry you may be aware of (or be operating in).

Start thinking divergently. Look at problems/opportunities/issues/challenges through different people/industry’s points of views. Funnel vision takes all the different approaches and paradigms from as many different “unrelated” industries and mental models as possible THEN incorporates the best-together into a a new hybrid “amalgam” or synthesis--that preempts every one else you compete against

At 17 I was very impacted by Mark Twain's Tom Sawyer. He **painted fences**. I painted fire hydrants. Pay \$.50 a hydrant. Found teenagers I could pay \$.25 each to do it for me, why read biographies

18. I was involving **commercial finance** we'd finance heavy equipment for farmers. Combines, tractors and harvesters etc. Our payments back from the lender were NOT made by the month. But, rather by the harvesting season--when *their* money came in

**Charge card**/not credit card business. While the people you had to finesse/respect/make critical thinking/diplomatic logic

**Schloss family** spot trends?get in early--do-it-yourself gas cable charge current

**Truck leasing**. Adding maintenance to the lease triple profit. Difference between 3 extra "Mills" on a truck going 1,000,000 miles a year was an extra \$30,000 profit per year times 3 years or \$90,000.

**Association business**/small affinity groups couldn't afford their own staff. But if offered half the cost 6 would eagerly allow one man to be there executive and pay a fee to syndicate into his staff. He made 3 times what everyone else made in the

Association business. Repurposed salespeople, executives, documents. Restaurants, grocery, meatpacker

**Radio station.** Packaged together desirable and less desirable assets and you could sell 300% more + eliminate dogs. Perseverance/packaging-trips. Creating buying/purchasing power at will/diminishing asset/. 1st row tickets. Trades. Duplicating AM/FM infrastructure. Expiring asset. Commission-free. Irresistible offer

**Shavers.** No retailers wanted to buy them. So you had to devise something "inventive" -- outside shavers that would motivate/excite retailers to purchase Christmas /Father's Day

**Consignment** distressed is ALWAYS opportunity in disguise. Distribution/access to market can be repurposed -- 8-track/curio

**JW Gibson**/don't buy growth businesses. Buy dying businesses. Don't pay for advertising/pay for results. Allowable cost. Multiple distribution geometric. Repurpose universal manufacturing capacity. Redeployment of asset/band 1/2 telemarketing/OS X IBM photo tape reader. Get people ethically addicted- trucks/advertising/yellow pages. redeployment

**Icy Hot** lot of littles produces an enormous aggregate—hard to kill. Distribution can be reused. Preempt all the negatives before they are posed. Irresistible offers. I.e. proposition: retention of ALL money/commission to middle-man, back up supply (super-critical)logic . More icy hot Buster Crap/testing-Martin Gable. 2nd chance. Wives/husband personalized picture. Someone turned you down don't walk away turn that into an access introduction bill distribution chain thousand media

**Howard Hughes.** Lease don't sell drill bits

**Joe Karbo:** Admit a weakness. Lower numbers more believable. Self efface own accomplishments. Maybe-maybe not

**Saturday Evening Post/Holiday** magazine buy assets not business. Look for intangible assets--overlooked opportunities, unseen by everyone else. Loyalty has enormous stored value. Perception has stored value/transactional capability. Use owned distribution to create national brand

**Dry cleaning**--fixed cost economics of scale. Repurpose everything at premium--i.e. hotel/motel Uniformrental/ mats mops/dust control/leather/suede (5 times more profitable). Help them market to tap their clients/ signs/tags. Reuse underutilized capacity/8 track.license what you develop i.e.UNIFORM/ master

**Lead generating**—people only focus on acquisition cost not quality conversion/6 week delay to save money. If you represent expertise and asked great questions you get unhesitatingly well-educated by experts (who are prospects) free. Everyone didn't tell truth. Critical mass prospect pipeline/systematic sequential call/letter/call letter selling system

**Entrepreneur magazine.** Repurpose sunk costs. Trade intangible value i.e. books advertising. Multiple short/long-term revenue/business strategies. Turn order takers and the sales makers. Acquire expertise/Gene Schwartz. Dan Rosenthal

**Harvey Brody** help everyone free--for 1st access to the mailing list/ motherlode fresh meat-names

**Greased Chute/Suarez-early masterminds**

**Art Linkletter**/Walt Disney/Kodak film booths

**IRI** don't use general media. Whose got market? Power of endorsements. Truth—including negative—produces huge credibility. Repurpose credibility—mag articles/newsletters/books Use influential with and direct access distribution. Turn fixed into variable. Sequential marketing—OS X, book of sequencing. Crossover buyers. Seminar transcripts/tickets/out of print books. Get Vendors to finance marketing. Non linear marketing preempts. Co-op truth. Colored gems.

**Australian Bullion Company**/gov-subsidies truth sold entire jewelry inventory

\$800 gold/300 market

**Newsletters-Multiple upgrade/downgrade/reactivating**

**capabilities.Repurpose own**

**Phillips; Strategy of Preeminence**

**Dan Rosenthal**--lifetime value, marginal net worth, preemptive marketing/risk

reversal/subscription marketing/trial/reason why/advantage

benefit/salesmanship in print/seeing somebody's philosophy/ experience/

contrasting to a broader spectrum of context-claude Hopkins. Scientific Advertising,

My Life In Advertising, Taken At The Flood ( AlbertLasker )

**Drew Kaplan:** the data talks

**Life insurance**--you felt you were responsible for your territory.IF I die/when you

do

**David Geller** use modest money to control large media distress get control of

deals/make people partners on performance

**Infomercials.** Tie up distribution/changing proposition turn dog into moneymaker

**Dave Wagonvord** for certified check. one-on-one barter/triangulation

**JW Gibson** telemarketing: make someone manager when hit benchmark give them override on salespeople they bring in. You have a salesman/manager leave the account stays and the revenue continues

Hopefully you had some *eye-popping*, perhaps *mind-rattling* thoughts as you listened to what I just shared with you? But WHAT IS the big lesson/action step instruction in all this?

**1st** it's look at each situation different than everyone else. Where's the screaming opportunity that no one else sees.

**Where's the gap** that everyone else is walking over, around, or outright falling into - or avoiding, that you can build a bridge over. What can you add to a herd-mentality industry that all your contemporaries have never experienced/learned about?

**Reflect more deeply-expansively/dimensionally.** I call this "*critical deep concentrated CAT scan thinking*". If you practice it long enough you go from exhaustion to exhilaration. Stop after every experience, meaningful conversation,

interaction--be more observant. As you read articles take enough time to reflect on what the lesson you are receiving (*but not perceiving*) might be. It could be something immensely adaptable, adoptable from whatever you've just learned.

Could be a reaction you're seeing in yourself you have to identify (and extrapolate) to see if it's a reaction you market or your competitors might also feel. It could be a side of yourself that you like or don't like. Can be someone you interacted with that impacted you—and you can isolate an element/attribute of their character/conduct that is very powerful you wish to model or integrate into your own persona or conduct

Study everything you don't know about. **A technique For Creating Ideas:** James Webb Young. Reality In Advertising: Roesser Reeves. My Life In Advertising. Scientific Advertising. Taken At The Flood.

The payoff will be huge: delivering multiplied results in leveraging everything from your financial yield, multiplying your marketing performance, transforming your industry positioning and liberating and animating your entire view of the world.

Bottom line:**the world is a 3-D movie you can have the only pair of glasses if you so desire!**

Dyer and Gregersen researchers found out that a lot of innovation comes back to “**associative thinking**” which is, or can be a learned skill. That is to say, it happens when we mash-up a lot of ideas or fresh sources of information.

In the book **The Innovator’s DNA** they site that **all the relevant research proves that innovators excel at connecting the unconnected. Again, they engage in “associative thinking”**.

***Steve Jobs quote***

*“When you grow up, you tend to get told the world is the way it is and you’re supposed to just live your life inside the world. Try not to–bash into the walls too much. That’s a very limited life.*

*Life can be much broader, when once you discover one simple fact, and that is–everything around you ( that you call life), was made up by people that were no smarter than you. And you can change it, you can influence it, you can poke life and if you push it, something will pop out the other side, that you can change it, you can mold it.*

*That's maybe the most important thing. It's to shake off the erroneous notion that life is there and you're just going to live it, versus embracing embrace it, change it, improve it make your mark on it!*

## **Famous Apple TV and 1984**

**“Here's to the crazy ones. The misfits. The rebels. The troublemakers. The round pegs in the square holes. The ones who see things differently. They're not fond of rules. And have no respect for the status quo. You can quote them, disagree with them, glorify or vilify them.**

**About the only thing you *can't* do is ignore them. Because *they* change things. They push the human race forward. And while some may see them as the crazy ones, we see genius.**

**How else can you stare at an empty canvas and see a work of art? Or sit in silence and hear a song it's never been written? Or gaze at a red planet and see a laboratory on wheels?**

**Because the people who *are* crazy enough to think they can change the world, are the ones who do—*Apple Inc.***

How often do you think differently? How often do you look for solutions in new environments?