

## Transcription (Part I) Jay Abraham in San Diego

### Preston Estate Planning 5/17/13

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John: Let me share a thought with you that kind of put marketing in perspective at least for me. Every morning in Africa, a gazelle wakes up. It knows it must run faster than the fastest lion or it will be killed. Every morning in Africa a lion wakes up. It knows it must outrun the slowest gazelle or it will starve to death. It doesn't matter whether you're a lion or a gazelle, when the sun comes up you better be running. Does your business kind of feel like that sometimes? You got to keep going, got to keep going? Let me draw your attention to this yellow form. Pull the yellow form out. This is a little bit backwards but I want to make absolutely, positively sure that you've got this and get what is available here.

First of all, Jay has been gracious enough to come down and speak to all of us. Now, I really, really appreciate the time and the talent that he has. I also can't believe all the gifts that he has made available to all of you. Some of you may have already been familiar with his book, "Getting Everything You Can Out Of Everything You've Got." Jay asked me how many people would be here. I told him and he said, "I'd love to bring some books." I said, "Jay, we don't sell books at these events. That's not the kind of event it is." I think I offended him and he said, "I was going to give them to the attendees." We'll make arrangements for you to get these books to you on the bottom of the sheet though, on the left

hand side, you mark the box if you'd like us to get you a book. Okay. Don't thank us because Jay is the one that's making this possible.

If you also notice at the bottom, there's what appears to be kind of a box thing. This is 93 extra new referrals systems which is consistent with yesterday's program. When he heard that Dan Allison was speaking yesterday, he says, "Well, I have some DVDs on that that might be interesting." I didn't make the mistake the second time, I said that would be very, very nice and so we have these. If you'd like these, mark a box.

Then most of you are familiar with Nightingale Conant and they have put together the best of 2012. Jay is one of featured presenters on here. If you'd like these mark that. At this point, you should have them all marked unless you're not paying any attention to what's going on. How many of you know Anthony Robbins? Okay, pretty well known.

This is what Anthony Robbins said about Jay. "One idea Jay gave me in the first hour, increase our company's marketing effectiveness by more than 100%. Jay is phenomenal and amazing." How many of you know who Victor Hansen is? How many of you heard of the book "Chicken Soup for the Soul?" He is the author as well Jack Canfield. This is what he said, "Chicken soup for the soul ... I'm sorry I'm starting in the middle. "Jay gave Jack and me two killer concepts. Obviously, they must have worked because so far we sold over 88 million copies using his approach."

Mike Basch which most of you don't know is the gentleman that founded Federal Express. He says one of the original founders of Federal Express tripled the sales in one of his new businesses in less than 60 days using five ideas Jay gave to him. He said "Jay is one of the only two genuine marketing geniuses I have ever met in my life. The other is the man who turned FedEx into a billion-dollar giant." It has become worldwide. USA Today wrote, "He gets business going and growing again." Investor's Daily, "He knows how to make maximum results from minimal effort." Chase Revel, founder of Entrepreneur Magazine said, "I made 1.5 million from just one thing that Jay thought me."

Forbes Magazine said, "His specialty turn corporate under performers into marketing and sales wizards." The New York Times said, "Jay Abraham specializes in helping entrepreneurial companies grow." Los Angeles Business Journal, "Jay is a leading marketing consultant, commanding \$25,000.00 fee for a three-day conference." Brian Tracy, "Jay Abraham is perhaps the finest marketing mind in America today." If I go on, he won't have time to say anything. I mean literally I've got pages and pages and pages and pages. Let me suffice it to say that this guy knows what he's doing. If you don't realize that, you're not paying any attention to what he's saying.

Last night, we went up to his suite to visit with him about three hours later, my head was bursting just with ideas. He's so cute. He says, "Is there anything else you want to know?" I said, "How much time you have?" He goes, "Well, until

7:30 because I got to be on a phone to Japan at 7:30." We looked at the watch, it was quarter to eight. He says, "Well, if you'll excuse me. I need to get on the phone." Incredible, incredible, wonderful dear friend of mine, Jay Abraham, please welcome him.

[Applause]

J. Abraham: John that was very nice thank you. I'm grateful for that.

John: Thank you.

J. Abraham: Thank you all. We're going to start with a little rudeness on my part. I'm not used to doing small groups which is great but I need you all to move forward and get together because the dynamic of what I want to share is too valuable. If it's the light, move up so we have very tight dynamics up front because they're be a little bit of interaction we will do. Please I promise it'll be worth your while. Then I'm going to give you a context to appreciate me and what we're going to do for the next hour and half. Please do because I'll keep repeating it and repeating it and I won't deliver anything till you guys do it.

I want to tell you why I'm here, why I think you're here and then what I plan on trying to share for the next, I don't know, couple of hours. Please, again, I don't want to repeat it. Move forward and fill in the seats because it will because it will make for a great dynamic for me reaching you and you interacting throughout the day. There are some errors in what John sent you and I'll clarify it not be

arrogant. I don't do 2,000 we get 50 gran a day when we consult. I'm saying it to be arrogant but in order to get that, you have to have an understanding that's pretty diverse.

If you understand where the lessons and messages that are going to emanate from my brain came from the rest of the day, you might appreciate it. I'm going to give you a three-minute context on appreciating how ... is that me? A soft spot? How I came to be here and then what we're going to do. My background is very diverse. I've been involved in 465 unrelated industries on a worldwide basis, industries not businesses. When you look at that many diverse industries, you realize that most people who spend the bulk of their life, their career in one or two fields have a dichotomy.

On the one hand, you're extremely skilled in the operation and the understanding but in the other hand, you have a prejudice towards following and applying the principles of business generation, of growth, of business building, pretty much the way everybody else in the industry does it. When you look at 465 unrelated industries and you look at 465 unrelated strategies and you look at 465 unrelated business models and 465 unrelated ways of reaching the market. You realize how much more is possible from the day, from an action, from a market, from an effort, from what you're trying to accomplish. I've been blessed over my life to understand a lot of diverse ways to do it.

I've also had very good mentors. I've helped about 400 of the top business experts ... did I do that? ... In the world, none of them came to me for help with their methodology. They came to me to command premium, preemptive, preeminence but had to leave ... I think it's the two different ... we have to mikes, one for video, one for audio. What do you think? Certainly wakes us up. Certainly wakes us up. I had to learn all these methodologies, all these technologies. I've been very blessed besides helping people whose names I don't want to drop. I've also been counsel to the Deming organization where I learned optimization and process improvement.

Those of you who are attorneys, Decision Quest, which is the world's largest strategic litigation consulting firm. They have about 150 PhD psychologist and sociologist that analyze all kinds of variation and venue, jury, graphically depicting pain and suffering. Another company, QualPro, who's the largest tester of multivariable testing in the world and they test everything from throughput to selling to merchandizing to client service, to call centers, everything. I've been [inaudible 00:09:48] you to look at a lot of stuff. The reason I'm here today really is not to help you with fundamental business building transactional strategy, it's to help you with a shift in your philosophical strategy, a shift in your strategic philosophy about how you conduct your professional life.

I'm here to try to teach you how to think and act and transact your business in the ultimate preeminent way. I should tell you that I have studied the concept of

being preeminent, being the most trusted advisor, being the only viable solution, being the go-to source, being the distinctive, stratospherically superior source and force of expertise, of guidance, of access in a market place and operating at that higher level is an infinitely more fulfilling and satisfying place to be than being mediocre.

What I'm going to do, I almost wore a tuxedo because John said ... and by the way, I'm here for one reason. I've known John for 20 some years and I'm very impressed with his integrity. I'm very impressed with what he does and what he's trying to do. I'm very impressed with understanding that if he doesn't help you, neither side will win and that you can't really grow your practice unless you understand that it's a function of adding value and contributing more advantage to your clients. That stated, we're going to spend and I told him to make up the PowerPoint. I've never done this PowerPoint before. I just came back from China where we had 5,000 people. This is really fun because I'm going to try to explain it, demonstrate it, analogize it, metaphorize it, give you some examples and time allowing, we'll answer questions.

I'm renowned for being more a savant than a structured presenter. I have PowerPoint that I may or may not use. I had to print it for you because there's no way in heaven I'll get through it but I try to create the PowerPoint in a way that once you get started on the path of understanding, it's so damn clear and self-evident that you'll be able to build on it. I have a couple of other components

that I'm going to share. Also nothing I will share with you is theoretical or ideological, excuse me, idealistic. It's going to be all be transactionally validated and the only place that's meaningful on the front lines of commerce and capitalism because that's where I work.

The background of the strategy of preeminence might be useful. Overall, the years that I've been doing this around the world, I have been impacted by people who stand out. They stand out because they resonate a certain aura of significance, of authority, of trust, of magnetism, of charisma and it's very authentic. One of my clients, about 20 years ago, went from \$1,000.00 kitchen-table startup to \$650 million and what was very interesting is they were three times larger than their closer competitor and five times more profitable. They were able to charge people about double the market. It was very interesting to me because when I started my first seminars were \$15,000.00 and \$20,000.00 a person when people were charging 5,000.

In order to be able to command that kind of differential and not be egged and tomatoed and castigated as sham. You got to figure out how to differentiate against all the maddening crowd. This client of mine was brilliant and understanding how to distinguish themselves. I did an exchange with him. I traded them half a million dollars of my time with my strategies for the privilege of trying to understand what and how they had driven this profoundly amazing



growth, distinction and differentiation. From that evolved wide over the years, we've started calling the strategy of preeminence.

When I work with an operating business, it is the first foundational element that I instill and install in every company be it one person or 20,000. It becomes the foundation of how you conduct yourself. It becomes the formation of your culture. It becomes the articulation of your marketing, selling, distinctive business proposition. It becomes the way you live your life internally, meaning in your professional life but it also transcends and gives you an incredible connectivity in your personal life and in your community. More importantly, it liberates and animates your spirit in ways that are very rare. I have never done this before in the way we're going to do it.

I had my assistant build a PowerPoint, you've got it. I've never looked at it. I'm going to do it together with you. One of my beliefs and it's in being preeminent is you respect the intelligence of your audience and you tell them the truth. What we're going to do is we're going through it and I'm going to walk you through and there may be certain elements that I bypass because I've either already said them out of context or they're redundant or I'll come back to them because they're not in the precise order. We will describe them. We will stop at intervals and even though you all represent a fierce competitive force in the same city, the reason I asked you to come forward and some of you didn't, some of you did.

The ones that didn't and I will probably humiliate you later and draw you out but that ones that did, I acknowledge and respect.

I will have you do some exercises, not from my benefit. I already know this and I've taught it around the world and it works. For your benefit to see because if whatever number of people, from 60-80 people, here is someone express something 79 of them have interpreted totally different ways. The more you can understand how each of you see this even if you're fiercely competitive. The more you can accelerate your ability to embrace it. I can promise you that the people that grasp this and the people that live this not use it because it's not a manipulative ... it's a way of living. It's a way of conducting your life. It's a way of conducting your interactions with your clients. I'll get into clients in a few minutes because it's not just people that pay you. It will transform your life and it can be executed in a myriad of ways.

We're going to explain it. We'll give you examples. We'll work a little bit at the tables. Then we're going to explain to you the concept of greatness because I've done a lot of work in trying to understand why human beings are innately programmed to be great and yet 3% or 4% of us are great and the rest of us are mediocre. I've had the great, great, great privilege of operating with people at the highest levels of greatness and the difference between mediocrity and greatness is not linear. It's so asymmetric and geometric that if you don't try to do it, shame on you.

By the way, because I've done all these work with Deming and all of these multivariable companies, I understand something which will be self-evident to those of you in commercial real estate. You'll probably don't extrapolate it to your own professional life and its concept of highest and best use. Highest and best use, you know obviously what that means in real estate. I'm not going to explain it, you should know it. We don't want to apply highest and best use to our lives. We don't really understand the highest and best use of time of opportunity, of interaction, of communication, of access, of relational capital, for the moment residually. The thing that I hope to be able to teach you but it's not really on the agenda is I am fiercely strategic thinker, I get paid for going and taking people from tactical to just monumentally strategic.

I'm going to try to show you a little bit about that and then in the afternoon, we're going talk about what we called the Maven Marketing Matrix. It's not one size fits all, you're all unique individuals. Once if and after you decide you do want to be preeminent and you will because the alternative is really is stealing from yourselves and your market then you got to decide how do you individually best express it and personify it. You know that I'm only here in service to John, there's nothing I want from you, nothing I want to sell to you. I'm going to leave and take my wife and kids out to dinner and a really great bottle of wine when we're done.

I'm here for the duration to give the benefit of whatever I know in the way that I think it will best instill itself. I'm not here to be an entertainer intellectually. I'm here to try to communicate in a way that will haunt favorably and positively for the rest of your life. With that stated, let's begin and I'm also technological feeb, I can't even work a PowerPoint. We're all a little bad being preeminent. Is it going to work? Okay. See, I can't even make that. What am I doing wrong? I'm pushing the arrows and nothing has happened. Is it on?

Okay. I'm already going to start by deserving it because I had Laura. God bless you, Laura. My assistant go online and get the definitions and these are crappy definitions but if you look at Webster's full on definition, the difference of being preeminent and being average are so profoundly different that why in the world would you want to conduct yourself in a mundane, average sort of a generic commodity and marginalize way. The truth of the matter is the world today is trying so ardently to convert everyone to a commodity. They're trying to convert you all to basically a marginalized, generic, incomparable whatever it is you do.

It you succumb to that, shame on you but you cannot succumb to it. You understand the forces, the factors, everything that's afflicting and affecting you. I had this belief ... we were talking to John. I'm going to get you guys so mind-screwed because I'm going to take things out of context. I believe in life that about 2% of what happens to us are acts of God. There are things we can't control. The rest of what happens to us are functions of actions we take or don't

take, forces, factors and elements we understand and we either that control and harness or they control us.

You can't really maximize and manage that if you don't understand what they are. We'll explore a lot of them today if I can hit the right button. First of all, you could say, do I want to be preeminent? This is a dullard definition but I mean I guess. I guess you want to be ranked paramount, dignity, importance, or you want to be about midway between extremes. It's your choice, I don't care. You do have a choice. You might want to consider that as the overriding, thematic thread of this.

Bringing out the greatness and creating extraordinary value for your client. What is business life and relationship all about? I've had the good fortune of exploring it philosophically on a lot of planes. I was inept. I don't know if you know of the city, Zhen Zhou two weeks ago. We went to the Shaolin temple, anybody who in Zen Buddhism knows it's the birth place of Kung Fu. There's like 30,000 young men and women taking Kung Fu for five years at a time. We were sitting talking to some of these wonderfully inspired monks about life and purpose.

I got to tell you, we are rewarded in our life for the amount of problems we solve for others or the amount of opportunities we make possible. That's just a given. It's in total proportion but the problem is most of the people's problems we need to solve and whose opportunities we need to make possible don't even know they have a problem. They don't even know they want the opportunity.

They know it's possible. In order to get there it's like the Panama Canal who has canal. We have to go through a number of locks of education, communication, demonstration and illustration of pain, suffering, benefit along with examples of how life can be good or bad.

Tony Robbins calls it the Dickens Pattern. It's like Christmas past, present and future. I'm just planning this as reference. Okay, again, redundant, put your goals to be the most trusted adviser visible as a type while it's supposed to be viable, the only viable source to turn to your adviser for life. It goes one more dimension that I didn't put on the PowerPoint and that is you want to be seen as the source that every trusting client refers everybody they care about to whether you do business with them or not because they respect, trust and entrust their life to you enough that they worry that their friends, their colleagues, their families, their church members, their contemporaries don't really have their lives together and they want to get the opinion of the one person they trust.

We'll circle around and visit this a little later at least for the people that move forward. You're surrounded by simple obvious solutions that can dramatically increase your income power influence and success. One thing, I am a monumentally clear-headed critical thinker. Most people are not very good critical thinkers. They're tactical, linear thinkers. I always try to understand what is the dynamic going on? If you do this what's the implication. If you're going to do this what's the implication?

By the way, at the end of this, I've shared with you 93 different, very just simplistic and compression explanations of different forms of referral generating strategies because I was just thinking before I came here, most people I would think in this room would honestly say that some large portion, hopefully of your clientele, of your business, of your work emanates from referrals, wouldn't you? How many would say that more than 20% of your practice or your business comes from referrals right herein. How about 50%? How about 100?

I don't want to do it now because of time but when we used to do very big work on referral-generating, we have everybody stand up who had at least 20 to 100% of their business emanate from referrals. We would actually go around and randomly ask the percentage and the dollar so they 40%, \$500,000.00. Then we'd say "okay, remain standing if you have in placed at least one formalized, systematized, consistently adhered to qualitative referral generating strategy that you and your entire organization follows on a continuous basis," and almost none of them would stand. A few would stay standing, I would say two. Almost not everyone stand, maybe three and everyone would sit down.

Then I'd say, well let me ask you this question. How many of you who don't have referral generating strategies spend time effort, money on sales letters, on ads, on paper click, on going to trade shows and almost all of them raised their hands or some form of outside marketing design to identify somebody who knows nothing about you, has no trusts for you, no respect for you. No experience with

you. I say, doesn't that makes sense when you got this body of people that have already experienced your work?

When you start connecting dots, it makes the whole direction. Your life becomes very self-evident when you understand from a 60,000 foot manor had a look at what's really going on. Then we're going to go through what I call the advance strategy perimeters. These are just for my benefit but I'll tell you what these mean and we'll come back to them. Future pacing is an integral part of being preeminent. Future pacing is taking people into the future. Ethically, honorably and with certainty knowing how different their life or their finances or their family or their state or their whatever can be once if and after you have been able to do whatever your magic is.

It needs to be tied to an explanation of what's wrong with their picture now in a very heartfelt educational way. My wish for you, its way out of context but the key to being preeminent is a hopefulness. Whenever I have the opportunity of sharing my perspectives or my knowledge or my experiences with a group, any group, this is a vertical group but any kind of group. Here, around the world, I have a hopefulness before I walk out that I will transform your thinking about what your purpose is, what you need to do, how you use your life, how you embrace the communication, the relationship. You have to have a hopefulness driving what you're doing in each interaction you have with all of your clients.



We'll get into that soon. This was put out of place but I tell you, water example, I won't use yet. I use to start large seminars with a question. It would be very soul searching when it's there. You unintentionally, unknowingly, unwillingly and undeservedly limiting, restricting, impeding, constraining the number of clients you could be helping, the number of transactions, they could be doing with you. The number of ways you could be contributing and I would modify it to the group because no one's ever explained to you the alternatives. No one's ever dissected for you how, not dumb, but how under performing and they call it sub-optimal. You're thinking your actions might be.

I'm not trying to criticize anyone of you. I'm just saying that the most probable result at the end of this day if I don't offend you is that you'll say, "Wow, I'm going to start looking at my whole business and my life and my belief systems differently." Okay, so let's talk about points that drive being preeminent. There's a lot of it. You have to understand how they inter react. The first one is genuine empathy, real empathy. When I walk into a room like this and see people together at a table and people who haven't move forward, I see a group of people who I suspect they're very dedicated to their professionalism.

They want to make money but they want a make difference. They work very hard. Many of them probably started from scratch and had a very difficult time. If it was pure commission or little salary, you draw against it. They had to work very hard to make money. They probably built a clientele and they're proud of it.

Hopefully, they're making a good living but inside in their heart, there's gnawing and a driving desire you wouldn't be here, that there's more. There's a better way to do. There's a better way to connect. There's a better way to escalate or if not hurdle at least, accelerate my posture, my altitude and my attitude. I don't know what it is.

Well, that's the same with any human being. Every human being needs to be understood. They need to be appreciated. They need to understand the differences in each one because no two are the same. The more you can demonstrate that you understand who they are, what they are, what they don't even know that they're trying to accomplish, the more connectivity you have and connectivity is everything. I have to tell stories because analogies and metaphors and similes are the way the brain understands the best.

We use to do very large seminars, John, you came to one. We've done 2,000 people. John came to one. At many of them, we would spend the first three hours and people thought I was crazy going around the room and having every participant stand up and tell us why they were there and what their biggest problem opportunity or challenge or goal was that they hope to address. It was very fascinating because the majority of them couldn't clearly articulate it. I was on stage with a very brilliant colleague of mine. He was master for rearticulation. We could say wait, what you're saying is you can't gain enough stature and distinction. You don't have mechanism to cost effectively reach your market.

You don't seem to be getting the people you're serving to want to keep upgrading their service or bringing more people in. You don't have a viable and we just go and rearticulate what they were struggling to say. It was rather remarkable. Yes! You would see their body language shift. You would see their facial expressions change. You would see their eyes twinkle because for the first time, somebody had put words around the demons that were gnawing at them.

Now, that was a bunch of entrepreneurs coming to a business building seminar but guess what, it's just a microcosm of humanity. We're all struggling with demons or goals that we don't really quite understand what they are. You are, I am, your clients are, your team members are. The more you could put concreteness to them and help people understand they're not so intimidating, the more trust they have, I'm getting ahead of my PowerPoint, the more certain they have in and the more possibility, the more optimism, the more hopefulness they have in themselves.

First thing, if you're going to be preeminent is you got to be fiercely empathic. Empathy means first of all understanding, appreciating, respecting, acknowledging and exploring how the other side sees life because at that point in time that is their reality. Your reality and their reality are totally different. I did one time, five hours of free forum dialogue on the concept of value because value is so subjective. The analogy I used and not trying to be sexist but if I said, there was the most magnificent looking woman and the most handsome man

I've ever seen in the lobby and I walked around separately and asked every one of you, what came to mind. It would leave laughable.

Some might be young and body builders. Some might be a girl who's slender and sleek with litter perky ... you know what, some might be a European but value is totally subjective to every human being. You have to first of all, empathically understand how I see life before I can connect to you and even endeavor to suggest that maybe your world view could be expanded or enriched or protected. I'm giving you universal philosophies that you need to harness in many ways certainly, in your work and your interactions with the people that you have done business with or want to do business or want to get referrals from that throughout your business.

I feel the way you feel means I get what you're struggling with. You're 55 and working hard. The markets back up a bit but you got wiped out. You got the kids at college. Your house is dropped. I understand that I am here to try to help you build the greatest plan to get you to where you need to be and figure out what's possible for the rest or whatever. I'm just giving you random examples but you got to be able to convey that. You don't have to be able to convey it, I'll do anything.

If you want to be preeminent, you got to be able to understand that and it cannot, must not, ever be manipulative or superficial. It has to be a natural flowing part of how you really feel. I understand what your word says my but it

should be your problem is. You have to help people put words and vision and feelings that they have. Everybody's got gnawing feelings of uncertainty dissatisfaction, purposeless, fear and just all things. Your job is to be the concrete ... you're like the research scientist who discovers and understands the cure but first all puts a name to it.

There's a terribly big difference between giving information and giving advice. Tragically, most professionals try to give information. It's like platitudes, it has discount. Advice is a perspective. It's a point of view. It is powered by an honest belief system in what I think is either the outlook for the world, society or my belief in what you should be doing and why but if you say, here's a bunch of things we can consider. You're diluting your own value. We always try to get people to ... If you want to be the most trusted adviser as opposed to the most distrusted information disseminator. The first thing you have to do is recognized the difference and shift your intention.

Okay. The key and this is so universal, I'm just translating to what you do. You want to help provide people with focus. Focus can mean a lot of things but let's look at where you are right now. Part of it is acknowledging them. There's a lot of people who looked really smart in 2007 whether it would be real estate or stock who got their asses killed. You want to make sure that they don't feel like they're really stupid, blunders, idiot. As you're giving somebody clarity, you might to give them a historic acknowledgement. Look, you tried very hard. You

were working hard and you look really smart. Don't think that you're the only one. Right now, let's see where we are and let's try together to figure what strategy or what game plan or what really makes sense for the rest of your life or for three years from today when you retire.

One of my very, very, very earliest activities, I was probably 24. I'm 64 now. We did some of the first work for guaranteed annuities when they first came out. We did it by explaining that one strategy retirement is going to cost you to have to sell your house, move in to a one-bedroom apartment and eat at Denny's. Another strategy if you do it correctly, we'll take the same dollars, the same effort and if you do it judiciously. You can keep your house. You can go out tonight's dinner. You can even rent another one two or three times a year, same effort, same time, same remaining years, same allocations just how you use it.

I think you have to be able to help people understand not just the financial implication but the transactional, the lifestyle, the contrasting one. First thing you're trying to do is give me focus, why? When you give me focus, I have clarity for the first time in my life. I have clearness of where I've been, where I'm going, where I'm at and why and what my options are and why I may wish to elect to pursue a different path of options. Clarity gives power. I feel much more empowered when I understand what the hell's going on than I do when I feel basically intimidated and controlled by all the vagaries of the economy and my

lack of understanding. Power gives understanding, understanding gives certainty. Certainty gives me the ability to trust you.

There's a sequence. It's immutable but most people don't use those kinds of stepping stones. If you want to be preeminent, you don't have to be. You can be whatever you want but preeminent people are inherently leaders. They have a vision for people. Vision can have a lot of just like a general, there's a lot of past to win the war but they understand the options. They understand that person at a deep seminal level. They have a hopefulness and a commitment to the betterment, to the enrichment, to the protection, to the lifelong really enhancement of that person. They're going to lead them. They're going to lead them not in patronage or pandering, just like you.

I don't care if people hate me for wanting to move forward. I'm going to have you move forward because I know experientially that the dynamic of listening to me and interacting from what you hear is magnified about ten times if there's a lot of people in density. If there's not, it gets dispuse. I already know it. This is for your benefit but a leader doesn't patronize. A leader has the courage of his or her conviction. They don't pat. They have the best interests to the client always at heart and they have the ability to express them in ways that the client trusts. It's a very big difference between being a follower or being just sort of a panderer or patronizer.

In being preeminent and this is a little bit tricky but you're not being told the whole truth. That doesn't mean that society is manipulating you, it's that you can modify that any way it's applicable to you. It's a generalization. It's like, okay, you may not be seeing the whole picture. Nobody may have ever explained it or maybe even I, in the past failed to really give you an understanding of this or compounding or text or whatever it is. I need to do that so you understand how much more is possible from the next three years or from the \$2,000.00 a month you have to invest or from the reallocation as part of your asset pool or from whatever it is that you're trying to do for me.

Most people don't know what focus is until they've made it. Trust me the masses of humanity are struggling. We're silently begging to be led and clarified but we need to be led by somebody who we feel inherently has our best interests at heart and will give us contextual understanding of what in the hell is happening here because we're scared. We're intimidated. We're frustrated. We're depressed. I'm 64 and I can promise you that my values and my reference is so different today than when I was a young to may contend \$20 million a year, having a fun time and driving Ferraris and nothing mattered.

Now, I've got kids that are graduating, grandkids. I got a wife and I've got some health problems and I want to live a vibrant life. I got three houses that cost a lot of money. I like those three houses. I don't want to let go of them. See your dynamic changes. You got to show that you appreciate it. You understand it. You



got to show me alternatives whether I can or can't and how I can or can't and that you're here to give me the safest best life possible. If you're going to put me into things that are little risky that you're going to protect the majority of my assets because you understand and you're going to educate me that you understand the upside, downside and things like that where I have immense trust in you.

Most people don't know what focus is until they've made it. Okay, if you're going to preeminent, you don't wait for money to change hands. You don't wait for clients to sign up before you start contributing monumental value because if you're going to be my most trusted adviser for life you don't wait. When I'm looking at a big client, it's very simple if there's any, any possibility or apprehension, I say "Look somebody's going to take the first step, let me invest in you. I'll buy you a day of my time. I'll spend a day. I'll fly out. You pay for the air. I'll pay for my time. All I want to do is be treated as if you've written a check for \$50,000.00 and let's go through your business. I'll deal with it as if you retain me. I'll never see you again. I'll consult you. I'll give you assessment."

I don't what it means to you but this dumbest thing in the world is people sort of play acting until business is transacted. If you understand that the business you're in is perpetual, sequential business and I don't know the nuances of each one of your financial specialties but most people that you're dealing with are going to ... not just a single transaction, it should be a multiple transaction. Even

if it's a single transaction, you got referrals. One of the greatest, greatest, greatest, greatest marketers I've ever seen is I'm trying to think, it's a guy in Woodside, California. He writes for Forbes, who is he? Ken Fisher.

They're really cool. Their model's very neat. They get high net worth people and they send them a very, very straight forward communications that says my name is Ken Fisher. I write for Forbes. I advise and manage for high net worth people, I would like very much to share with you some of the most current intellectual property assessments, ideas, advice that we share with our seven-eight figure portfolios. I'm doing it for a very straightforward reason. We found that investing in quality people will always pay off. One or three things will happen. If you've been at all apprehensive about your current who and how you're money's been manage. You'll watch and you'll read and you'll study our point of view and the odds are you'll at least want to talk about it with us.

We found that high propensity in people that talk end up giving us at least a modest amount of their portfolio to start with and we're proud that we keep growing. It's good investment on our part. Some of you are self-directed and you're not going to do anything with us but you'll follow our advice and it'll pay off brilliantly and where people say how did you do it. You're going to say Ken Fisher and you'll come back. Some of you won't but at least it will be good cocktail conversation. There's no downside. It works great but I mean there's an attitude that most people have of teasing and holding back. We believe that it's

only a matter of time before the people you want will end up doing compensated business so why wait for that to happen.

If you look at relationships in life, it can be financial, it can be fraternal, it can be love, it can be community. Always we deal in something called risk reversal and we've done it in a very scientific level. Anytime two people come together to transact anything, business, love, fraternity. One side is always being asked by the other implicitly, explicitly, verbally, nonverbally to assume more, most, all or more than all of the risk in the transaction. More than all can mean what happens if it goes wrong. Relationship, you get divorce. I trust you and mismanaged my money and you're not here tomorrow, whatever.

If you can be the one investing in me first and the demonstrably and consistently prove that you have my best interests ahead of everybody else and not put other people down, you will always win long term. By the way, if you're ever competing which you must be always against other people, there's a great way to put everybody else down without demeaning it. I'm going to share it with you because it's very cool. I'm trying to give you a lot of just integrated thoughts here. I hope this is has value.

When people say, well, you know I'm using John or Sam or I use bank of this and other bankers here. I'm just giving you a universal and I'm pretty happy with my portfolio. Your answer is always you know those people are all very quality people. They're really good and here's the key for what they do but I look at it

differently. I have a different attitude, a different strategy. It's sort of decisively different. You probably owe it to yourself, your portfolio, your future retirement, whatever it is you guys focus on to at least understand it and compare it to how they do it.

I'll give you some not derogatory question but some things that you might want to look at in their strategy and just see if they're evident. I'll give you criteria that you might want to use as an evaluation after you understood how we look at life and there's a concept of establishing the buyer's criteria. You should establish for me what I want, why I want it and why a lot of other people who are very good for what they do don't have clue. You'd also give me basis of why you think differently, not just that but the what, reason why is a governing, driving force in most everything in the world.

If you don't understand the reason why I will tell you something you won't really embrace it because you have to own it. The reason I'll tell you my background is not to impress you. I said I want you to know that everything that I share is flowing from first hand billions not millions but billions of dollars' worth of validation, success, differentiation and demonstrable evidence that it does really hurdle people far above the maddening crowd. You can do whatever you want with it but you have to understand from when does it comes.

Metaphors, similes, analysis, parallels. Most people make it too hard for their prospects, their clients, their referral sources, their relational capital sources to

help them help individuals have a better life because you deal too linear. Human beings and minds work best when we're given analogies, metaphors, similes, comparabilities. I'll give you a very simple example. We'll use this one as parables in the bible, that's how they make their points.

Years ago, I used to teach. I was very early in teaching unique selling proposition. Unique selling proposition was one of the first like 30 years ago dimensions of differentiation, preeminence is much more accelerated and sophisticated. I would try to teach it in a very esoteric way. One time I was at Tony Robbins' seminar. He's mastered on understanding the inner workings and neuro-workings in the mind. He said, "Jay, try it differently." He gave me a different context. Instead of being very esoteric, he said do this. I did it the next time I started. I said you know how when FedEx first came out they said, when it absolutely positively has to be there by 10 tomorrow, guaranteed FedEx.

You know how when Domino's, first started, they said, "Hot, delicious pizza delivered to your door in 30 minutes or less or it's free." You know Nordstrom's when they came out said, "If you're dissatisfied with any purchase for any reason, any time, you can have a refund, an exchange or a credit, no questions asked." You know how when Avis came out, they said, "We're number two so we have to do more and try harder." That's a unique selling proposition. It was predicated on analogies that we could relate to in our life like that. You need to be able to develop analogies and metaphors, both ways, good and bad. If you

continue this way and nothing changes, it's going to be like or you know the story of or you know what happened to this company or this person. You got to also have the opposite. What I want for you, my hope for you is that you have a life like \_\_\_\_\_ or that you're \_\_\_\_\_. The more you can use metaphors and similes and contrast, the more connectivity you will have to your market.

Okay. This is where it gets really interesting. If you really and truly want to be the most trusted adviser to your market, you got to start referring to them always and I suspect a lot of you do but you may not as clients not as customers. Now, why? Well, a number of reasons. First of all, you're in this competitive world where three different forces are continually 24-7 at work trying to marginalize and commoditize every one of you. One force, all your competitors. Everyone in this room wants to marginalize everybody else in this room. Everybody else in your field, everyone else in a related field that deals with money of anybody whether it be private business, financial services, securities, insurance, anything, corporate is the same thing.

You got alternative for this. They're trying to marginalize you and then you got consumers that don't really want to pay premiums and they want to basically buy things in a commodity world. If you succumb to that, shame on you. I believe you want to draw a line in the sand and refuse to ever, ever be commoditized or marginalized. The first thing is you decide to be preeminent and then you'll see everyone you deal with has clients, why? If you look up in the full blown

Webster's what a client is, it's somebody under the care, the protection, the well-being of another.

If you look up in the full blown Webster what a customer is, it's someone who buys a commodity or a service. Not that any of you calls somebody customers but if you do, what you are saying indirectly is I am a commodity, look at me so start thinking about clients. Now, it gets a little more interesting. There are four categories of clients in the preeminent world. The first one is of course, the people that pay you but the other three are the people you pay. They are your team members. They are your own advisers and they are your suppliers or vendors. You want for them greatness too. You want the best they could be because you want them to make you the best you could be and is not the conflicting or confrontational relationship.

Preeminent people have the greatest relationships with our team because you can't achieve your goal unless they share it and they want it as passionately for you, for your client. You have to have commitment to want to grow and develop everybody in your life to the fullest capacity because you can't realize your greatness and we'll get into greatness sometime before you leave, unless they realize their greatness. You vendors if they see you as the most the trusted and the most appreciative and the most collaborative person, you're going to get first access to things like products, data tests, coop money, access to corporate

for doing seminars or creating high level collateral material. You have to think integrative of all of this together.

Now, next when you're dealing with your market place, your existing and your perspective clients, you got to understand who are we communicating? What problems or opportunities are we going to help them deal with today? I might get out of order but one of my dear friends is Fran Tarkenton, the football great. He has a philosophy that I really love. His philosophy is very simple and probably nothing I'm saying today is profoundly fresh, it's actually semantic, it's self-evident but I can promise the best majority of you don't do it anywhere close to the real, integral and powerful levels as capable. Fran's philosophy is real simple. Anytime two people come together for any reason, for any amount of time, your goal, your obligation, your responsibility is to make their life better off because you were in it.

Now, that gives you a totally broad spectrum of latitude of how you're doing. Now, back to client, I'm going to get ahead of myself. Well, that's probably the next slide. Let me see before I ... okay I'm going to get ahead of myself because the real key to being preeminent and you're going to have to do some very deep soul-searching to see if you really believe you personify this. Most people in a profession unintentionally, unknowingly they fall in love with the profession. Financial planning, securities, banking, maybe you're a specialist in some area.



You love the field, you love the area. You're very proud to be the most respected company maybe in San Diego or in the genre. That's well and good but it's wrong. When you want to be preeminent, you don't fall in love with your profession. You don't fall in love with your company. You don't fall in love with the financial instrument. You fall in love with the clients. You have the privilege and the honor and the responsibility of serving and you live for the impact and the difference you make in your life and that's a very profound shift. You instill and install that same belief system in everybody that works with you and it's profound because it liberates you. It animates you. It gives you much more purpose. It makes interactions much more satisfying. It gives you an aura of connectivity that is much more powerful. It's almost eerily automatic. It flows just from this committed understanding.

Now, we talked about every time you interact with somebody making him better off. How would we have the most positive impact immediately today? This gets really tricky because your values and my values aren't the same. Your idea of value and mine aren't the same. Remember I talked about the canals of the Panama. Canals or the locks you got to walk people up, it's very interesting process. It's not about you, it's all about me. What you think is value I may not even appreciate. Now, I may need to be advised and educated in order to reset my whole value criteria but you got to start where I am. Where I am, what would have the most positive impact immediately today.

I suspect with most of you, I think probably have been just looking at your faces and your relative ages you've probably been doing what you've been doing for long enough that you probably have a portfolio of clients and they probably are different product service categories. I'd look very carefully at the different relationships and would never try to have one size fits all because every one of you are different. Every human being is different, where they are and their respective understanding life and paradigm is different. That's the great joy of it. It's not the drudgers but you got to recalculate your own thinking.

The message doesn't have any value unless it makes an impact and gets them to take action. I could tell you what to do. I could give you a very powerful theoretical four-hour seminar and tell you what you should do but if you don't really take this and internalize it and come up with your own actions, it won't have any value because you won't really do it. You got to help your client and of saying that I want this, I want that.

I used to be the gold business in the '70s when they first legalized it. I had a really wild client who would always try to tell that he was an Austrian school of economics, a very liberated guy who believed in limited government and hard assets. He would write this terribly ineffectual Treatises saying, "The economy is going to explode, inflation's going to be rampant, you got to buy gold." No one would buy.

I would say, "Why don't we give them an education so that they are motivated themselves and we'd say, "Here's what a lot of the economist say might happen. Here's the precedent for what might happen. Here's what it will do to your current financial picture if it happens. Here's why certain people believed gold is a hedge. Here's how certain people start and what they do and how they do it in a safe way." You might want to evaluate that and think about whether it has merit to you given where you are and what you think based on all these facts and all these citations and all these projections.

We just hold billions of dollars but you have to help people make it their own. You tell me what to do and I don't feel like I share the understanding the reason why it's so critical. The reason why and a lot of people in your profession bypass and shortcut the reason why because it takes time. It takes time for me to give you parenthetical explanation and nuances but without them, then the message will not have any value. That's the message here. Prospects have to recognize your advice as a solution to a huge problem that you feel emotionally as well as rationally and that's very interesting.

I mean as I'm talking to you, I am purposely not trying to be diabolical and [inaudible 01:04:12] but I'm trying to give you a hard transactional scientific understanding but I'm also trying to reach you on an emotional level because if I don't I won't galvanize enough movement in you to take action. You have to do it for your clients because emotional is what really makes people take action. They

start feeling really bad or good or hopeful or passionate or inspired or trusting but without that, greatest ideas in the world are ineffectual.

It can be either a great result or good or better feeling about what they're doing or preferably both. If you say look, no shame in what you've done in the past. By the way, you got to be able to give people solace. I might've mismanaged all my wealth and my assets. The truth of the matter is that this freeze frame point in time sort of mood isn't it, how can I change it? You got to make me feel not good about buying real estate on leverage in 2007 and buying everything and having it collapse. You got to say, "Look, for what you were trying to do, it probably made great sense but here we are at age 64, your asset-base is diminished. You want a lifestyle.

Today, let's make the most of it. Together, let's figure out the greatest, safest, most whatever the outcome is, most asset growing or protecting strategy. It'll get you and your wife what you want and we'll set up whatever you want for you. I mean you got to be able to do that so that I feel as good as I can about losing everything that I have. You got to really feel that in your heart because no one in their right mind disobeyed and pisses away all their assets. Excuse my vulgarity. No one in the right mind makes a fool of himself. I mean think about it, nobody wants to be stupid. Nobody wants to be broke. Either we didn't have enough trusted advice or we were too impetuous or at the time as I said, I came from before the internet.

I and a handful of people like me, we made \$10 - \$20 million dollars a year doing seminar. That's drawn 30 years ago it's a lot of money. Our attitude was it would never stop. We bought stuff and did dissipated stuff. I had 20 hot cars and I would spend \$30,000.00 on a hotel room in a manor. Then all of a sudden at 64 you go wow! But at the time we were very impetuous, intoxicated, not intoxi ... we've tried that too and very, very, very immature. You have to help me feel like there's no shame in how I got here. There's terrible shame now that we know together we can you to a better place not collaborating together to do for you and your family.

I hope this is making sense to you. I can give you a lot of tactical things but tactics are useless without understanding the driving force. This is the most powerful force you'll ever understand if you embrace it. It's the biggest waste you'll ever expend four or five hours on if you summarily reject it. I want to feel good about myself and the way I have conducted myself going forward. I can't change the past. If I had done great and you do acknowledge it. If I've done pretty good, you need to acknowledge it. If I've done as good as I cannot understand what was possible or the consequences, you have to respectfully help me acknowledge that.

All three you got to acknowledge that your commitment and your hopefulness is that if you can get me to a better place in the time and the relationship we have together and that you stand ready to get anybody else in my life who's important

to me to that place too because you believe that there's nobody who deserves less than the rest of their life can deliver to them. I think you should really believe that because I believe that in all ways. Okay. I want to feel good about my decision and action. You got to look at the purpose and purpose has got a lot of dimensions to it, your purpose because when I started, very interesting, I started out not being a seminar giver. I started out finding really motivated passionate entrepreneurs who had enormous driving purpose passion and possibility but they didn't know how to manifest but they worked really hard.

I've been benefited. I knew how to manifest it. I got involved with them purely and honestly for the absolute joy of seeing their day, their effort, their capital, their human capital, their opportunity cost be maximized. I didn't even do it for the money, although I had and I made millions. At a point in my life, I had as everyone perhaps does setbacks and I needed money. I did a bunch of things trying to make millions and it never worked. It never worked because my purpose was wrong. You got to look within it your purpose in everything you do and the congruency and the authenticity not of your message but of the meaning from which it flows. That has to do with what's instilled and installed in your mind and your heart and your team.

We always asked this if I were on the receiving end of my sales communication, presentation, why would I want this. Why would I want to take advantage? What's in it for them and me? Laura, will you do me favor, I don't know if you

can get it. See if somebody at the office can send you, it's called the Suniva letter or Suneda. It's a letter that I wrote for my son to give away books to cosmetic surgeons. I'm going to read it to you because it was all focused on the betterment for the recipient. I'm going to tell you a story but I need to read it to you so you'll see the difference in focus and attitude, if you can find it.

Why would I want to take advantage? What's in it for them not me? Like you're here, you don't care how I feel, you don't care what John's motivation is, you sure as hell better get a great outcome from investing one precious day of your life here. It's not about the free lunch. It's all about you. Human nature is self-oriented. That is human being, nothing wrong with it. Nothing different about it but you if you'd understand that's what you're dealing with and all elements in your life, your vendors, your team members, your family members. It's human nature. The more appreciate and you celebrate that and you don't unintentionally fight it the more you will really ... I hate the word own it because it sounds manipulative, the more you'll own that world in the most powerful and wonderful way possible.

Your proposition or presentation has answer a question that's already on the client's mind but very important, may never been verbalized by them. 95% of the people you deal with have never fully verbalized their fears, their hopes, their dreams, their goals, their issues. If you can put words into what their struggling to get away from and closer to three things happen. They trust you implicitly.

Two, they will follow you and three, the connection that will be achieved will be so heightened and different from whatever connection you probably have right now in your professional relationship.

Even if it's good, it will be so much better that it won't be even quantifiable. It will be so much geometrically superior. Most people fall in love with the product instead of the prospect. I already said that. When you can see of your business and in your case, your profession as interacting and enhancing people's lives, everything changes. Your results improve, your connection improves. I'm not here to teach you marketing. I'm here because I know that if I do my job correctly, you will go back and everybody you've already worked with will be enhanced and benefited because you'll start reconnecting with them.

Everybody, maybe you never sold you'll sell not because you want to make money but because you want to make a difference. You'll start generating such a continuous and torrential flow of referrals not because you want the money but because you want to help make sure that anybody who's important, anybody who's a client of your has the best reason, those expert assessment of their circumstances for the rest of their life or for whatever the application of your financial services. Isn't this fun, John? Is this old stuff or new? A little bit of both?

John: [inaudible 01:13:49]



J. Abraham: Well, I've had a lot of very ... I've been doing this 30 years and I've been privileged to do it around the world. Interesting enough that a lot of very, very, very superior people intellectually to me have befriended me. They've had influenced on me. I've had so many mentors in my life. I can't even list them. They're very profound people. I listened and I've been able to synthesize a hybrid of a lot of their ideology. Most people say none verbally, what do I have to say to get people to buy? Wrong, the question should be what do I have to give, what benefit, what value? Because all you are is a value creator in life.

You are rewarded in your life for the value you create, the contributions you make and the impact that you create. It has to be denominated on what your market values, not what you value. Worse thing people want to feel is out of control, confused, it's supposed to be unstructured, the end is not there. What you need to be is an agent of change, a creator of value, a value contributor. I'm going to get into it probably the second half but if I happen to get all through my PowerPoint by lunch then you can ask me a myriad of question or you can go home whatever you want to do, I'm easy.

I don't believe anybody in life wants to be average. I don't believe people wake up in the morning, say to themselves or to their loved ones, significant others, spouse, "Honey, self, it's Monday morning, I'm going to go to my job, office, business, career. I'm going to work my ass off. I'm going to perform about 10% of what I could. I'm going to have the most mediocre existence. I'm going to not

distinguish myself. I'm going to just do the average. I'm going to come home feeling sort of crappy about it. I'm going to keep doing that because that's my life." Do you think people really want to be average, nobody wants to be average, there's not one person.

Now, to John's great credit, he prepared me for you. He gave me the entire top floor of this hotel. He said, "Well, you're special Jay now." He said you better deliver in accordance with that but who in this room really wants to be the average, financial ... I don't know what you are, planners, CPA, I'm not trying to diminish, I just don't know your [title 01:16:32] designations. Anybody? Let us make the norm. You want to make enough to get by? When I look at back at your career and say "Well, I sold some people and I had a book of business. I help people get an average yield. My people retired with enough money to ... some of them had to go into a one-bedroom apartments and someone had to sleep on the streets and tents." That was a joke. You can laugh.

The point is no human being wants to be average. No human being wants to be average. You don't want to be average, you team members don't want to be average. Your clients don't want to be average but we all feel average. If you can help me see that everybody deals with you specially, you're going to bring the greatness out in them. The greatness is different. It may not be that you can make me wealthy but you can make me better off than I am now. You can make me more certain than I am now. You can give me a more confident, a more

hopeful, a more satisfying and maybe a more a secure and safe future than I have now.

If you can, this is where it gets cool and you want to be preeminent, you have a moral responsibility. You have an obligation and a privilege to do that with people. This is where it gets interesting. If you know in your heart that because you become preeminent, you can and you do do it at a level and with commitment and conviction and you execution far above the maddening crowd. You have a moral obligation not to let me deal with your competitor not because you hate the mother but because you know that he or she will not do the client the full service and that they will still from that client's future. They will steal from that client's potential.

You have a moral obligation at very least to confer with that client before they make a bad decision. A client always has the right to make whatever decision they want but it's tragic. Its travesty and it's a disservice if you're preeminent to allow a client to make an ill-formed decision without at least giving them a context of how much more is possible by taking a different path or a different strategy.

Being preeminent means you have to talk to that client before they continue down their path or choose the wrong person. Once they have that knowledge, if they decide, "Hey, I'm going to go to John Smith even though I'm going to get 1/10 of the outcome. I'm going to pay a monstrous load. I'm going to be able get

my money out for 30 years." Okay at least I've done everything in my power to show you the implications, the cost, the diminished outcome it'll inflict on you. If that's the decision you want to make now that you have all the knowledge. It's okay.

People need solutions not strategy. They need someone to advocate and address their wellbeing. Think of yourself as the greatest champion, advocate fan of each and every person you interact with in your life including the prospects you don't get. Think of every client you've got as the most important person to you and ... let me ask a question here. Anybody in this room have at least one very good close friend? Raise your hand, somebody perhaps that you talk to frequently?

If that friend had a problem or that friend's mother or sister or co-worker or employee or employer or church member had a problem and you in any could help because he or she was your friend, you would do anything to help them. Wouldn't you within reason? Well, that is the grounding premise for referral generation. Referral generation is not about wanting your client to give you business. It's about you knowing that you care, you understand, you approach it so much different that you have a moral obligation to make anybody who's important to your clients, accessible to you at very least for you to give them your best reasoned expert assessment whether they use you or not.

There's a whole process in understanding that that transforms clients into monstrous sources of referrals but not because they want to see you make

money. They want to see their valued friends, colleagues, family members, loved ones be protected and enhanced. It's a very powerful ship. It sounds like it's congruent to what the gentlemen talked about yesterday, isn't Kent?

Kent: [inaudible 01:21:31]

J. Abraham: Isn't this fun?

Kent: [inaudible 01:21:33]

J. Abraham: Thank you. I haven't done this ever before this way so it's fun for me too. I have to apologize because I've never done this PowerPoint. Strategy [inaudible 01:21:42] point, people always pursued their well-being in a logical, rational way. You got to say, "Okay, I'm rational. I'm logical though it is subjective." It's rational and logical to them. If I ask you all and I'm not going to do it and I'm telling you this not arrogant or immodestly, if I brought each one of you up here to understand your marketing "strategy," most of them will be tactical. If I ask you how you used your time and effort to market. I could just strip just naked with its illogic and its linear, non-critical, understanding but to you, it's basically logical and rational.

Understand logic and ration is a subjective concept. You can't move me away from that until you first respect it. Understand it, understand what's driving it and then respectfully question. The best way to usually move somebody from a logic and rational reality that you don't agree with is not to say you're full of

beings, dummy! It's to say, well I understand how you look at it but when I gave you a couple of questions. Let me give you a couple alternatives. Let me ask you whether that kind of a path might make sense and whether that might give you a better ... and let them sort of graduate like the Panama Canal.

Does anybody know ... this is a very interesting question. There are always and I presumed here because you got a harbor. There's always big, big, big shipping boats that are the size of four football fields and some of the are 20 stories high. They get moved around by all these tiny tugboats that are one story high. Did you ever wonder how a tugboat gets a line that could be that thick over the bowel of a 20-story tall tanker. Probably didn't but it's an interesting story, would you like to know how they do it because it's a great metaphor for what you have to do in your practice.

First thing they do is they shoot over the bowel, a gossamer thin line that's really like about that thick. Attached to it is a little larger line. It's a little thick and attached to that a little further down is a little bigger line. Attached to that is a little bigger line and finally many sequences later is a big line. You have to think of your process as a process. You have to think that it's only a matter of time and there are stages. The stages will differ for each person because you have to understand the uniqueness, the values, the logic and rationale that are driving their mindset and attitude from whence it came and how to move them through

the locks of understanding and then redirect them to a higher and greater alternative and then empower them to want that for themselves.

It's really cool thing to do because it's the most powerful thing in the world. If I do my job correctly, that's precisely what I'm doing right now to all of you, a little more abstractly. You'll go out and want to do it yourself. It's the same dynamic, modified to execution in your market place. You want to have ideas that make sense and leave people better off than they started. This is not just the end game but each time you interact with. I mean it's hilarious. I've done so much critical thinking, strategic work with people that the first thing that I do is I get people thinking about telephone communication.

The most hilarious thing in the world, this is just a little excerpt to talk to you about logical, illogical, critical and whatever the opposite of critical thinking is. How many people here had ever made a phone call to somebody and got voicemail? Now, from a practical standpoint and I look at statistics probability outcome, 97% of every call you make, you're going to get voicemail. Why is it when people get voicemail, they're shocked. Why is it they start to bluster "Ah, ah, it's Jay and I'm calling you." Instead of having a prepared strategic message that is a sequential progression and leaves value and provocative intrigue.

I would say that the odds are much higher you're not going to get a person when you make a phone call, don't you think? I always have a sequential dialogue with people and I always assume they're hearing it. I make sure that everything

addresses everything else. If I don't remember I make critical notes. It's not many but it's just like an advance and enhanced. I assume that they're hearing it because it's valuable and its stimulating and its provocative and it's an extension of the previous conversation. More often than not, I get the end result I want because I am strategic and I understand the forces and factors at work.

Most people waste just patently the opportunity, the effort and the impact by really thinking they're going to get somebody on the other end. I think that's fascinating but it goes to critical thinking. Most people focus on tangible results. Most of great words are tangible. For example, if you're helping me create a greater retirement, maybe you're going to turn my \$2 million dollars into 10 but really what I want is the ability for my wife and I to stay in our five-bedroom house. Really what I want is the ability to go visit my seven children all over the world whenever I want and not have to go to one of the cheap sites that go business or first class.

Really what I want is to keep my Mercedes and keep my beach house, really what I want is to know that if I want to go out to dinner and I want to pick up the tab, I'm not going to have to be embarrassed that there's no money. Isn't that really what I want or do I want the \$10 million dollars? I think most people want what it's going to buy and we focus too much sometimes on the it. One of the most interesting asides but I think it has merit, if not it'll give you an insight into my complex life.



I'm 64. I got started at 18. I have no formal education. I had the needs of somebody 40 when I was 18 because I had a bunch of kids and nobody cared. I migrated into jobs where nobody gave me a job. They just gave me the chance to share in whatever commerce I created. First of all, when you only earn ... You only eat when you earn. You figure out very quickly what works and what looks best and what the highest and best use of time and effort is. It was very stressful. I've had two midlife crisis at 40. I thought, "Shit I'm tired of this stuff. It's very hard."

I had enough money that I would spend like a half of million dollars at a time on therapy and I would buy a therapist for a whole week because I didn't believe 55 minutes was really worth anything. It was funny because if I was busy, I would send screwed up people in my life to show up and get therapy but I went through a lot of discourse. One thing I got out of it was worth every penny of the half of million dollars. It was a very cool distinction.

The distinction was that most people in life are driven and obsessed for the end result. They want to be highest earner in their industry, have the biggest house, have the biggest book of business, have the most prestige, have biggest set of house, greatest wife, whatever. If you're unlucky enough to get that for that reason and you think heavens are going to open, the angels are going to trumpet. Nirvana and euphoria is going to happen and the pixie dust fairy's going to come and your life is going to be instantly transformed.

It ain't going to happen. It's anti-climactic. What life is all about is the process. This conversation is as good as it gets. The conversations you have with all your prospects, sold or not sold are good as it gets. The contribution you make each time you interact with somebody is as good as it gets. It gets pretty damn good if you understand it. It makes every day, every minute, every moment exhilarating, joyous and fulfilling. If you can shift your mindset to embrace that and then put it to the crucible of being preeminent, it's very powerful, very powerful. You want to take a break. I'm not paying attention to the time. What time is it? Why don't you take a 10-minute break, okay.

[Applause]

All right thank you. Okay and as I said, bear with me because I normally don't do sessions like this. It's fun that I have to always recalibrate and I had the PowerPoint built just for you guys. Okay. I've explained this but let me reiterate. Show me is so much more powerful than tell me. Tell me is arrogant. It's arrogant. You're like I know more than you. I'm above you. I want to feel good about my decision so show me. Instead of making definitive conclusive statements, give me ammunition that helps me come to the conclusion you're after.

You don't want to draw the conclusion. You want them to take the action because they are so committed to it. It takes longer when I'm doing consults, I ask people to tell me what your strategies, tell me what your market is, tell me

what your message is, tell me what your business model is. They said, yes, tell me why. The first thing I do is say well okay that makes sense for what you knew at the time but let me ask you some questions. If you could make the same effort, do this. If you could reach the market this way, if your message would overcome this, do you think maybe it might have more value? I mean I don't know, what do you think?

You're sort of programming them but they're coming to the conclusion. They said okay, so what you're saying is if you knew how to make ... reach the market three times better and the message was twice as good and the average quality person was four times higher. That would be probably be better right? We sort of both realized that the path you're taking isn't the highest and best, maybe it's ... you let them evolve the decision. Now, is it fast? No. I mean I could eliminate all that because they know you would sit down and do this. It would instead of having the powerful impact, it would be repelled.

They would be offended. They would be no power in it from them. If there's no power in it from them, the moment you leave the phone call or the meeting, guess what? They go back to uncertainties, suspicions, skepticism, apathy, uncertainty and that's not what you want. You want the power so deeply rooted in them that it grows stronger and stronger and stronger. They're working harder to make it happen and to follow that path than you even have to. Then it's really fun. You want to help them draw the conclusion.

What am I doing wrong? They don't take the action themselves, there's no power in that, I just said that. People worry about whether they stand out, whether they're unique, whether other people will care. That's a human condition. That gives you enormous power of understanding. Standing out, being unique, people caring, it has a lot of context to it. First thing is if you do this, you probably will stand out because most of the people who were investing for retirement don't have this kind of strategy. When they're moving to efficiency apartments and you're adding another sunroom on to your house, they'll take notice.

When they're eating at Denny's and you're taking people to Ruth's Chris, it'll be pretty interesting and things like that. The concept is too difficult for most people to buy in to instead you got to give them examples of how things work. That's where metaphors, similes, lowest common denominators, in truth and with totally respectful candor. My mind operates at a much, much, much higher level of understanding that I try to communicate and educate because it would daunt those people and I wouldn't accomplish my purpose.

You bring it down and you slowly explain it and you re-explain it and you re-explain it from as many vantage points knowing that differently people will get their epiphany different ways. I was telling John and his group last night. I don't remember what the science is but there's a powerful force in the concept of three's. Anytime you do anything try to present it three different ways. When I

explain myself particularly when I go overseas and I have translation, I will always use three different words to articulate a concept.

First of all because I don't which one if any, the translator will know. Second there is some majestic power. I was talking to the guy that did, "We are the world." He studied it and he said, it's integral in all of time, three wise men, three ... he gave me a like a litany, bluh, bluh. He's right but whenever you're trying to communicate with a perspective client and a client could be your team members, they don't get it. Use three different ways of saying it back to back. Either you have to reinforce or one of them will prevail. When I've done all the large attended seminars, I've done around the world, it's funny. Everybody attending gets a breakthrough but they don't always get it the same time the same way.

That's why I keep doing things. I could right to the end and maybe one will get a breakthrough a processional approach sort of like the Panama Canal because I know you'll get a breakthrough maybe at point three day two, you might get yours day five, you might get yours right away. Everybody is not the same and you have to respect and harness that understanding and awareness. Let me show what we do and how our system works so you can sign on. I mean there's a really interesting ... I'll tell the story because it's very old but probably, hopefully you really and truly and genuinely are distinct and unique.

Maybe however, you're not currently decisively different than anyone else. If that is the case, there's still a process you can use that will distinguish you. It's called preemptive education or marketing. I'm going to go back to some of my earliest, earliest stories. These go back 30 years but they're very illustrative.

One of my great marketing heroes who was already dead before I was ever introduced to him was a man called Claude Hopkins. Claude Hopkins operated in the '30s. He wrote two books but I think you can still get on. It's called "Scientific Advertising" and the other is called "My Life and Advertising." He's considered the father of direct response marketing. He was also innovator, extraordinaire and a master of breakthroughs. One time he was called in a ... excuse me, right before the probation to the Schlitz Brewing Company in Milwaukee, Wisconsin. He was called in because everybody and their brother was advertising, pure, pure, pure and Schlitz was doing terrible. They were number 9 or 10 in the market.

They called Claude up and he went out and Milwaukee is on what? Is it Lake Michigan? Okay, this is back in the '20s. He gets off the train, gets whatever, I don't know if they have cars. There were steam cars there, gets to their facility. The first thing he notices is their facilities are right on the bank of Lake Michigan and yet they ... Lake Michigan, this is years ago before all the lakes were putrefied and the water was pretty good. Yet they had two 5,000 foot artesian wells right there between the lake and their factory. He was fascinated. He said

well, why don't you just take the lake water. No, these wells have the perfect mineral content that it's appropriate for making our beer.

Then he went inside and the first thing they showed him was the mother yeast salt that all their beer was produced from. They explained that it was a result of over 1,465 different experimentations to find the right embodiment of sweet, bitter, consistency, every emanate from that. Then they took him into this rooms that had 9-foot thick plate glass windows and that water coming from the wells with the right mineral content was vaporized and liquefied, vaporized and liquefied, vaporized and liquefied, three times. He asking, "Why you do that? Well we got rid of impurities." Then they took him to the bottle cleaning factory.

The bottles were sterilized not once or twice but something like nine times. Chemical, at one time, 2200 degrees steam one time, something else, something else. Fascinating. Then they took him to the bottling plant and they showed that with all those mechanisms, they still summarily rejected one out of every, I think 20 batches to get the consistency they wanted. At the end of the tour, Claude Hopkins, this master of marketing was incredulous. He said, "It's extraordinary. This is the most amazing thing I've ever seen." They said to him matter of fact, "Well, maybe but that's how all beers made." He said but the market doesn't know that. The first person that tells the process story will get preemptive advantage.

He did for Schlitz and they went from number 9 to number 1 in the market.

What is my point? My point is hopefully you have decisive advantage. Hopefully that advantage can be explained. Hopefully that advantage is distinct and real. As if you're working towards it and right now, you're not decisively superior in what you do and how you do it. You can be superior in explaining all the processes, all the people. If you talked about we do research, that's one thing you would say, there's \$5 billion dollars and there's 187 mathematicians, PhD psychologists all processing and forecasting to get to these data that I'm sharing with you. That's a lot better than just saying, here's the data that our company sends us, isn't it?

There are nuances that are very critical. I had a former employee and we had a constant and irritating problem of communication. I would work on a lot of projects for people and I have a couple of distinctions. One is when I finally figured out its usually epic and number two; I'm always behind because I'm always thinking I'm multitasking probably too much. I had a situation where I was working on a lot of data, a lot of data, a lot elements trying to engineered breakthrough and I've been working on it [inaudible 01:43:04] hundred hours all weekend and we're supposed to have a call on Monday morning. I didn't have anything ready to say but I've spent a hundred hours, I had 150 pages of notes. I twisted it and turned it. I struggled with it. Went on all night, I stayed up for, I don't know 30 hours trying to figure it out. I was close but I didn't have it.



I told that old story to my assistant. I said, "Please call Larry and tell him all that. Tell him that if I talk to them at 10:00, I'm just going to tell them that I'd rather work trying to get to completion but please make sure he knows all I'm going through." She said okay. She called Larry and said, "Larry, Jay's too busy to call you." All those nuances were lost. Larry thought I didn't care. Larry thought I wasn't even concerned that I'd subordinated his project. Nuances are the critical, critical ... stories are the bridges to impact but nuances are the levers to appreciation.

If you don't understand both of those, you will be significantly impaired. Help me with any next business influential decision, that's not right words but the key is looking at relationships as continuing. It's not just a static thing. You want to keep advancing their understanding, even if you have nothing else to sell. You want referrals and you want to be preeminent, you want to communicate with them in regularity.

You want to give them your best reasoned sense and your research teams and economists teams and your influencers, best reasoned assessment of what's going on and how it might impact whatever they're doing with you and maybe whatever they're doing with them. Maybe they should sell their house. Maybe they should mortgage their house. Maybe that isn't what you do but it's an extension of what you should do if you want to be their most trusted adviser

because a human life is not static and it's not only about moving their money or their 401K or whatever they do with you.

People are searching for ways to make the next decision better. Solve their problems today. Every day, I was telling this to John so he's going to sick of hearing it but i said, I believe every human being is constantly struggling with a multitude of crisis. We have relationship crisis, self-esteem crisis, health crisis, financial crisis, career crisis, love crisis. As men get older, sexual crisis, we have ... no seriously, I mean we have all these crisis and we manage them. When one gets out of control everything goes haywire but every human being has crisis. If you can give them constant insight, guidance, I mean we were just telling John, one of the things I've done ... I mean I've helped so many industries. It's scary.

We got a lot of work over the years with medical specialists who were dependent on medical generalist for their referrals. Now, there's only so much I can say it's Larry, right. All right, Jay. Hey, I want to be your cardio-surgeon. Okay, send all your troubled hearts to me. How often can I call you? You've been busy, sort of awkward but I said you have to realize that Larry is not just a general physician, Larry is a man or woman [inaudible 01:46:56]. He's a father, mother, husband, wife, significant other, lover, person who's got stress problems, internal issues, management issues.

If you expand your global contribution to some of that, you have a lot more realm of reason to have connection. We would do things like for let's call it a

medical specialist who's trying to get referrals from generalist over a period of time, we might send communication with a document, maybe a book and say, "You know Larry, when I met you I was very impressed. You have a very nice office but if you're like me, the pressures are acute, you got managed care killing us. You got all your staff, want more money. You got assistants changing all the time. New software, new rags, new HIPAA, it's stressful. I found a book that helped me managed my stress and also appreciate my staff better and it's made me much, much better employer and made my blood pressure about 30 points less.

I'm sending it to you just as a gift. Do things like that continuously and believe it or not, it expands dramatically your impact on people because we think of people in the static realm of the one transaction we do with them. We're human beings and we have a hell of a lot more going on in our lives. You can contribute hell of a lot more ways and you can endear and enriched and bond and create unparalleled connectivity if you think in those terms.

Someone comes aboard for hope. Why does someone deal with you? Not because I think you're going to blow their money, not because they think ... you don't say, "Okay, I'm going to move my money to Larry's firm because I'm going to end up with 20% less than I'm getting right now at the end of retirement." Or I'm going to basically take the most wild, Mr. Toad's Wild Ride and I'm going to disobey and I'm going to put it on black 13. They obviously are coming to you

with a hopefulness for something and that's something differs. It could be specialist to specialist, client to client, asset class to asset class. I'm not purporting to be a specialist but I have enough understanding of what you do to talk reasonably intelligently.

You have to basically recognize that that hopefulness ... I mean the biggest problem with relationships is we don't understand that they're sustaining perpetual ... The moment you're done particularly if you sell a financial service that tends to be, when I say front end loaded, I don't mean necessarily the commission. I mean the big transaction is the first part. You can lose track of them and everyone else's. All of a sudden, they're not there and you're going to the next one and the next one when in fact, they're the most valuable source of all your future imaginable and they're the most filling. It's a lot more enjoyable to deal with quality clients that have become friends and that you cared deeply about.

We were talking about referral generation, you guys where yesterday, I talked a little bit about it but what are the most wonderful things about a referral generated client versus a client that comes from any other mechanism whether it's search or conventions, booths, solicitations, Vandee radio show whatever that you might do is a referral generated client trust more, negotiates less, closes faster, buys more, buys more often. It's more enjoyable to deal with. Costs nothing and refers more people.

Somebody that comes from an ad in the newspaper or somebody that comes from a search or somebody that comes from a booth that has seminar, you have to win their trust. You got to work your ass off. Everything about maximizing your existing relational capital, a critical thinker would say, there's nothing else more important and nothing else higher yielding and there's nothing else more fulfilling and yet most people spend very little time and it's intermittent. It's episodic and it's not strategic on it. I'm just giving perspective.

Okay. Subject individual. I was talking at a very dear friend who was a very, very high ranking executive coach to C-level, big corporate people. He's been getting an influx of CEOs and EVPs and ASVPs and things that have been calling him. It's very interesting, he said, "I realized it's not about the company. It's about the individual." These people are struggling too. They want to fill out, get more out of their career. They're looking for what the next level is. They're apathetic. Just remember it's about individuals. It's all about me. We have a concept that I'll probably come to but it's called the you-attitude and the you doesn't mean you are you. It means you the recipient.

I fascinate when I have interactions with people socially because the vast majority want to tell me all about themselves, they didn't want to know anything about me or my family or my life. I'll tell you story and it's not meant to be tangential. It's an old one but it's very profound. About 20 years ago, I used to go to Australia all the time. We did very large seminars. One time I had gone there

and we were tired and couldn't sleep. We were in Sydney. I was at the top of I think it was the Sheraton in the concierge suite drinking Courvoisier and there was one man in the corner, the only person in the other in this whole big top floor suite.

I went over to him. I was going to be there for three weeks and we were going to do an aggregate of about 3,000 people at 5 gran a piece. We're just pretty impressive 20 years ago but I didn't tell him that. I just said, "Yes, we're on business." I commence to have an hour and half discussion with him where the rest of the time, I was talking about him. I came to find out that he represented a sharing corporation out of Germany. He traveled the world calling on third world health ministers marketing population control systems. I found that fascinating. I wanted to know how you make a cold call to a third world health minister. What the scope of population control systems were? How you sold them, what they cost once they were sold and what they cost?

Once they were sold, how they were disseminated. How the population that was being controlled liked the process. How much of it was really done for the betterment of the population and the economics or just the graft and corruption. Turned out that he was there at a very high level, high security meeting of health ministers from all over the world, I squished and said, "What are you going to do when you grow up with that Rolodex?"

I started asking him about life in Germany, lifestyle cost of living, education, retirement, vacation and I'm drinking Courvoisier. About an hour and half into it, I start getting very giddy. I said thank you but I got to go to my room. I'm a little intoxicated. He stopped me and he said, "Wait, I got to tell you. You are absolutely the most interesting man I think I've ever met." Swear to God. This guy's going, I mean like he's going with ... I'm talking about just third world, all the health ministers were white. I remember staggering because I was by this time three year ten sheets to the wind to the elevator door.

Waiting for the elevator, hoping it didn't open and there wasn't a chute because I was not standing straight. I'm reflecting and thinking, "Wow! This is profound for me." You want to be interesting all you have to do is be interested. If you want to be respected all you can do is respect but you have to listen and I'm going to talk a little bit in a little while if I get to that on my friend's Steven M.R. Covey, the son of Steven R. Covey, the one that did the "Seven Habits of Highly Effective People." His son is a little younger than me, did seminal research on trust building.

His dad and me both are ardent believers that one of the key gaps in human interaction is listening, hearing, acknowledging and respecting. As professionals sometimes we're so preoccupied with either what we want to say with our supreme knowledge of the fact that we want to close them that we don't really hear. We don't listen and we don't acknowledge. I don't think anybody realizes

how priceless the ability to hear, to understand, to listen, to connect really is. I'm giving you soft elements but I'm here to tell you I've generated billions and billions and billions of dollars for people by understanding how to drive very hard results with understanding these soft elements. These are extremely powerful if you embrace them and they're extremely useless if you don't.

I got this letter, it's out of context but I want to read it to you. I'm going to tell you why but first I'm going to take a drink of orange juice. I was telling John that when John and Jud first met me, 25-30 years ago, I was an obsessed exercised fanatic. I had about 44 chest and a 28 waist and I would like 800 pull ups and dips, I manage to ruin everything so if you watch my joints lock sometimes. My right arm is locking sometimes because I have no joints left. I got 8 inches of titanium in my neck so if I do like this, sometimes, just because it doesn't always move.

I have a lot of kids. One of them sells medical stuff. It depends on the ear who he's selling for. He sells for a company ironically that's based, I think still here or in Santa Barbara. They sell cosmetic medical products that are used in whatever these are in the face to fill in the ... It's a very specialized expensive process. They sell it to cosmetic surgeons and dermatologist and the like.

One year, he was trying to find a way at the end of the year to legally and ethically acknowledge the doctors but have them really revere it at a higher level than just a bottle of wine or whatever you can legally do. I gave two my books. I



gave him a letter that I wrote. I'm going to read it not because I want you to appreciate me but I want you think about how the letter impacts the interests of the recipient.

Again, it's written for him to give to his doctor but I'll tell you the story after this. It says and I'll skip through the parts that are irrelevant, the name of the doctor et cetera. "Dear doctor, I'm sending you these two books as a gift to help your practice grow and prosper in the year to come and beyond. I think people guide and advice on meaningful ways to attract many more new and desirable patients. I believe they will show you how to generate a continuous flow of new referrals. I feel certain these two books will teach you how to grow your practice and increase your income significantly while gaining more certainty and reducing dramatically your business stress.

I'm not going to tell you where there's different paragraphs. It will also explain clarity how to reactivate past patients, how to ethically and honorably increase the size and thus the profit of almost every case you treat. They will teach an utterly liberating way to better bond, connect and relate with patients and prospects that produces an ever multiplying income stream for life. Most importantly you'll receive a wonderfully simple yet stunningly effective crash course premiere on how to masterfully build a preeminent practice through a strategic philosophy called the Strategy of Preeminence.

There's a chapter in both books on that. These two enriching books will show you how to shift your entire professional positioning and perception in your market place to that of being the most trusted adviser your client or patient will have for life. It also catapults you into the role of the only viable source that existing in past patients and perspective patients alike can possibly ever choose. You'll become the absolute go-to source in your market community or niche. You'll also gain the finest accelerated fast track education in strategic marketing that anyone will ever freely share.

Finally, you'll learn the most practical, predictable and profitable nine ways to take any practice that maybe stagnating, stalling or stuck and turn the situation around very quickly. You do it in ways you'll thoroughly enjoy. These two books will animate your spirit inspire you to gain far more from all you do and find that explained practice building methods that really do work. Plus not of what you'll learn requires any dangerous financial risk. In fact, most of the strategies you'll learn about and discover use absolutely no extra expense on your part whatsoever.

I realized these statements may sound rather brash and even audacious ... I can't read well. These promises are absolutely positively true which you will quickly realize as you immerse yourself in each stimulating, clarifying and enlightening chapter. Certainly, you have to apply what you'll learn but these methods can deliver impressive and rapid results if properly followed. Let me quickly explain. I

wanted to do something far more than merely wishing you a joyous New Year. I wanted to actually contribute something meaningful and tangible that held the true promise of helping make a better, happier and more prosperous New Year probable. I went to father's recognized worldwide as one of the preeminent business builders and marketing super consultants on the planet and I'm not trying to be arrogant but I am.

He's personally helped more business owners, entrepreneurs, professionals grow their businesses and practices and just about anyone else out there. Those are not the fawning or diluted beliefs of a loving son, Forbes magazine [inaudible 02:02:28] there's a bunch of stuff there. Oh, yes he charges \$50,000.00 a day when he consults with private clients and his main seminars are priced at 25,000.00 a person. I tell you this not to brag rather I want to impress upon you the value his 5,000 an hour ideas can be worth to your practice. You've already demonstrated trust in me, my company and our product, the product's called Artefill, by purchasing and using it for your patients or you preparing to start using Artefill on the New Year.

These were the people that hadn't bought yet. Either way I appreciate your support and faith. I wanted to personally express my appreciation in a way that would give back over and over and ever multiplying and rewarding ways. Please accept these two books as my way of investing back in you, your practice and the future of our relationships together. I hope you take the copious notes as you

read each page. There's something like 336 different examples et cetera, et cetera in the book if you're in a hurry, merely read the executive summary and then it says happy [inaudible 02:03:32].

I didn't read it about me. I want you to see how you can denominate value for someone. Now, what was very interesting, he sent this to 200 and I think 58 doctors in his territory and he got almost not quite but almost 100 of them to call him in grateful appreciation. That's what you can do when you understand benefit-based needs of somebody else. That's all I wanted to point out. It's a good letter wasn't it? A letter like that probably for you because I was reading your letter ... the reason I'd thought I'd read the letter that you sent out I thought [inaudible 02:04:12] making very open. If you'd sent that letter it probably would have a different impact but you see the differences.

I've studied the outrageous difference in doing something one way or doing it the other and its profound. We can make one ad, pull five, God knows there's 10 times different. We studied 33 different ways of greeting somebody at the front door of a very large multi, multi-million dollar furniture store and we tripled the number of people that close with one change in phrase. We've seen changes in pricing, changes in proposition, changes in positioning, double, re-double, double again but it's all based on understanding the needs, the benefits of the market not yourself. I'm just trying to make a bunch of points that hopefully will haunt you mercilessly for the better when this is over.

I don't want to be intellectual entertainment. Okay, you want to make people feel very comfortable with a lot of things they used to be intimidated by. You got to realize that the first realm of intimidation is explanation. We don't even always know what we're intimidated by. We're scared about the future. We feel uncertain. We don't even know necessarily what it means, we worry about not being loved, your body's falling apart. We're not keeping our job. We don't even know what we fear. The first thing is to demonstrate that you understand and maybe at a better level.

I know, Jay that you might be struggling with a lot of issues. Maybe you're wondering about whether your industry will continue whether your business will continue to throw off enough money, you can't even make the investment. I get that. I can't promise what's going to happen in the economy. I can't even promise what's going to happen in your industry but I can promise that if we work together, I'm going to do everything in my power to make that not irrelevant but to compensate for it in ways that will protect and secure you. You have to start by identifying that you understand what I'm feeling that I don't even know I'm feeling.

I hope this all makes sense to you. It's very powerful stuff. Okay, I already did that. I already did that. Information versus meaningful advice, I already did that. Helping each person gain greater focus and clarity is your daily responsibility. It's your obligation and it's your privilege. Think about it. One of the books we wrote

called the "Sticking Point Solution." I believe it's that. I may be wrong because I got three more we're doing right now but it talks about the fact that in the world today, there's a ton of generic competition but there's almost no viable competition.

You just got to get above the noise and the maddening crowd because they're all done the same way, same self-interest, the same superficial veneer of understanding. You really don't have as much as competition as you think when you think differently. It doesn't mean it'll immediate that the world will follow in genuflect at your feet but it does mean that there's a lot more you can do with time, effort, access, communication, opportunity, relational capital. I didn't even bring anything about relational capital but we've generated billions and billions and billions of dollars by understanding who already has the trusted access to the market you want and how can you ethically and effectively utilize that access to your advantage.

That's a whole theme for another session, John but it's really powerful. Oh-oh, what did I do? I told you that I am lame about this. Okay. Hold on. [Inaudible 02:08:13] focus, clarity, energy and trust to commit to your instructions and intention. All of life, think about business, relationships, marriages, family values, it's all built on foundation, isn't it? Everything is foundation build and it's free universal but you develop foundation with your relationship with a client. I don't think anyone's perhaps ever forensically dissected it quite and that simplistic and

maybe mechanical of a form. If a foundation is weak or the assumptions are weak, everything that flows from it are going to be weaker, aren't they? Or they're going to be erroneous. I can get two philosophical for my own good.

Connectivity. Connecting the dots for them on how something needs to be done differently and how it looks in the eye of the client. I'm going to get into sometime hopefully before I leave. We're going to get into greatness. Part of greatness is understanding how it has to be received and perceived by the other side. Greatest is just another dimension of preeminence but you got to put yourself in the receiving end. One of the things that I used to do at my seminars and we used to do very large ones, I would go to the bookstores when there still were bookstores. I would buy all the close outs of all the nonfiction books and I would buy magazines on any kind of subject. I'd have 800 magazines and books there. I would go to people like Thomas. I'd say Thomas, what's your hobby?

Thomas: Photography.

J. Abraham: Good, so I give you a book on Macro Man. Say Elizabeth, what's your hobby?

Elizabeth: Home making.

J. Abraham: So I give you a book on motorcycle maintenance. I'd make them go to their room that night, if it was a magazine read two articles or if it was a book, read two chapters and come back and be ready to tell your whole table two outrageously interesting and applicable things you discovered that were fascinating and could

be utilized in your understanding of the market. I said the reason we did this is because the market you are dealing with is not people who necessarily like home making or whatever you like. There are broad spectrums of people with a broad spectrum of interests and you have to understand, you have to be where they are not where you are if that makes sense.

That's how you own ethically relationships. I created years ago the concept of tunnel vision. Tunnel vision is learning everything about everything you don't know about. Because it gives you a context of understanding and appreciation and respectful perception of what the other side is going through and it also gives you enormous discussion capabilities and breadth of negotiability in many, many, different ways. If you look at where creativity comes from, breakthroughs come from two different elements. One it comes from studying everything you can about your industry and what's going on there. Then it comes from more setting everything they can about everything else outside your industry because if you look at great breakthroughs almost totally they never come from an industry.

I'll give you a couple of cases in point. Fiber optics came from aerospace, it didn't come from telecommunication. FedEx borrowed the spoken hub system from the Federal Reserve Bank; it's how they process checks. Either roll on deodorant or the ball point pen came from the other. [Inaudible 02:11:48] came from some



other ... Viagra was created for either heart. I mean it's always things come from totally different applications.

We're doing a book and will be out in a couple of months called the "CEO Who Can See Around Corners." It's for heads of larger family on businesses. It's all about teaching divergent thinking and strategic thinking transcendent of convergent and tactical thinking. Divergent thinking is nothing more than learning about all kinds of other things and funneling or filtering them into what you're doing because it expands your understanding. I mean I look at what people do and I'm a scants because I understand hundreds and hundreds of higher, better, less risks, more impactful ways to get to the same outcome.

The only way you could learn that is experience or study it or reach out. I would encourage all of you to stretch. I used to have all my friends send me all their trade magazines and all the books they were reading and summaries. I'd call them and say, tell me the biggest idea from the biggest book. Tell me the biggest breakthrough in your industry what your trade publication is saying. I wanted to keep my mind expanded. If you're no better than everybody else you're competing against, how can you expect to be preeminent. You have to be able to be more do more care more, learn more, evolve more. The body of knowledge in the world is supposedly multiplying gargantuly, it's doubling every 6 or 9 months.

There's no human way any person anywhere can possibly keep track of it so you go to commit yourself to the ultimate creative collaboration. You got to find

people you can collaborate with. Preferably from outside your industry because if you're all talking about the same thing, you're going to get breakthroughs like you guys each have a different interpretation but there's so many. I mean when I started my career explosion, it was because I was a permanent job transient. I'd go from one industry to the other because I couldn't ... I'd be in one industry and work out after six months and I'd see the person next to me was already the top of their earning capacity. They've been there 16 years. It wasn't what I want so I'd go to another industry, another industry after about 10, I realized that no industries even see it the same, do it the same.

I got disciplined in the highest and best use theory as I said. They're very people in this room with all due respect who probably has that big or greater than IQ. There's no one in this room with total respect who has more than 24 hours in day or seven days in a week. You're in different times of the chronological continuum, some of you are older, some of you are younger. All you have is how you use your time, your opportunity, your interactions, you want to leverage in. Get yourself 10 extra IQ points, it might help but I don't think that's going to do it. Trying to find 26 hours in a day is a noble feat but I don't think you'll do that but making your time, your effort, your interactions, you communications, your connections better.

You can do that and you can do it at a markedly exponential level. I would think for all of you that should be where you default. It's all about helping them be

better. You got to understand being better has nothing to do with you. It has everything to do with them and being better has to start where they're at not where you want them. I was telling John and excuse me because my arm is sticking. When I first started doing seminars, I came from a prejudiced and a discipline where I've been on the front lines of capitalism and I'd grown monstrously rapid businesses. I had all these people come in to my room and they'd start here. In the course of that five days, I'd get them to hear and they'd go home and they'd go back to about here and level off.

I got depressed. I add in the group fortunately that I was teaching a psychologist. This is not the one that I spent half a million dollars on. One day we were talking about his business and I lamented. I said I'm depressed. He goes why. I'm depressed about that. He said, "No, you shouldn't be. You should be exhilarated about that because you got them to hire a place." If you get access to him again, you'll get him to hire a place and I'll give you ... we'll revisit this at the end because I want to make a point to you about process training versus event training.

You got to start with they're at. You may want them to be up here and understand asset class, diversification, risk, risk management, all kinds of stuff. You got to start where they're at. They're all going to be at different places on the continuum. Instead of being frustrated, you got to recalibrate your attitude and be like exhilarated that you and your team get to move people to higher

ground in different past. If I were going to walk Mount McKinley or something, I would do the ... because I'm terrible cardiovascular. I'd walk it. Some of my friends would climb it.

You get to the peak slow or different, your job is to get everybody to their peak not your peak because their peak is different. If you want to impose your reality on me, it's admirable but I may not be ready for it. I may not understand it. It may take many different locks or threads in the process to get me there. You want to put into words the feelings, the desires, the hoaxes and the not desires of people for them to trust you. The more I can explain to you that I understand what you're struggling with better than you. I mean that letter I just read you to doctors, that letter spoke to them. It showed them in my son's voice that he really understood what they wanted.

He put into words something that most of them have never verbalized. A 100 out of 250 which is pretty good given our time were touched enough to call in personally thank him. I'm showing you that just because you got to put into words and feelings and desires with all these existing and perspective clients and all their referrals, sources, are struggling with because most of them don't even know.

Again, if I had time which I don't because this is a very shortened and very specialized sort of a sharing of my methodology. I would bring you each up and we talk about things. I would reclassify and categorize. Everybody watching

would watch your body language because we hit something that was liberating so you'd go "Yes!" You wouldn't say it that way but your body would say it that way and then we'd put it together, connect it for you.

It would be done educationally but it would also be done by me emotionally so that it triggered that field. You got to do that for your market not manipulative but you can't help and be better if you don't understand that they don't even know what they're suffering. That doesn't mean they don't have buzz words or there are so many buzz words they can get on the internet but veneer is not depth of understanding. Depth of understanding isn't intellectual understanding isn't transactional understanding.

I mean we've had certainly, we've made a fortune by going to people and just saying I don't want you to spend a dime with just a paper trade for your [inaudible 02:19:56]. There's lots of cool ways to gain trust. We're going to talk about Stephen Covey's trust. I'm not going to go deep today but if you get a chance and John can give you resource stuff that we've got for people that doesn't sell anything that's all kinds of depth on value, creation, trust building stuff like that. I don't have time today but you should be aware of that stuff. You should be very, very aware of it.

Okay. I believe that to be preeminent, you have to be on a crusade. My crusade is I believe every business owner who's serious about adding value deserves to get the most, give the most, contribute the most, reach the most, succeed the

most, not because I want them to make money. I want them to make a difference in people's lives. You got to figure out what you're crusade is. This is a reference for me. I had a company in Mexico, big home developer that I worked with for three years. They felt like they sold homes. Their homes were sold to entry level blue collar workers who had no chance whatsoever of ever having security or financial, not wealth but just stability or being able to send their children to good colleges.

The government had subsidy plans if you work for a quality company where they would help you get a new house and then give you the down payment after a couple of years and then give you interests reduced loans and they would also stipulate the kind of environment. It was nice and I worked with this company for two or three years to turn them preeminent. We finally did. Instead of selling homes, they started realizing their job was transforming lives because by getting a family that had a very dower outlook for the future to get to use their earnings and the government subsidy on the house. The first thing was they got equity immediately so they were creating wealth because the government put the down payment.

They had a certainty of retirement because it was taken out of their money and at the end of it; it was a short time line 15- 20 years. They had an asset paid for. Some of these people actually got their parent's home. If they didn't want to live in it, they had two things. They had either an income source or they could get

other people to pay most of the cost of building them wealth. They had a vehicle where their kids had a much heightened probability of a better life because the quality of people. The builders had social workers and the best schools were being built and the best schools had the most dedicated teachers who cared the most about growing the kids.

They had the chance if they didn't want the house at the end of 20 years, they could sell it and they could send their kids to the best schools. I mean we redenominated the whole concept of selling the houses. I think you have to be on a mission. You have to be on a crusade. The crusade differs for different people but if you don't know what your crusade is and how you're transforming lives. When we were at Homex, this is the company, I articulated what we called the Homex world view. There were 6 million people every year that were eligible to use the government program but only 500,000 did for reasons of ignorance and fear or they didn't think they could afford even though they can rent them out and the differential was modest.

Our belief that I instilled and inculcated was every family that deserves a better life should have a better life. Every family that deserves a better relationship should have it. Every family that deserves financial security should have it. We have a moral obligation to do everything in our part to reach them, to help them, to assist them, to provide it. Now, I don't care what your crusade is but if you're not on a crusade then you just basically you're a generic, aren't you?

I suggest you all figure out what your crusade or crusades are. You don't have to be singular, you might have 12 different segments that you reach. Again, I want to say something very heartfelt. I didn't come here, John, I mean he's very nice. He got me an exquisite place but I didn't ask for a dime because I love the chance to contribute and help people who are dedicated, get clarity on how to really make a difference for the rest of their life. If you really take some of these and really actuate it, you'll make a profound difference in so many more lives.

I believe your job and life, you either take an oxygen and add a life or you're planting trees and putting it back in. You're either adding value or taking value. Your income has not as much to do with it as the value you're adding. The value you're adding is generation. I mean you can touch so many people with the right driving force. You can touch families and change their outlook, their faith, the faith of everybody they know that they introduce you to. It's quite profound and it's very, very ... it's not only powerful, it's almost indescribably cool if you can heighten yourself to that level of understanding.

I don't know that you will today. Your mission on a crusade I just said that. It's the you-attitude I talked to not you, it's about the them. Preeminence is always based on hopefulness. Through my help, support and guidance, you and your business will grow and prosper. You and your family will be more secure and happy, your children will ... whatever it is. It's got to be not just what do you call



it palaver whatever the word, it's going to be heartfelt true driving fun that emanates from the deepest recesses in your mind and your heart and your soul.

In a moral obligation, responsibility and privilege is a privilege. Privilege helps people change their life. It's the greatest fun in the world. If happy, you guys and girls go out and do something different. I've had the greatest privileged of anyone. I have transformed your life and you'll transform for, maybe you got a thousand clients in your portfolio, 10,000, you'll get referrals you'll transform. You reactivate people that you didn't realize how to really give them what they needed.

You'll become distinguished in your community. People retire with security. Children will go to college and all kinds of things will happen. That's pretty profound. It's pretty profound and the problem is we don't allow ourselves to operate at that level. When you operate it just superficial, materialistic or I'm a professional financial planner, it's boring. When you get to that heightened level every breath and every interaction is exhilarating. It's very liberating.

Squeeze versus grow. I had Laura, my assistant integrate a bunch of things in the PowerPoint. I didn't review it. There's the general PowerPoint and then I applied it to different clients. I had this client Homex. Homex is a big, big, big builder and they have at any given time 2,000 commissioned sales people working for them. They had when I met them an enormously higher attrition rate. They were an exceptionally thankless, high pressure commission only place to work.

I looked at what they were doing and I said, first of all what you're saying to people has to come us and we'll squeeze everything out of you when you got nothing left to kick you out. I said, "Oh, no that's a real exciting proposition for me, for my career but if you change and say, we're going to grow everything within you. Our commitment is to make you the best we can and the most successful. We can make you and your family ... [inaudible 02:28:00] employees, the happiest ... our commitment is to grow you to your fullest potential. We have offices in 60 cities and in Brazil, China and India and take you wherever you want to be taken.

Our commitment is to make you the greatest resource and asset you can be for yourself. When you did that, the quality of people you attracted, the interaction we had, the trust we created was profoundly different. That's a note to me. It relates to employees, team members but it can also relate to clients. I told a story and I'll tell it again. I didn't tell it here. One of my first long ago clients, he's pretty cool.

It was one of the first gold brokerage companies when they legalized gold. When they legalized gold, it was fascinating. It was a crazy time. Every one of their brother was running ads and Wall street journal. Everybody and their brother was running ads in every financial publication, TV, newspaper. When they got a prospect, they would just hammer them for whatever they could. They would hammer them for whatever they could in terms of dollars and also ... I'm going to

use a very polite word because it was almost two nights, [inaudible 02:29:16]

They'd get them to buy silver, gold, junk coins, all kinds of things because then they hit and run.

We looked at it and we decided to take a preeminent role. We didn't even go to the newspaper who might tell all the financial investment advisors. This is pre-internet so there were a lot of investment newsletters. We became the recommended provider. When somebody was a new subscriber, we created these wonderfully balanced educational kits on gold investing. They weren't just the great case work but we interviewed prominent economist that hated gold. We wanted to balance concept.

When people contacted us, everyone else would sell everything we could. We refused to sell anybody the first time. We want them to understand the case for gold, get to understand it, look at their own judgment of the economy. We were in no hurry. When they finally wanted to buy, we wouldn't let them buy a lot. We made them buy gold first, a small amount and then if they liked it because one of the CY gold had this mystical almost sort of fascination, wanting to hold it and touch it. We sold physical gold delivered to them.

If they liked it and they wanted to buy silver, we wouldn't let them till they bought more gold because we believe it was a better fundamental investment. Then we let them buy silver. We wouldn't let them even buy junk coins because they're speculative until they had a good ... we wouldn't let them buy too much

of their portfolio because nobody knew what was going to happen. We were very, very, very externally focused and slow.

Now, I'm going to go on and on. I don't want to wasted time but the average hit and run seller would sell about \$5,000.00 and sell one time. Our average client about over 50 and would buy from us five times but we had a different strategy. Our strategy was very ethically based. We would not sell them what we didn't think they should buy. We wouldn't sell them before we thought they should buy. We wouldn't sell them things we didn't think they should buy because we knew that if we took our time, they would end up really doing what was right for both sides and it worked out.

It required enormous patience because it's a negative cash flow process, you don't make a lot of money up front. We did \$2 billion dollars the second year and our closest competitor did a \$100 million. We had 260-80,000 clients. The next close has had about 30. There's a lot of to be said if you can go the distance but it's a different mindset. Isn't this fun John? What time is it? My forearms stuck. What time is it?

John: [inaudible 02:31:58]

J. Abraham: Okay. Every communication has to have the most positive impact and move people to take greater but more effective and production action. Okay. I'm either adding value or taking value in every interaction I have with you. I don't

say something that's meaningful. When I have conversations with people, it's funny. When I think I've stopped adding value, I'd say, "I'm not adding more value. I'm going to say goodbye, bye." I don't want to have conversation where I take. I always want to give. Give is not necessarily me pontificating.

It can be me listening very intently or me asking very provocative questions to get you thinking about something deeper that you haven't thought about. You want to keep moving people forward. Moving people forward has many, many different implications. Moving them forward to understand. Moving forward to examine. Moving forward to come and visit. Moving in forward to reevaluate. Moving forward to look at something instead of moving in forward to ... I mean it didn't matter. The point is if you're not moving in forward, there's the old ad that you grow or die.

There's no such thing as static, is there really? Is something stay here, done. You're either moving forward or I'm going to around regressing always, always. When you recognized ... I hope that what I'm saying is giving you context to see. There's a lot more power that you have access to and you have a lot more control of the rest of your professional life if you're so inclined. I don't know what that hell that word means. It's not your fault Laura, I probably gave it to you but I don't know even know what it means.

You're atypic of age, time I interact with my class. My responsibility is to make them better, more effective, more confident, more impactful because I was in

their lives today. We have this really hilarious process. I used to go a lot. I go now three or four times a year to China and to Japan. Anybody's room who's Asiatic, this is not a criticism but a lot of the cultures in Asia, they're very constricted, sort of uptight and they're not very emotive and evocative as far as joy.

We usually get there a couple of days early and we drink a lot on the plane so we have to hydrate and get our brains ready before we ever work so we'll spend the whole day in the lobby of the hotel. We'll go up and down the elevators for hours looking at people until they smile. It's a hilarious process. It's wonderful. We're sitting in the lobby or engaging the most mundane people who are like cleaning up the cigarette butts and the bathroom. It's profound the impact you can have, profound.

You really and truly want to commit and understand as is relevant to you who you are and who you can be and you can't be mean. You shouldn't. The clientele you're serving remember clients may not just the people buying, people paying, how you can add a life, how you can make their life better, more effective, more impactful, more joyous, joyous is relative. If you're an undertaker, you got to make them feel more comforted. You have to obviously understand that I'm using general words.

This understanding properly harnessed is very, very powerful. Follow the client, here she dot manages but grows and develops. This is borrowed from the other thing. I was teaching management of sales people and I was trying to explain.

You got to help them. Nobody takes a job to unsuccessful. Nobody works all week and goes home and doesn't make a commission and goes home to their wife or husband and says, "Honey, I worked all day and all week and made nothing."

If you hired them, it's because you basically felt they had the profile. They're taking the job assuming you have way with all to train them and I should talk a little bit about training for those of you who have teams. Most people have terrible ... their idea of training people is teaching them the product or the service. There's a whole different realm. It's called consultative advisory selling. It's teaching people how to really understand the role of being an adviser.

I don't teach it. It's very easy. There's bunches of people that teach it. You can go to Nightingale Conant and buy CD set or go to Amazon or bookstore and buy five or six books. If you get everybody in your organization that has any client contact masterfully trained in consultative selling, you will instantly improve their impact and it'll instantly redefine your business perception to them and it'll make everybody better. You have a moral responsibility to help people be the best they can.

They can't be the best they can if they don't know the game you're playing. They can't be the best they can if they don't share the same vision you got. They can't be the best they can if they don't see their role every day to do things like this. They can't be the best they can be if the areas they're not strong at, you don't

help them either become stronger at or compensate for and yet we impute to everybody on dividends which is the most hilarious thing in the world. I don't know many people myself included and this is totally tangential but it's sort of cool.

There's a guy that spoke at one of my programs once. He was an effectiveness coach from Silicon Valley. He was attending but I always attracted very quality attendees. I always would pull the pork at people up and make them summarize in five minutes or less the most singularly important distinction they could get everybody that would profoundly change the performance of their business. I said to him one time, if I took your wife and children and kidnap them. The only way you could ransom them was to give a concept that would instantly and immediately profoundly and continually grow every business owner, what would it be and why?

He said, "It's very simple. Figure out the three most important things your business pays you to do for it even if you're one person business. Break those down to as many sub-processes as you can and then value-rank them on three criterias." He was more eloquent than I am but I'll give you the three criterias. One is relevancy, the other is competency, the other is passion. You may be the greatest person to check in the timecards of your team. It's probably the biggest ways of opportunity cost you've ever done. You may be able with an enormous effort to be competent at something that you're not very good at but that same



amount of time diverted into that which you would like your genius had or your extraordinary at would have such a greater outcome.

You may have no passion whatsoever for something and have to work so hard every day to do it. While it's admirable, it's stupid because you should put yourself ... all you got in life is the leverage you get out of time, opportunity, effort capital, human capital, relational capital and interaction. How you use it is up to you. I had another guy at another seminar, it's related and it's very cool. This was in London. He sat and probably still holds the Guinness World Record in retailing for selling more merchandise per square foot in his stores than anyone else.

He was a young man. Everyone there was a good representative middle entrepreneurs, not real wealthy. The average entrepreneur probably made \$3-400,000.00. They weren't really wealthy but they were reasonably decent small business owners. This guy had a reputation of being chauffeur-driven all over in God awfully long Bentley and jaguar and Rolls limousine. He had his entire management team chauffeur-driven too. The audience was a little bit nonplus by that and one of the attendants sort of was very, very nasty about confronting him and saying, "Don't you think that that's arrogant?" He said, "Let me ask you a question. I'm contextualizing for him. Is it your time worth more than \$10.00 an hour? I'm making a quarter million dollars, [inaudible 02:40:50]"

He said, if that's worth more than \$10.00 an hour why would you want to spend two hours of your eight-hour day doing this and fighting traffic? I don't care if you're driving Yugo. I don't care if you're driving a Fiesta but why drive and divert yourself and be in the back thinking, having a meeting, reading, meditating, anything that gives you a higher and better yield. When I go, I always take a car. I always take a car, not because I'm arrogant. I don't care if it's a town car I don't care. I got a guy that drives for me and he's got a beat up 20-year old Mercedes. I have him drive me, I don't care. I want to use my time to prepare, to think, to read, to do whatever it is. I mean all you have is your time and your opportunity cost. That's all he got.

How you use it is the only differentiator, isn't it? Really is. Anyhow, tell me when it gets close to one. I think I told her to put it there but I couldn't remember what that meant but I think it was analogy that was I making to a group about let's assume, how many people here have organizations with other colleagues partners associates that work for you and has himself for you to market with. Most of you? Okay, my analogy was as if you had inherited your father's farm in the south and you had share croppers. Most of them had never made much money and the farm properly nourished and fertilized could produce four yields a year but your share croppers were happy with one yield because they never made more than \$25,000.00. They were happy but you were losing so much on that, you're losing so much impact but you couldn't get it unless you taught them how think differently.

I think I was using that as an analogy but I don't remember. It might not have been that. I just put it up there to try to remember. Any communication or action, think about the receiver not the speaker. When I speak all over the world, and this is funny, I never ever, I don't I look at my PowerPoint, Laura till what ... like till you send it to me there? I look at it like the night before for a minute because I don't care about that.

It's about the connection. I'm trying to understand who you are, where you are, what you are, why you are. I'm trying to connect with you at a much deeper level. It has nothing to do with this. By the way, there's a book it's not a great book but it's a pretty good book. It's written by Peter Guber. It's called "Tell to Win." It's a [inaudible 02:43:41] all about storytelling and how stories and metaphors are as I said the bridge to impacting and actuating people. He's done lots of studies. He said, storytelling analogies, metaphors, similes are 10 times more impactful than PowerPoint.

If you're going to do a PowerPoint with somebody, let me give you a piece of very strong marketing advice. If it's a PowerPoint in person and definitely if it's a PowerPoint you're sending in some leverage form like a brochure or an online. Tell people exactly what the PowerPoint of the graph is going to tell them before they look at it. Tell them at the bottom after they've look at what they should've grasp out of it. Most people don't see what you do.

I look at PowerPoints, I don't know what it means. I look at grass and I don't what it's telling me. You've been living it your life, I'm seeing in for the first time. I don't know what the blue and red and the difference and the percentages mean. If I got to try to interpret it, the easy thing to do is bypass. If you say before it, whether you present it or not, somebody gave you a PowerPoint. I'm going to give you graph. It's going to show you why 8 out of 10 people end up with nothing at retirement. At the end, you'll say "Now, do you see why because they put their faith in their 401 or their company or whatever. They don't do it and how the ones that do think differently but don't expect anyone to perceive anything from a bunch of stupid graphs and charts because most people don't.

They definitely don't get what you get because you've been living in it your whole life. They're seeing in it for two minutes. Wrong question. [Mumbling 02:45:24] what guidance clarity, directions just restated in another way. This is redundant. I'm sorry. Better understanding. Do I have to give them to get to use their abilities more effectively? You have to help them.

How about helping people want to be better, greater, happier, more successful, they want greater protection, enhancement, experience, certainty. That's what you're selling. In my first book, we made an analogy about you not really selling things, you're selling the results things produced. The analogy we used was if somebody goes to Home Depot to buy a drill, do they really want a drill? Or do they want a hole? It may not be a hole. They wanted maybe to fasten something.

That's meant to be stupid. It's insightful in the human nature. People don't buy things, they buy the results, the protections, the advantages, the implications that things give them.

If you sell things against other people who sell things you have no advantage. If you sell the implications, the benefits, the differences, the visualization, the metaphoristic elements of what those things can mean, good, bad and otherwise. You can understand how to articulate and dimensionalize and verbalize and concretize what people have never put words to, you have a profound advantage over everybody else.

There's nothing here that I have said that isn't self-evident and axiomatic is there? I bet most of you don't operate the way that I'm describing it. I mean duh, make them know that they matter. Make them know that they're relevant and committed to them. I mean and John, honest to God, I love you but I read your letter and the letter could've dimensionalize so much more but you didn't think to do that for them. If you don't get the result you want, I mean truthfully and I'm saying this arrogantly knowing what I've done in my life and what I have to share and the impact.

Everybody who got that letter should've been here not because of my ego just because of the impact but if you don't get the result you want, is it the clients fault? Is the market's fault? Is it the prospect's fault or did you not educate communicate, denominate contrast, the reason why that they had more to gain

by being there than not or by doing it than not or by listening or not, by calling or not, or by confirming or not. Not their problem, they have no obligation. It's your responsibility and your privileged and your opportunity.

Use metaphors, similes, examples, analogies and real life experiences that people can easily understand. Most of my book the first one, we had 336 examples, case studies and illustrations because theoretical explanations are very hard to extrapolate and translate to your situation and is it Abbey and Larry and Thomas, I don't care if you're all the same generic distinction, I bet every one of your practices are different and how you think are different. You got to understand that everybody is unique. Most of us don't know what's holding us back or struggling with a heart of mine, that's why you got to put words to it.

Your responsibility, opportunities, to help your client continuously discover their blind spots and behavior, action, thinking, corrective and constructive effective way and deal with them permanently. That slide was out of context because I created it to help managers become coaches. Managing to me is concept of holding people down as opposed to a coach or mentors who are trying to liberate them. I put it in there because you can apply it to your clients but it really was related to the people that you might be developing.

I mean your pool of talent. That's what it is, its talent, its human resources.

Hopefully, I mean I asked John and I encouraged John to give you the PowerPoint because if you re-review it over and over again, once you think about this, it'll

give you different in insights and you have different realizations. See yourself as a transformer of people's actions or results, an agent of constant change, a value-creator in everybody's lives that you touch. That's really what you do if you want to be preeminent.

If you don't then you're a commodity. I don't care. I'm just distinguishing it for you. I'm here to tell you what you can do. I'm the personification. You can do whatever you want but I have a moral obligation to tell you how to have a better life to show you where it's possible. To show you the differential, to show what it can look like. To show you how much enriching it will be. If you go too much trouble, too much work, I want to be a mediocre and average. That's your prerogative. You have every right to that but I think I have a responsibility to show you the alternative that's possible for the same week, day, month, year, life career.

Example the shadows [inaudible 02:50:46] the recruit. This is out of context but it's a good story. In Mexico, I studied their attrition rate and it was horrible. It was horrible because they had online disseminated theoretical training that wasn't designed to breed success. It was designed to process the 9,000 people that kept hiring every year. I said, well, did you ever really qualify what the success rate is. I'd started a comparative process we call them shadows. We would get a successful sales person who would go out with a new recruit. They

would sell and my instruction was after they sold, they had to sit down at a coffee shop and say let me explain what happened.

A lot of the shadows didn't even bother set through what it knows so it was very revealing what I was thinking. What just happened in the interaction we had. Why I did what I did, not manipulative just sort of clinical and forensic. I think I have this very, very, very ,very cool ... I have lots of cool people that I'm privileged to have in my life. We have all these discussions because I'm always trying to improve myself. One of them is a genius critical thinker. He and I both agree that in our busy life, we're too busy to stop every time we have a successful or an unsuccessful interaction and it says, what did we just learned good or bad.

If you don't really make the experience, a prisoner forever, its wasted if that makes sense. It like our life go boom! Boom! Anybody remember the old Pink Panther with Peter Sellers? Remember when he come home at a busy day and his dark room, he come and this little yellow man serving, Kato would jump out with infrared glasses and a stick and beat the crap out of him. He didn't know. Well that's sort of what life is. I mean you have to be able to decide you want to control your life. You want your life to control you. The first thing is step back and understand what the hell's going on?

If you don't understand what's going on, how are going to improve it? We make it a point, this calling and I at interval. We stop. Let me show you what happened



today? What did we learn? What do we do? What went well? What are we would excel? Who do we reach? Who do we interact with an impact and isn't always about them? What can we learn from them? Think like that because all you have is ... I mean you've got infinite leverage intellectually and transactionally. You have limited leverage in time, hours, unless you're really wealthy, you don't have a lot of capital advantage but you have infinite advantage if you can think differently. You got infinite advantage.

Help the recruiter understand the basis, the purpose, [inaudible 02:53:38] that went into the transaction. Same thing I said. When I help an operating business, I study general and unique situations. I look at causation and I look at breakdowns and breakthroughs. I look at people that are doing great. I look at people that are doing terrible. I look at differentiation. I look at mental mindset. I look at process. I look at strategy. I look at all kinds of things. I was teaching managers after I looked something like 2,000 different sales people spending again from great to pathetic. The general objections that occur and objections ...

It's funny when you start looking at objections, there are many natures. One of the biggest objection is a self-incurred one, a believe system. That you believe the person doesn't want to do business with you and believe you don't have anything of value or you believe that when they say no it means no. You believe that the approach you're taking is the only approach you've got. I don't think I brought it but one of the other things that I do at seminars. My whole life has

been devoted to every aspect of working on the geometric growth elements in the business quotient.

There's lots of geometry in business but one is that we have the nine drivers and there's nine different powerful macro things that if you change any of them, changes the results. Change of strategy, change of results. Go from tactical and strategic, you change the results. Change your marketing, you change your results. Change your ideology, your belief system, you change how you believe about yourself, your purpose, your action, your people, your market, your everything, it changes your results.

There's another, I don't know what they are, I've looked at it for a long time but this is really ideological. [Inaudible 02:55:30] service and all the factors that are impacting the result. Remember I said that in the beginning, 2% of what happens to you are acts of God, wrong place, wrong time, bad luck. 98% are either things you do or you don't do, forces, factors, elements that you either don't understand or you don't choose to control. You let them control you. When you understand all those, it liberates you.

I mean I have a great life because I understand not everything but hell of a lot more than most of all the things going on and all the things you can harness and all the possibilities. It makes it great fun. It makes it a great, great joyous, it makes it a giggly sort of a process because you're always having a good time. If it doesn't work, you understand it's not working because of your own causation

most of the time and you sit down and you figure out what to do different. You can test it and you can try things so many ways and you can ...

We've tested so many different approaches, so many different phrases, so many different like well that's another story. It's out of kilter for this. I can talk for as I have for weeks, I won't do it right now. Help them set goals and reverse engineer the actions to have ... there's a fascinating piece of research that has always not depressed me but sadden me. 95+% of all small business owners and that would include professionals never reach their goals. You know why?

Female Speaker: We don't go for them?

J. Abraham: No. They don't have goals. They have macro hopes and dreams. I want to make another \$500,000.00. The person that thought preeminence, every year they said verify that goals they reverse engineered the goals by product, by person, by market, by marketing. They had weekly and monthly targets. They already engineered contingency plans in them. If they over-exceeded and they raise them, if they under ... I mean how can you get where you want to go if you don't where it is.

If I say I want to go on a vacation. Okay, where do you want go warmer, you want to go cold? You want to go the Amazon, you want to go the Himalayas? Or if you say okay, I want to go on vacation in San Diego. Well where are you? Are you in Mexico or are you in Los Angeles? I mean you don't where you're going or

how to get there. I mean it's almost laughable when we lament or complain about our lack of achievement or how hard our business or our industry is when you think about how little we harness all that's available to us.

Seriously, think about it. I hope this is very haunting to you. I'm not trying to be a downer. I'm trying to be an upper, a very healthy upper. I always reverse engineer. What are we trying to accomplish, okay, then I look at it. I've taught optimization. There's lots of ways to get it back to my analogy of wanting to come to San Diego if you realize you're in Los Angeles, now you have a lot of options. You could drive, you can fly. If you have a boat, you can take a boat. You can do what Laura did. What did you Laura? You took the train. You can helicopter. Someday maybe we can astral project but you have options.

First thing you need to know is know your options and know the implications and then consciously decide which option you want to take and why. You don't have to just maximize everything. It may be boring, maybe you want to drive the coast highway because it's beautiful and you like the visualization but you consciously have to know the cost and price you're paying for each option you take.

It's hilarious. I won't counsel anyone on what they want to do till I first explore all the options. We're very well in trench in Japan and we're getting to ready to do a very specialized English school that's predicated on strategic business English understanding beyond the surface. My colleagues there or partners came to us and say, "Let's do it this way." I said, "That's the dumbest thing in the world

not because it may or may not be ... we've not explored options. Let's see all the people doing it. Where their voids are, let's see all the people we could partner with. Let's see all the different positions. Let's see all the distribution sources available."

It's the older people that have an English school that don't have this advance one. Let's look at the pros and cons of each, look at the upside, downside, the probability and outcome and then let's make the most intelligent decision because the data will always tell you what to do if you know how to question. Most people have never been taught to do that but why do something that'll yield the exits. Something else will yield 5x now and 10x in the future for one half of the x exposure. That's always been available. No one's ever slowed you down to question it. What time is it John?

John: 25 minutes left.

J. Abraham: Why don't I stop for a minute and ask you to do a little exercise. Now, I know that you're all fierce competitors to one another in the same geography. I'm sorry about that but I'd like to ask first of all a very heartfelt question. The answer matters not to me, it matters for you. Have I at least given each one of you at least one meaningful distinction or epiphany that you're thinking deeply about from this last couple so raise your hand. Okay. What I would like to ask is this. Those of you who refused to defiantly to change tables and sit with only three people, please move and fill in and why don't you take 10 or 25 minutes

and think for 1 minute about the one biggest distinction you got from this that's not so proprietary that sharing it won't kill your future but maybe sharing it will stimulate someone else to share a different distinction to you and the combination will give you a spectrum or expanded understanding. Let's see what comes out of it.

Why don't you feel in the tables so there's enough people there to give each of you the most outcome and then each of take about 2 minutes and think about whatever one ... hopefully, I gave you more, big distinction you got out of this so far. What shift in action thinking you might take that would be helpful to everyone else and if somebody says the same thing to you, don't pass because that's the cop out, think about the second distinction or the third. Trust me this is very valuable, do it right now. Be very helpful. Okay, guys let's stop.

Thank you, let's stop. Stop, stop, stop. Okay, we've got a few minutes left and I was going to do more of preeminence but I think I'm going to wait and do that after lunch. I think I will help you and contribute to you at a better level if I talk a little bit about the concept of greatness. It doesn't take very long but it's a very provocative and intellectually, more than intriguing, it's a very, very haunting concept that hopefully you'll like.

I get on tangents and I'll explore something for a while and then I'll come back to preeminence was obsessive to me about 15 years ago and I was really obsessed with it and sort of become just a natural part of my being now. I kept thinking

about the concept of greatness about, I don't know, six months ago. I'm going to go through the hierarchy of thinking so that you can appreciate it because if I just give you the elements, I think I'll deserve you.

My thinking was, okay, in my opinion, every human being has innate, inherent in their DNA, the desire to be great. You want to be a great financial planner, a leader, business owner, husband, father, mother, contributor, commuter, lover, whatever it is. Yet, sadly but truly something like 3% of humanity ever even comes close to whatever subjective definition anybody would have a greatness. I'm not talking about world renowned in the history where guys have been great relative to whatever the context of their life.

I thought why is there such a disconnect. Nobody, it's sort of like average, nobody wants to be mediocre. Nobody spends a life in a profession or in service to an employer or in loving collaboration with a spouse or a significant other and doesn't want to be the best happiest, most loved, loving, fulfilled and yet most of us are not, why? That's obsessive to me.

I started thinking about it. For about six months, I pondered and struggled and talked to people. I realized in my feeble little way that there are four steps to greatness that most people don't understand and once and if and after they have been exposed to you, it gives a basis to you for why maybe your life or your career or your profession or your personal life hasn't always got into the place you want. Before I explain it, I don't even think people think about greatness but

in our hearts and in our souls, and in our sort of bosoms, is this gnawing, pawing feeling that we can't ... the same thing I'm saying but words do.

It's that we know we're destined, we're capable. We're programmed. We're deserving. We're obligated to achieve so much and we're not why, why, how, how. With that as a backdrop, I believe there are four steps to achieving greatness. I already said that. I already said that in your DNA, I already said that you don't want be average. I said that, okay ... part of it is that we've been allowed, no one has really held us to a higher level of anything and the truth of the matter is our society pretty much rewards mediocrity. It really does.

How do you get great and whatever? Well, here's what I think. It's just my belief but you can ponder on it at lunch. Okay, the reason most people have greatness is no one's even got an idea, a picture of what greatness looks like. What it looks like when you're there. What it looks like operationally, emotionally, what it looks like when on the receiving side of it. How different it would be to what right now, normality, your normality and your industry or your contemporaries, normality looks like. You don't have a picture of what you're sort of describing or aspiring towards so how could we expect it to get there. No one's ever painted it.

You need a clear cut picture what it looks like almost a CAT scan, three dimensional view because it's got to be what it feels like, what it executes like, what it's received like. That takes a very big not, a stretch but a big sort of an



expanse of self-reflection. You got to do that first. Most people don't even have a clue. Step one you need some kind of reverence to know what greatness is supposed to look like not just one dimension but eventually in every implication and application of our lives.

What's it like to be a great financial whatever you are. What's it like to be a great leader, a great developer of talent, a great adviser, a great husband, a great wife, a great father, great contributor to the community or whatever elements of greatness you so desire. I'm not suggesting you to be all I don't care. I'm just saying once you know it's possible, you have to evaluate whether you want it or not. No one's ever challenge you to even think that it's possible. The first you have to do is that.

You got to know what it's like both dishing it out and receiving it. The greatest [inaudible 03:08:46] of greatness is ability to collaborate greatly and cooperate with others have pieces of the puzzle. I told you that when it comes to greatness, you need to question if you think who do I deal with in my life who respects that. What is it about them, they do, they say? How's their conduct? How's their phrases? What do they do differently? If you don't question it, you have no reference of getting there.

Greatness is relative. We're not one size greatness fits all. We just need to figure out what greatness is within us. I'm not suggesting that you have to have a million client portfolio. I'm not saying you have to do \$10 million per client

transactions. I'm not even suggesting that you're on the cover of financial planner today. I'm saying you need to know what greatness means to you relatively. It can be just ... my wife hates the fact that I read the obituaries. She even hates it more that I more read the obituaries of little people than big people because I think every life is just as important.

Maybe you were a mother and you died and you were really influential in your school, you community and you got the girl scouts. I mean use it to figure out what greatness means to you because my definition and yours are different. Whatever it means and you have to do some real soul searching. Have you come close to achieving that definition? The answer is yes, great. You can go to another element of greatness or to a higher level.

The answer is no, then you maybe want to do a hierarchy. If you say, I'm not great as this. I'm not great ... I'm not belittling you. I'm not suggesting you will but in the rare case that maybe your realize you're not great at any theories and you can figure out which one is most relevant, most critical to my life today, maybe marriage, maybe the community, maybe just liking yourself, maybe your value system. Lots of different ways to denominate, I'm not giving you the concrete, I'm just giving you the foundation that you can pour whatever kind of ... you can build a modern house, an early modern English, I don't really care.

You got to figure out what greatness is within you. Remember your program for greatness. We want to retrieve it but the question is what is greatness? What is

it even look like and got to get a picture. How can you close to what you want, you don't know what it looks like. I mean it's very interesting but most people don't.

Okay, step two. The few people that get a picture don't have a path to get there. They don't really the highest and best, least resistant, least dead end path to get there. You got to figure out what path is going to get you there. There are lots of ways to get there. You got to know the options first. Then you got to overlay those options with practicality, time line, risk reward, probability outcome. You do that by evaluating what's out there. You don't do it and I'm not trying to belittle religion but it doesn't happen by divine intervention. It happens by serious reflection and evaluation and observation and interpretation.

You got to figure out first of all, what it looks like internal, external. Then what are the paths to get there? Of all those paths, which path is going to get me either there or to a weigh station that is a progress because progression ... like when I help clients, my first desire for them is to get them a win. It's not to make them \$10 million or \$100 million dollars, its' to get them a win so they have validation that they can do more and then I'm not full of hot air and then we build from there.

You have to decide for yourself but being an Olympic pole vaulter when you never, ever held the bar is pretty stupid if just basically you're figuring out how to go over five feet is an easier achievement. Correlate and evaluate where you

are on your own greatness scale and as many categories as you want to really judge yourself. It's not incumbent on me I don't have to live your life, you do.

Okay. Then figure out the one route that will get you there at least to a place and without a path it's tormenting and it's almost masochistic if you get far enough to know what it looks like and don't know how to get there. It's tormenting.

We'll use that one on the vacation all the way to the guy who uses a pole vaulter.

What paths are going to get you there, not just the quickest but the safest most enjoyable because I believe life is short. We're here to add value. We're here to have an enjoyable time. We're here to make a difference and making a difference can't be a superficial out of body process. You have to be connected and connected and connected means enjoying the process that people and ourselves if you're not doing that you might find a fast track way. I know a lot of people that are so obsessed with working out that it's a pure victory even if they get a great body, they're miserable.

I want to do things where I'm totally connected to the people on the process. I'm giving you license to figure out what's going to be best for you with enjoyment.

It's painful, everything is stretching but any growth you've ever done in your life.

I mean who here plays golf, tennis, anybody? Doubtful the first time you picked up a racket or a club, you were great. Wouldn't have much fun, I mean I've done a lot of athletic things and I was terrible. I always wanted to learn hand stands

and the first time I tried I fell over and crack the back of my neck and couldn't even sit up for a week but I keep doing it and doing it. You got to stretch.

If you don't stretch yourself in life, life is very unfulfilling. I mean growth is the whole purpose we're here. To grow as a human being or grow as a contributor to grow our understanding and this is the preeminent example. [Optimum 03:14:46] isn't just highest and best, it's the highest and best paths for you. I'm very grateful for my life but I wouldn't wish the life I've had on my children's. It's been very painful, very hard, very volatile, very stressful, very, very difficult. I've been married three times. I'm not saying that with pride.

I mean you have to figure out what path is my greatness for who I am and what I want. You have choices. You have infinite choices. You can always adjust it. [Mumbling 03:15:18] pass where I said that. The third step is having enough confidence and giving yourself permission to start walking down that path to your greatness. In as many different categories as your life as you can pursue. I mean the tragedy of most seminars and I say it, I refuse to be intellectual entertainment. My greatest reference, anybody the story of Demosthenes and Pericles. Anybody want to know it?

Audience: Yes.

J. Abraham: It's a Greek Mythology. Rome is at war with Greece, one of the cities, I don't remember what it is, is trying to rally the townspeople to go to war. They have

this big, big meeting in the town square. The first person to speak, I always gets it confused it doesn't matter. I think it's Demosthenes who's the famous orator. He gets up on the stage and he commences to disseminate the absolute most, eloquent and silvery tongue, wondrous speech that he has ever given. It's mesmerizing, it's bedazzling, incomparably, indescribably, impressive. When he's done, everyone looks at each other and said, that has to be the most impressive speech I've ever hear.

Pericles is this little uneducated farmer whose family has been in Greece for eons. He loves his heritage. He loves his freedom. He loves the countryside. He loves being Greek. He's got these wonderful children he adores. He wants to be a grandfather. He's awkward. He's intimidated. He can't even have eye contact with people but he gets up and then struggling very, very broken Greek. He talks about his heritage, his family, how beautiful and wondrous it is. How tragic it would be for them to let that disappear. How important it is to him for his children and for everyone in there.

It's very awkward and he's tearful. It's not eloquent, it's emotional. When he's done, you know what they say? They say "Let's march." What I want from my interactions with people is to see you march. I don't really much care if this is the worse presentation stylistically you've ever had. I'm much interested in the outcome because most people learn stuff, they don't do anything with. If that's the case, you just basically stolen a day or two from yourself which is tragic.

If it transforms your life and it shifts the path, it could be very cool. Most people don't even have a picture. The few people who have a picture don't have a path. If you don't have a path, don't have enough confidence in themselves to shift and start that path, now I'm just cutting it, cutting it, cutting it, cutting it. It's like now we're down to about 3%. I already talked about the biggest win.

The fourth and this ... anybody here have a child or grandchild? Do you remember when that child or grandchild first tried to talk or walk or eat or go to the potty? Did they do it very well? Did they start by eating a 12 course gourmet meal or by speaking English like they were a professor at Harvard or making perfect do-do on the toilet or anything even remote are doing a marathon? No. they had to be re-encouraged, re-encouraged because anytime you embrace anything new for the first time, the statistical probability is your execution will be not bad but terrible.

Human nature tend when we have a terrible outcome to default and rebound back to status quo. You need to stay the course and or have somebody who's your advocate, your champion who believes in you enough to not let you let yourself down. Whether it's a mentor a colleague, a greatness partner, somebody like John, whoever it is. You need somebody who's going to be there long enough because the odds are not even high. They're 99% you're going to do a terrible job of executing the first time.

It's going to feel bad. It's going to look bad. You're going miss the mark and you're going to follow like the kid trying to walk or you're going to miss the bathroom like the kid trying to be putty-trained or are you going to put the spoon in your eye with the oatmeal like the kid trying to eat? Are you going to fall and crack your head on the coffee table like the kid trying to walk but you as a parent or grandparent had to re-encourage and put him back on the course and smile and tell him it'll be okay. You know that finally most all of them learn how to walk, talk, eat, go to the bathroom and you will too if you stay the course.

That's why [inaudible 03:20:51] courage, desire, perception and what's on the other side of that mountain to get started. As I said most people when they try they get derailed. You want somebody who has an extraordinary hopefulness for you because here she knows how much more is possible for your and from you. For you personally because the fulfillment of operating at your greatness is inexplicably and geometrically greater than whatever you've expected. The impact of you what you can do to, for through others when you get there.

I think [mumbling 03:21:28]. What is greatness? What does it look like? How can you get there? What path you need to take? Have enough confidence to give yourself permission to start walking down the path even though it's awkward. Don't get disenchanted when you most probably fall by the way side. Get back on it if you can't do it yourself, find somebody who believes more in you



temporarily than you believe in yourself because they have context. How much is possible for your and through you. I'm done until after lunch.

[Applause]

Thank you.