

Transcription (Part II): Jay Abraham in San Diego Preston Estate Planning 5/17/13

John: You'll notice, when you came back, you have a little football in front of you. Let me explain the rationale. Know that it is not for your grandchildren or your children. Although if you need extras for them, you can ask us and we'll give you that. This is a specific purpose. How many of you are familiar with Vince Lombardi? How many of you know what he's famous for?

Audience: Football!

John: More than football.

Audience: Coaching!

John: More than coaching.

Audience: Winning!

John: Winning! But, do you know how? Do you know how he did this? It was very unusual how he did it. What he would do is he would start every practice. Regardless of who was in the room and how experienced they were, he would

start every practice with the following statement, "Gentlemen, this is a football."
He seriously did that, and he wasn't teasing. He would start at the very, very, very basics, and it wasn't because he was stupid.

He wanted to make sure that they understood every single part of it. He explained how the football works, then he walked them out and explained how long the field was, and he explained how far you have to get in order ... He did all the basics. The reason why he's one of the more winningest coaches in the area is because he never missed the basics.

Now, as you've been hearing these presentations for the last couple days, how many, by raise of hands, are you hearing the basics? And, some of you have said, "Well ..." In fact, Jay said this several time. He says, "There's nothing miraculous about this. This is basic stuff." The reason why the basics are so important is as he eloquently said, "No one's doing it." These are the basics.

This is why Lombardi was so successful, and what he had done is never ever forgot the basics. I've talked to a couple of you during breaks and during lunch, and you're saying, "You know, I knew I was supposed to do that a long time ago, and I forgot all about it. Now, I'm remembering. This is good. I'm going to implement it again. I'm going to reimplement it."

So, the reason why we have this football here for you is for two reasons.

Number one, to remind you of Vince Lombardi ... the basics. Don't forget the basics, okay? The second thing is there's a lot of stuff and a lot of material.

Hopefully, this will trigger the memory of what you're learning so that you can implement it and utilize it ... for who?

Audience: The clients.

John: The client! Don't forget that. The focus is the client. Now, separate and apart from that, a couple of you had some questions about our services and what we do. We'll be happy to elaborate in detail at a later date, and meet with you one-on-one, and go through all that stuff. We're happy to do that. But, there were two questions that were asked at the break.

One question was, how high or how large does a person's estate have to be before we're interested in them? Let me just make it real basic ... if they own a house. That's it. If you own a house, you're a good client for us. If they own six, that's good. But that's where you start is with a house.

It makes no difference what the equity is in it because if you have a \$600,000 house and you owe \$700,000, when you go into probate, guess what the value is? Six-hundred thousand. It's not a negative. You have to pay the probate fee

based on the gross value of the estate, and so it can be very devastating even if the house is upside down. So, just as an easy way to remember that ... if a person has a house.

The other question that somebody asked is, "Well, will you take on new clients?" I really appreciate all of you coming, but I learned something this morning. It was just unbelievable. Remember when I told you yesterday that we don't like to meet with clients who don't have a trust because we can't compare? We can take what we have, and compare it to what they have, and show them the difference between what we do and what they have.

I don't know why it took me so long to figure this out, but couldn't we take one of our existing trusts, blackout the names, circle the problems, and show the individual what other people have brought in? Now, you're looking at me like, "Psh ... duh." Well, it just hit me this morning.

So, one of the questions someone was asking me at the break is, will you take new clients if we beg you? You don't have to beg us. We're just telling you that it's more likely that a person's going to hire us if they have a trust, but we can use the existing samples of documents ... and not disclose the names ... and show them the types of things that we are experiencing, okay?

The second question that was asked at the break ... This gives you an idea of lack of communication. I'm blaming me, okay? I'm learning a lot here. Like I said, I'm glad you came, but I'm just learning a lot. It's just a fun experience for me. The question that was asked at the break is if we have a client who really needs your services, but they can't afford to pay you upfront, how do you solve that problem?

The answer that was given to them is a credit card, which isn't really the answer. It is, but it isn't. If a person says to me, "I can't afford your services, and I need to stretch them out over six months," the answer is we do that, but we bill them on their credit card. That's a little bit different than just taking their credit card because that's not really financing them. That's just putting it on their credit card.

So, if a person really needs our services, we can stretch them out and put it on a credit card. The only reason why I bring that up ... I don't mean to share dirty laundry. But, the reason why I bring that up is because it's very interesting how a comment that, "Yes. We will finance them a credit card," is a little bit different than, "Yes. They can pay in six monthly payments, but we put it on a credit card."

What we know is our biggest disaster is because we think what we know, everybody else knows. They don't. That was one of things that Jay was explaining this morning. I don't know if you caught this, but he said, "You have charts and this ..." No disrespect to anybody here, but I have been to so many financial planning conferences, where you use all these charts, I have no idea what you're talking about. I'm not going to ask you why or what they mean because that makes me look, what?

Audience: Stupid.

John: Stupid! So, I would rather remain stupid than let you know I am stupid. Yet, you guys know all this stuff, but you know so much, it's hard to communicate to the uneducated. So, sometimes we have to eat a little humble pie and say, "Can you tell me what you're talking about because I don't know what you're talking about?" Communicate, communicate.

Last night, when we were visiting with Jay upstairs, we were kind of teasing him a little bit. I says, "Jay, as long I've known you, you've always repeated what your message is three times. You use three adjectives. Why don't you just stick with the best one?" He said, "Because the adjectives are interpreted different by every person." Especially when he goes to Japan, and they translate. Things don't translate exactly correct in our language or any other language, and so use

three ways to describe it and you communicate ... very powerful. Are you finding this valuable today?

Audience: Yes!

John: Even if you aren't, I am. So, thanks for joining my learning experience. I'm going to turn it back over to Jay. Jay? You're up.

Audience: (claps)

Jay: Thank you, John. It's interesting to me, and it's a context. I'm just came from Japan, where 5,000 people paid to learn some of these things. It's fascinating that some of you left because you probably have more important things to do. It fascinates me. Okay. So, let's talk ... (crashing) ... I didn't do it. I didn't do it. I'm going to talk about three things. One, I want to talk about trust. Second, I want to talk about, perhaps, developing your own persona. Third, I want to talk a little bit about application.

Now, I erroneously left out of my PowerPoint something that I think is profound, and yet even more elegantly simple than John was talking. My very good friend, Stephen M.R. Covey has done, probably, more research on trust building than about anybody I know. He's got two just wonderful books. One's called *The*

Speed of Trust. The other is *Smart Trust*. *The Speed of Trust* is the former. The *Smart Trust* is newest. It's got more stories.

But, he basically has done all this research, where he knows that companies that enjoy the most trust have the most success. They make three, four times more. They accelerate everything. Their vendors work more with them. Everything works. I'm going to sneeze. One second ... Hold on. It's not sickness. I just did [inaudible 00:08:45]. So, he's produced trust down ...

It's a little bit disrespectful, but he's got 13 character behaviors, and they're all so pathetically obvious that they're embarrassing. But, I'm going to read them to you because I want you to reflect on them. They're not in your workbook, so you can write this down. But, I believe ... Laura, these are on his website, aren't they? These ... what you got me? It looks like it's on their website, coveylink. That's Stephen M.R. Covey and Greg Link, a good friend of mine.

I'm going to read them to you because I want you to reflect. They all integrate into this whole fabric. So, the character behaviors of ... He's got a prelude about trusts that I'm not going to go into, but it basically just says that, "The more trust you enjoy, the more effective you are, the more successful you are, the more compelling you are, the more acted upon your requests are, etc. etc."

So the first thing ... Talk straight. Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don't manipulate people, nor distort facts. Don't spin the truth. Don't leave false impressions. So, I'm going to not delude myself. I'm going to hopefully comfort myself with the assumption that every one of you here operates with enormous integrity. I believe that because of the kind of people John would associate with.

But, somebody taught me this when I was younger. You can lose all your money, and if you maintain your integrity, you can always get back. If you keep your money and sell out your integrity, you'll never get your integrity back. I think you all know that, but I'll make the point anyhow.

Number two ... Demonstrate respect. Genuinely care for others. Show you care. Respect the dignity ... Keep in mind. This is CEOs of big Fortune 500s, so if you're going to say, "Oh, this is so mundane," it may be, but he gets big corporations to pay them hundreds and hundreds of thousands of dollars to teach this to people who should know better.

Show you care. Respect the dignity of every person in every role. Treat everyone with respect, especially those who can't do anything for you. Show

kindness in the little things. Don't fake caring. Don't attempt to be efficient with people.

Number three ... He's got quotes, too, from a lot of people here. Create transparency. Tell the truth in a way people can verify. Get real and genuine. Be open and authentic. Err on the side of disclosure. Operate on the premise of "what you see is what you get." Don't have hidden agendas. Don't hide information.

Number four ... duh. Write wrongs. Make things right when they're wrong. Apologize quickly. Make restitution where possible. Practice service recoveries. Demonstrate personal humility. Don't cover things up. Don't let personal pride get in the way of doing the right thing.

Number five ... Show loyalty. Give credit to others. Speak about people as if they were very present. Represent others who aren't there to speak for themselves. Don't badmouth others behind their backs. Don't disclose others' private information. Competence behaviors ... These are behaviors ... The first are characteristics. These are character behaviors ... your integrity, your character. These are competence.

Six ... Deliver results. Establish a track record of results. Get the right things done. Make things happen. Accomplish what you're hired to do. Be on time and within budget. Don't overpromise and under deliver. Don't make excuses for not delivering.

Number seven ... Get better. Continuously improve. Increase your capabilities. Be a constant learner. Develop feedback systems, both formal and informal. Act upon the feedback you receive. Thank people for feedback, even if it's not what you want to hear. Don't consider yourself above feedback. Don't assume your knowledge and skills will be sufficient for tomorrow's challenges.

Number eight ... Confront reality. Take issues head-on, even the undiscussables. Address the tough stuff directly. Acknowledge the unsaid. Lead out courageously in conversation. Remove the sword from their hands. Don't skirt the real issues. Don't bury your head in the sand.

Number nine ... This is so important. Clarify expectations. Disclose and reveal expectations. Discuss them. Validate them. Renegotiate them if needed and possible. Don't violate expectations. Don't assume that expectations are clear or shared. Remember I talked about the difference in value? Expectations are even higher ... and very probably in the fields you're engaged in, even more

stratospheric [00:14:34]. Again obvious, but this is important enough that CEOs of Fortune 500 companies very, very much covet this.

Number ten ... Practice accountability. Hold yourself accountable. Hold others accountable. Take responsibility for results. Be clear on how you'll communicate how you're doing and how others are doing. Don't avoid or shirk responsibility. Don't blame others or point fingers when things go wrong. And, he's got a category. It's character and confidence behaviors. This is so important.

Number eleven ... Listen first. Listen before you speak. Understand. Diagnose. Listen with your ears and your eyes and heart. Find out what the most important behaviors are to the people you're working with. Don't assume you know what matters most to others. Don't presume you have all the answers or all the questions.

Number twelve ... Keep commitments. Say what you're going to do, then do what you say you're going to do. Make commitments carefully, and keep them at all costs. Make keeping commitments the symbol of your honor. Don't break confidences. Don't attempt to PR your way out of a commitment you've broken.

Finally, number thirteen ... Extend trust. Demonstrate a propensity to trust. Extend trust abundantly to those who have earned your trust. Extend trust conditionally to those who are earning your trust. Learn how to appropriately extend trust to others based on the situation, risk, and character or competence of the people involved. But, have a propensity to trust. Don't withhold trust because there is risk involved.

Anyhow, I think it's very important. Okay. Let me go back to our PowerPoint and see what, if anything, I didn't talk about that I want to. I don't know what the first one means. I don't want to go into it right now for time. I want to get you guys out of here on a Friday fast.

Ask the right questions. Listen to the answers, and see between the lines. That requires really being in the moment. That isn't you rate trying find the opening to insinuate your part. It's not trying to be the dominant voice. It's really trying to be totally engaged and totally a part of the conversation, and empathically projecting what's going on on the receiving side.

You need to hear before being heard. The biggest underutilized skill is listening. Critically reflective thinking ... Be connected to the person in the moment. I could do five hours on critical thinking. All I will say is that the vast majority of people, even very successful people, are very poor critical thinkers. Even if

they're good critical thinkers, the level of critical thinking they excel at is self. It's not external.

You got to think, "What's going on here? What are they thinking? What's going on? Where are they coming from? What's their reality? What's their value system? What is ... Who is it on the other side of the phone, the table, the audience?" If you're not thinking that, you're not connecting.

Default by modeling the most successful people category. I could go into modeling success patterns very, very extensively, but what I learned very early in my life was you find the most successful people in what you do. Guys and girls, I know you're competitive, but go outside your market. Ask a series of clarifying questions.

I learned socratic interviewing. Pardon my voice. At the end of the day, it gets tired. Socratic interviewing is predicated, really, on sort of the attorneys. Your guys attorneys know that. You're not in a hurry to get to [inaudible 00:19:26], but you know if you ask the right questions, and you hear the answer, and you reflect and ask the next to the next, you'll always hit [inaudible 00:19:31].

When I meet somebody, I want to know why they do what they do; how they do what they do; what influence what they do what they do; what's going on in

their head when they do what they do. I'm talking about successful people.

What they see other people don't do that they think they do; what they think the one thing they'd keep if you took everything away from them was; what they would give as the one successful lesson to other people.

I ask a mired of other questions, but if you did that ... Oh. One of the things I was going to tell you when I talked about the three categories of competence, etc.

There was another guy at another program, and he said something so profound that I always to try to share it. He was a masterful, masterful sales expert. I said, "What's the one thing you would say to everybody, anybody that would transform their performance?" He said, "Everybody's got [inaudible 00:20:24] ... usually 300,000, 500,000 people. Break it into a third. Then, break the third into whatever working days, weeks you've got.

"Make it a point, three times a year, to contact everybody. Take the time when you contact them to tell them what's going on in your life, but ask them what's going on in their life because if you do it with enough sincerity and regularity, it is transactionally impossible not to increase your business 40% a year just because of the dynamics of change. But, you have to listen. You have to discipline."

He said, "There's nobody who can't find time on the way to work, after they got of the bathroom in the morning, on the way home, instead of going out for an indulgent lunch." He broke it down. Even 300 people, you can break, and it's nothing. But, if you do it with diligence and you listen and you reflect ... The first is here, and then say, "Let me tell what we're doing. Let me tell you the people I've helped. Let me tell you some- ..." The connectivity of life, particularly the six degree of separation is scary and eerie, but nobody does it with regularity or with sincerity or with fluidity.

[Mumbling 00:21:35] I'm going to see what I'm trying to say here. The weakest part of most people, of business people, is understanding the changes, behaviors, and communication, and the purpose that they have to embrace ... Yes. There's so much dynamism going on, and for whatever arrogant and inexplicable reason, we think we're important.

We think it's all about us. We think that everyone basically is revolving around us as the big planet. We're so inconsequential, and everyone else is so important that if you can grasp that and convey that and live that, you'll become a million times more relevant.

This is just an attitude. It's sort of the hopefulness. Let's work together to make this happen. Let's do this together for you. You want to show people that your

collaboratively, and you're part of their success vision, and that you're totally committed. I think a lot of people have never learned how to communicate collaborative ...

Again, this concept of being an advocate, being a champion, being their greatest fan. Not up in the stands passively, but right on the field playing with them, protecting them, guarding them. You are a fiduciary of sorts. You might as well exercise all the benefits, the privileges, and the connectivity that goes along with it.

The most instantaneous way to transform performance is by changing the strategies or following up. I told you there's these nine ... Anything I talk about, I'm fine if you guys, who are still here, want to receive them. I'll give them to John and put them up. Because I'm just here just to help you guys be better. Fly on their own, but constantly not just support them, but yes.

This was an excerpt from me working with sales people. You want them to fly, but you want to always be there to help challenge and reguide. Think about an airplane going anywhere ... Who's a Pilot? I know Jud's a pilot. Where's he at? How often does a plane stay on course by itself?

Jud: Never.

Jay: Never. Never ... never! So, what makes you think anybody under your direction, or you stay on course by yourself? It's a pretty arrogant delusion, isn't it? That we're that good, and that we're that good ... our team is that good? Help everybody yourself. Get mentors. Get masterminds.

Get ... I'm not saying pay people, but get people to guide you, to criticize you, to realign you, to challenge you because if you don't, you grow or die. You grow or die. You grow or die as a person, as a professional, as a friend, as a collaborator, as a leader, as a follower, as an expert ... as a father, mother, husband.

Change ideology ... and again, belief systems. Provide strong, consistent, transactional [inaudible 00:24:31]. We can ... How did you do? [Inaudible 00:24:34] say how did you do. Okay. This is about ... This is intermingling from sales management. I got very constructively angry with all these sales managers because, "How did you do today? How did you do today?"

If somebody didn't do well, they don't know what they're doing wrong, do they? So, you have to help them understand. Is it conduct? Is it interpretation? Is it communication? If everybody knew how to do better, wouldn't they be doing

it? If you guys knew how to get all the leads and all the referrals you wanted ... If John promoted [inaudible 00:25:05], you wouldn't be here.

So, everyone needs help. If you got a lot of people that you are developing, managing, collaborating, partnering with ... We don't know what we don't know. If we knew what we didn't know, we'd know it. I'm not [inaudible 00:25:22] to be funny. So, you got to help us identify it.

I've spent hours with people trying to figure out every transactional implication of every activity that ever happened, soft and hard. What happens ... Like, I had the sales people in Mexico. They had prospectors. They had closers. I was looking at what could go wrong with the use of time, the pass-off, the positioning, the appointment, the communication, congruency, lack of congruency.

We identified 150 or 160 breakdown points. Most people here don't even think about 10. Why do you think things don't work? Because I told if you don't get the result you're after, is it their fault? Or, is it your fault? If you don't know why it's happening and you keep doing the ...

It's funny. I do an enormous amount of critical thinking work in Asia. The reason is that most people in Latin America and Asia, they are educated in what's called

rote training. You probably know what rote training ... It's memorization. So, if you want to know what ten times four, divided by six, square rooted, divided by twelve, plus eight, minus seven, tripled ... They could tell you in a heartbeat.

Yet, they'll be so passionate and motivated, they'll run into that wall, and run into that wall, and run into that wall. If they can't break through, they'll run harder, and harder, and harder, harder instead of stopping and saying, "Maybe there's a door or a window or a basement," because they're not taught critical thinking.

Critical thinking requires you to stop and say, "What's going on here? What's the implication? What's the correlation? What's going on? If this happens, this happens. What happens before this? Why is it happening? Why is it not happening?" You got to be able to question massively, massively.

That's more for selling. I don't want to go into that. And, something from selling ... the Navy Seals. The Navy Seals are pretty cool. I've had so many programs I've done over my life. I always get these very eclectic specialists, and they're in the audience, and I bring them up.

I had a guy one time who was a retired Navy Seal senior trainer, and he was doing management consulting. He had reduced business down to what I call

“Navy Seals Speak.” He said, “It’s really very simple. Targets, weapons, movement. That’s it.” He said, “You got to be aware of what’s the first target you got to knock down, and why?”

“What’s the best weapon that has the highest probability of knocking it down, and why? What’s the best way to move it into a proximity so it has the highest probability of knocking it down, and why? What’s the second? What’s the third? What’s the fourth?” He said, “Most people go, and they try to knock down the fourth target first with the weakest weapon because they don’t really think critically.” I’m just giving you some food for thought. I hope this helps.

But, it’s says, “Be ruthless.” It doesn’t mean ruthless in terms of ego or ethos. It means ruthless in making dam certain they understand what the hell you’re saying, and that their interpretation and definition is the right one, and that you understand what the hell they’re saying. Because if any of that is off, everything that flows from it is off.

The hurdle race means we try to get people too fast from here to there. Most of life is processional. My analogy is ... Jud, you’re a pilot. Anybody who been in the military ... Okay. Anybody happen to be a medical doctor? Okay. If you’re a pilot, they don’t one day give you the simulator and let you watch for 12 hours,

and then say, “Here, Tom. Here’s the keys to the 747. There’s 500 people on board. You’re going to Istanbul tomorrow.”

They make you go through a slow, arduous, progressive process continuously, continuously, continuously. We sometimes want to accelerate the process so rapidly that we do a disservice to ourselves and the market. I used to be in the lead generating ... This is what happens in the afternoon. I hate lunches because I stop and my momentum flows down.

When I was in a lead generating business, I always had 100 clients, and I did a lot of analysis. I found out that if I allowed a ... I can’t remember now. It was either a eight or ten-staged gestational process to occur without trying to accelerate it or aberrate it. I always got 25 sales. But, anytime I tried to hurry because I needed a paycheck or wanted to hurry and get somebody, it always fell apart.

There’s a process. It’s almost like saying to a woman, “I want you to have a baby in three months.” Or a baker, “I want to really give it time for it to rise.” If you think about life, there’s nothing I’ve said that isn’t self-evidence, is there? Nothing! By the way, Jud, I have this really cool concept for a business we can do together. It’s a really cool business. I’ll tell you afterwards.

A lot of this is from ... When it says Homex, that was the company ... I just did a lot of work on translating preeminence to working with sales people. I had Laura impose them so I could see if I wanted to use any of them. I like this. Every morning, I've finally, towards end of my ... It's wore me out.

I used to go to Culiacan, which is the drug capital of the Sinaloa Empire and the drug cartel, for five days every six weeks. All my clients had armor. They had these old looking Volkswagen Jettas that had 600 horsepower engines in them, and they were bullet plated, and they were armored. They picked me up, and you'd go to their place. They all had submachine guns. It was very wild.

But, I got the sales people and the managers and the sales managers to start thinking every morning. Instead of, "How many houses are we going to sell, how many lives are we going to transform today?" It was a very pivotal shift attitudinally and performance-wise because it gave the sales people more connectivity to purpose.

They saw more than just making money. They say that they had a moral responsibility, an opportunity, a privilege to change lives. Every morning, they would say to everybody, "How many lives are we going to change or transform today?" It's a powerful distinction.

So I said, people want so badly to trust somebody, but they only want to trust people who can demonstrably and tangibly and intangibly demonstrate ... implicitly, explicitly ... that they have your best interest at heart. Hopefully, I've done that for you, and you trust me. But, it's a very conscious process. Sooner or later, it becomes an automatic process because it becomes the essence of your being.

I'm not saying that, fundamentally, you don't want the best for your client. I'm saying that hopefully you'll go back and do some soul searching, and see if you execute. If you ... I don't want to say live it, but if the fabric is not just superficial and it's not just clothes you wear to a party, but it's really a representation of the depth and the breadth and the totality of who and what and why you are.

He adds a quote from Einstein, interpreted. "Nothing happens until something or someone moves." All this that I'm sharing is boring if you do nothing with it. It's wasteful. It's almost wasteful. You better go back to your office like the other people who left because they're not going to do anything with this.

Grow or die, grow or die ... I've talked about ... same thing. If what you're doing hasn't produced the result you want, doing it ten times more and at ten times the level, do you really think it is? Or, do you think maybe you should try an alternative strategy or approach? Or, do some soul searching. Or, do some

critical, clinical, forensic, reconstructive analysis of what you're doing and why you're doing it and how it's doing? And, compare it. We've talked about this stuff.

Yes. Okay. This is great ... great. It's a quote from a guy named Bob Proctor, but it's great. Most people in life, in business struggle mercilessly and constantly and silently with the wrong question. The question they struggle with is, "Am I worthy of the goal? Can I really build a financial service practice to a million-dollar income, or ten million, or whatever?"

"Can I really protect people's money? Can I really do this or do that?" He said, "When you realize how much more is possible for you and your business ... from the time the effort, the opportunity, the market, the interaction ... the question you will now start asking is, "Is the goal worthy of me?" because you can do so much more." Really, that's not trying to be rah, rah, motivational, or anything. It just happens to be a truth.

Don't assume anybody understands why. Tell them why, the phrases, the differences, how it must look. Reason why is probably the singular most powerful and important distinction you'll ever make. Tell me why ... why what I'm doing is wrong, why there's a different future, why you may be better skilled or care. Or, maybe you operate in a different way.

If I don't understand why, then you're putting the onus on me to extrapolate and perceive and interpret, and I don't want to do that. I don't have to do that. I'm content in my mediocre life, remember? I don't know mediocre. We already did this. Know what great looks like specifically for you. Get a roadmap to greatness to develop your self-confidence. Stay the course. Success is not a straight or easy road.

I already talked about process and product earlier, but I believe there's a very big distinction. I'm not selling because I don't do ... I do it if you want to pay a lot of money, but I'm not here for that. I think you want to mentor more than a coach, at least in my interpretation. A coach is a person who is very valuable for helping you achieve your limited goals.

You go to him or her and you say, "Hey, Chris. Where are you at now?" Chris says, "Well, I'm making 250 grand, and I want to make four." Your coach helps you reverse engineer a plan. A mentor is someone who's really been there, done that, lived on the forefront of capitalism, knows that he wouldn't possibly let you under aspire to a mere \$400,000 because you're better than that, Chris.

You need to talk to and help and impact a lot more people, so he would hold you a different standard, and he would have enough empirical understanding to give

you the processes, the shortcuts. They wouldn't be theoretical. I always tell people, "If you're going to get somebody, get a great mentor or mentors, but somebody who's really been there and done that."

Don't set low standards because most people accept a fraction of a fraction of what's possible for themselves and what's ... what's not possible, but what you have the opportunity and the great privilege of being able to do if you really exercise it for others.

Maven manifest ... We did this years ago. It's a little ... It's related tangential, but I'm going to share it with you because I think there's certain things here. We looked at all the different ways you could be seen as the most trusted advisor, the thought leader, the Maven, the go-to source in your market. It'd be hilarious if you're all the go-to sourcing, San Diego's going to be pretty funny. Isn't it, John? You better have ... That's why you need this because you can't be the same.

Gain your market's trust. Clearly articulate your market's hopes, fears, and problems. Show them that you understand them. Feel its pain. Identify gaps in service or quality that exists. We were talking about the [inaudible 00:38:21]. Right now, I have three people analyzing everybody that's doing; what they're doing right; what they're doing wrong; where they stop; where they're really

strong; where they're weak; how they do it; what the research is; what the market says because I want to know everything about everything.

If somebody's great ... By the way, excuse me. Sorry. I'm at one of my diffused attention ... I'm probably a great poster boy for adult attention deficit. When I work with a client, the first thing I want to know is, "What do you know about all your competition, direct and indirect?" They'll say, "What do you mean?" I say, "Okay. Let's look at all the files you got."

Let me see their website. Let me see ... Tell me what they're positioning. Where is there a problem? Where are they [inaudible 00:39:04]? How do they market? Who do they market to? What's their ... Why do people buy from them? Why don't they buy from you? What are the alternatives to your particular ... because there's not one means to the end. How do they do it?

People look at me .. Do you want to know ... By the way, do you want me to give you a short course, multi-billion dollar way to be a marketing genius and a research genius on your field? It's called Amazon.com. Take everything you do, every category you do it in ... financial, planning, wealth creation, estate planning, retirement planning, capital preservation, capital growth, whatever it is, and look up all the top 25 books an Amazon.com.

Then, first look at the titles and subtitles because sadly and truthfully, books sell more on the promise and because people who write title are really good at understanding benefits and advantage. Put those all on a piece of paper because you can use that copy in your language patterns when you're talking to prospective clients or in your brochures. Because it works ... It gets the top books.

Then, look at the reviews. It used to be one through ten. I think it's now one through five. I haven't looked at it lately. Is that what Amazon is? The fives are good. The ones are bad. People write reviews when they're in the midst of passion ... not sexual passion, but emotional passion. When they're passionate, it transcends all the governance that you think about what you're saying, and your subconscious articulates, in the most wonderful language patterns, your joy or your anger.

So, people will tell you in the most beautiful way what they want or what they don't want, what they got and what they didn't get. You can use that to write your copy. You can say, "I know what you don't want is this and this, and what you want is that." I could go through this for hours and hours, but it's the most wonderful. You've got a multi-billion dollar reference ... research. You can tell what people want, what phrases work with them, what they don't want. You can incorporate it into your presentations. It's just incredibly powerful.

Anyhow, establish your Maven persona, and there's 24 common Maven characteristics. I hope I'll get to it, but I'm wearing out. Memorable personality traits that make the Maven more human and familiar in the eyes, and more importantly the minds of the marketplace that you're trying to reach, and they anchor your persona in their mind. You don't want to be [inaudible 00:41:27].

By the way, I'm giving you a lot of bromides because my voice is going. One of my ... I've had so many mentors. One of the greatest mentors I ever had said something that indelibly stuck with me for 30 years. He polarized people. He said, "I'd rather be loved or hated than tolerated." Because if you're hated, unless you do something heinous ... Even with the Internet, [inaudible 00:41:52] they don't have that much time.

If they love you, they're going to tell everybody. They're going to be your greatest advocates. They're going to generate referrals if you help them because it'll help better and protect their people. They're going to stay with you forever. But, you got to polarize because being [inaudible 00:42:08] toast is terrible.

You have to have a vision for your marketplace. That's what a Maven does. Why your company exists ... What's the ultimate goal of your Maven? What's the dream, the cause that you want to be part of for others? Not for yourself ... not

selfishly be the fastest growing, but to see more people in San Diego or
[inaudible 00:42:27] preserve more wealth and retire with a higher standard ...
whatever the hell your goal is.

And, if you don't know what it is, I'd get some clarity on what it is. Shape it ...
your vision, your hopes, your dream. Kinder Reese is a former client, and they
had really good articulation. But, I don't remember it. The creation myth ... the
story about the beginning in a Maven; how you got started, why you got started.

I was working for a big company, and I watched all these people dissipate all this
money and all these commissions, and end up brokenhearted, broken spirited ...
selling their house, living in a one-room efficiency. I cried, and I didn't want that
for people. If you have a creation myth and it's true, share it with your team so
they know it too ... so they'll appreciate you and they'll be an extension of you.

Predictable behaviors ... unique things you do or say that your market expects.
In other words, they're predictable. Just like you can be predicted how a loved
one ... Just like a loved one and close friend is going to behave. Excuse me. I'm
trying to read and remember it. It's been a long time since I looked at this.

But, I have certain things people know I'm going to do. I'm going to use three
words. I'm going to get diffused. I'm going to make jokes. I'm going to be

cynical. I'm going to be very transparent. Once you know that, it becomes a very comfortable, associative part of dealing with you.

Again, you can't be all things. You got to figure out what you are and what you're not, and try to not ... You can't get away with being what you're not. You can monumentally and majestically embellish what you are. But, you can't do it until you get some deep soul searching.

Twelve pillars of ... Now, this is interruptive. This doesn't belong here, but I put a note to Laura, and it's not her fault. My note was, "Put this somewhere," and she didn't see the, "Put this somewhere," so she put it right in the middle. Not your fault, but these are cool.

I have so many things we've created ... Twelve pillars of this, 34 X factors, nine drivers, 21 power principles. But, I put this here because I want you to look at it. They're all self-evident, but fascinating. It's totally out of context. It has nothing to do with Mavens, but if I don't go over them, I'll forget it.

Number one ... Continuously identify in discovering the hidden assets ... It should say the overlooked opportunities ... and the underperforming activities in your conduct, in your business, in your life.

Number two ... I think this was in your PowerPoint. Mining cash windfalls, each and every month, out of your business. That's important because it generates the funding to experiment with tests that most often don't work, but are the fodder of breakthroughs. If you look at the companies and the individuals who are at the leading edge of success in every industry, they are almost typically the ones who engineer the maximum quantity, quality, consistency of breakthroughs in four categories: marketing, strategy, innovation, and management.

Innovation and management are misnomers. Innovation can be technological, but it doesn't have to be. It has to be bringing greater advantage to your market and benefit that the market sees, perceives, and desires from you. Managing doesn't just mean constricting and controlling your team. It means maximizing your opportunities, your resources, your access, your communication, your efforts, your time.

Engineering success into every action you take or decision you make. It's so self-evident, but I hate to do this, and I can't today. But, if we had a lot of time and I went through your typical day; your typical belief system; your typical way of working; your typical way of marketing; your typical way of sequencing or non-sequencing clients, prospects; activating, reactivating. I could humiliate every one of you ... most every one of you, maybe not all of you.

Not because you mean to, but because you're engineering failure or non-success or marginal success into it. We teach two things, which are again self-evident. It's not here. It's ... Or, maybe it is here. I don't remember. I haven't done this for such a long time.

It's make irresistible propositions and unbeatable offers. Not unbeatable in cost, but in value and benefit and advantage. Why would we say that? It's because if you look at 99% of the people competing in the commoditized, marginalized World, they make beatable offers and resistible propositions ... seriously.

Number four ... Building your business on a foundation of multiple profit sources instead of depending on one single revenue source. I am known for, unfortunately ... Is it generation 10 years or decades? For decades for something called Power Parthenon of Geometric Business Growth. Basically, it means don't depend on one source. Have multiple sources.

I always have, for my clients, six, eight ways of impacting the market concurrently. Most people have one, and it's not even efficient or effective or optimal. I don't have time to get into it, but you should reflect on this. Being different and special, unique ... We've already talked about that.

Creating real value for your ... It should say clients. It's old. We switched from customers to clients many years ago, but every one of my slides hasn't been updated. I apologize. [Inaudible 00:47:47] for maximum loyalty and results.

Getting the maximum personal leverage from every action, investment, time, or energy commitment you ever make because that's all you've got. That's where your advantage is.

Networking, masterminding, brainstorming with likeminded, [inaudible 00:48:01] people share real-life experience with you. I should say, from different vantage points so you can grow and expand. Turning yourself into an idea generator, a recognized innovator within your industry or market. Making growth thinking a natural part of everyday business philosophy.

Reversing the risk in doing business for you and your clients ... It should say clients ... in everything you do, so the downside is almost zero and the upside nearly infinite. So, you're more motivated to try things. They're more motivated to affect a relationship. Using small, safe tests to eliminate dangerous risk, and adopting funnel visions that have tunnel vision.

Back to Maven ... Sorry about that. Polarizing point-of-view ... I already talked about that. Views that'll resonate with your target clients, but might offend others. Do you really care about the people that don't want to do business with

you? Do I really care about the 20 people who left? Only to make fun of them.

But, do I really care?

It's not going to offend me. I already know this stuff. I'm grateful for you. I'm honored for you, and I'm exhilarated for what you'll do with it that they're not getting. They're not going to know what it means because they're just going to try to read it superficially.

Are the denunciation companies brags on your market that are cheating your cust- ... As I said, I don't like badmouthing people, but I love dividing and conquering. I love saying all those people that ... They're probably good people. They're probably hardworking. They probably really are trying to add value for what they do, but I'm totally different because and why and it just all ... It's a great way of distinguishing yourself without putting somebody down, per say.

A special phraseology ... You can develop iconic phrases, terminologies that you ascribe to something, that makes you utterly unique in your market. I've got so many I don't even have time to explain it. Oops. Communication channel ... The communication channels the marketplace gets accustomed to, whether it's email, or a live letter, or a group conference call, or a webinar, or white paper, or a special situation report, or a conclave, or whatever it is ... something that becomes indigenous to you, and they become comfortable looking forward to it.

Velvet rope ... That's just making people feel special. I don't work with everyone. When you're looking at referrals, you want a certain quality of people who appreciate a certain kind of an advisor, who has their best interest at heart to the point they might be critical of certain belief systems and be not argumentative, but want to really engage in very spirited, ideological debate to shift their position.

Customer ... It should say client ... evangelists. Techniques to motivate your clients to spread the news of your superior service ... That's part of formalized referral generation. Mentors and advisors, the guides who understand how to anchor you in the minds ... You need people to give you influence. It's very arrogant to think you even understand, at anywhere close to the fullest level, how to maximize your ability to contribute.

So, I'm going to give you these common characteristics, and they're different ones, but we ascribed to people. These are different kinds of Mavens. Confident tycoon, big business builder ... like a Donald Trump ... sort of arrogant. The puppeteer behind the scenes ... the Henry Kissinger ... calculated, mysterious. These are just giving you some ideas on how to define who and what you are.

The researcher ... A colleague of mine just is curious, hardworking, impulsive. He's always trying to uncover this truth and that truth, and all kinds of nuances that most anyone else wouldn't even perceive. The well-placed, intelligent source, like Bill O'Reilly ... They got all these people feeding him all this information. I've got all of these high-placed people all over, and you can easily ascribe to that if you have a lot of companies you work with that have teams and legions of research economists, analysts, etc.

Self-made man or woman, like Carl Ichan ... determined, persistent, proud of the accomplishments, has very high expectations. So, I'm just giving you some examples. The contrarian ... guys like Samuel Zell. He always went against everything, and he made a fortune ... distrustful, except he didn't do it with the newspapers. Distrustful of ... Sorry ... of anything big.

Eccentric ... Richard Branson ... enthusiastic, go your own way, make your own rules. The iconoclast ... This is the guy that started the University of Phoenix ... not concerned with tradition, doesn't respect authority unless it's earned and deserved. The angry man, Jim Cramer ... argumentative, self-righteous, excitable, sometimes amusing.

Prodigy, genius, introverted, super intelligent, the fun guy ... Dave Bradshaw, Charles Barkley ... optimistic, happy, see the good in the situation. The voice

behind the orchestra is Steve Forbes. Or, Chase Rubelle [00:53:09] was the guy I worked for ... entrepreneur who didn't want to be out front. He wanted to be behind the scenes.

The synthesizer ... It's Tony Robbins. The importer ... It's me. [Inaudible 00:53:18] you have the outcast ... Jeffrey Katzenberg. The common man ... Howard Stern. The intellect ... Newt Gingrich. The advocates ... [inaudible 00:53:24]. The mad scientist, the supreme possibility optimist, the futurist, the absent-minded professor, the wizard, the family man ... The key is that figure out who and what you are, and make the most of it. But, don't try to be who and what you're not. I hope that makes sense.

Seven benefits Mavenship unlocks for you ... When you get to this point, you get all this incredible exposure for nothing. You get a flood of word-of-mouth referrals because they're clear. It's more distinctive on what you are, who you are, why you are, what you bring them. You get all kinds of free money from exposure. Media comes to you.

You create highly efficient ... Your ads are very clear because you can distinguish who you're not and who you're not, and who you want and who you don't. This is more for online. You can turn fierce competitors into the most energized and

effective sales force because everything they are, you're not, and everything they're not, you are.

Let's see. Seven lessons to learn about being a Maven ... Counter program. Understanding your prospects, being willing to respond to and address their fears, confusion, needs. Create a central theme to everything you do that's uniform and unified.

Future pacing ... I talked about taking your prospective buyers into the future so they can see the benefits they'll enjoy, the pain that either they will be protected from or will occur if they don't do something different and why. Answer this ... Today, is your business designed [inaudible 00:54:51]. Is your business basically a sales and marketing and referral generating machine, or not?

You can self-proclaim your expertise, and then assume the mantle of the defender of the underserved ... It shouldn't be the unserved or underserved. Howard Ruff, years ago ... I'm old ... was very successful for a long period of time by distinguishing himself as the advisor to the beleaguered middle class. The affluent had their advisors. The poor had the government, but the beleaguered middle class didn't have anyone, really, who was there. He was looking out after them. They were champions.

Take an inventory of yourself. Before you look outside, look inside. What are your unique abilities and gifts? How can you harness and optimize? Depict yourself as somebody that sees things at a deeper level of analysis, research, relevancy, and understanding than anyone else. I'll do this, and then I'm tired. I'm going to stop.

The 25 Maven character blocks ... the personality building blocks. You don't need all of them, but you need the right combinations. You're the most trusted advisor for life. This is the personality trait of a Maven who wants to help you; wants to help you for a lifetime. In other words, here's what you're not being told, so here's the truth as I see it and what action I think you should take because of that.

Number three ... Congruity of positioning in communication. Number four ... extolling your own achievements or value, and your value to them and why. Five ... Listing flaws to prove that you're human. Six ... You have to start looking at the relation, if you're building, as a long-term investment you are making and not just them, but in the marketplace.

Seven ... The Maven trait that recognizes the long-term, strategic gain that his or her clients are after. It's being able to express what they can't verbalize.

Number eight ... Knowing your own strengths and weaknesses. Number nine ...

the preemptive approach. I explained that to you. It's the Maven who shares what the industry norms are, but they are the first ones to do it, like the Schlitz beer.

Ten ... Celebrate your own strengths and weaknesses. Eleven ... The Maven wants you to control your risk, pointing out the overlooked risk and dangers that other people don't share. Use as much research and data as you can, but humanize it. Simplify it.

Number thirteen ... Have a clear and easy to identify voice and style that is easy for the market segment you're trying to reach to appreciate. Fourteen ... Acknowledge that you're human. Most people respect and relate so much better when you don't act like you're God and I'm nilpotent.

Fifteen ... Challenge the status quo thinking. It's self-explanatory. Don't overplay your hand. It means if there's a sequence, and order, a progression, then follow it. Don't try to shorten it. The Maven that reveres their own brand, equity, and continually adds to it and uses it as a vehicle to reassure clients and prospects ... the Rothschild Factor.

It's a very simplistic explanation of why you want relationship capital to help you, and the story is told three or four different ways. It's told about Rothschild,

about the Kennedys, about Bernard Baruch, and about somebody else. But, supposedly, a man goes to whoever you want ... Rothschild, Kennedy, Bernard Baruch ... and wants to borrow money.

He says, "I won't loan you a cent, but I'll do something 100 times better. I'll walk arm-in-arm with you, twice, up and down the stock exchange. When we're done, everyone will lend you all the money you want." That's the power of endorsements, of benefactors, of relationships. I've harnessed that all my life.

Associate with people who have incredible trust and respect so that it flows to you and vice versa. The Maven is powered to rise from his group. Again, if you have the right group ... It takes a lot of explanation. Enter into a committed relationship with your market. It's not about making money. You're committed, for life, to them. You live them. You breathe them. You hurt for them. You celebrate for them.

Never minimize your brand. I would go into my ... what I've done for my brand currency, but I don't have the energy tonight. Acquire the knowledge to specialize partnerships. The Maven brings breakthroughs. I don't know what they means, but you have to engineer breakthroughs.

Hire the best. Pay them richly, but pay them strictly on performance. There a lot of ways to move most expertise to performance. By the way, hire the best you can always hire. I had a very cool, very brilliant mentor, and he used to say, “Hire the best and cry only once.” If you don’t understand what it means, I’m not going to explain it.

You can be shy and quiet, but don’t be invisible. If you’re not seen and not understood and not appreciated, then you’ll never get what you want out of it. Mediocre your Mavenship ... Why be ... It’s all a derivative of the same thing. To be or not to be a Maven, that’s the question.

I’m tired, so I’m going to stop. I hope I’ve given you a lot of value. I hope it’s caused you to think differently. I’m not trying to be rude or disrespectful. I know when my value starts diminishing and my brain hurts a little bit. I haven’t done this ever before, so I hope that the attempt I’ve made today to help you re-reflect and maybe re-conceptualize and contextualize your role in the cosmos is helpful. I hope this has been good. I’m grateful to John for going to the efforts to try to do this for you. I hope that you and he have a good relationship. Thank you.

John: First of all, on behalf of everybody ...

Jay: Thanks, John.

John: I want to thank you.

Jay: You're very welcome.

John: That was wonderful, marvelous. Something that he said I want to emphasize. He is a mentor. Do you understand that? He's not a coach. He's been there. He's done it. He's been successful. He's accomplished. For him to come and spend the time with us is incredible. Thank you very much.

Jay: You're very welcome. Thank you.