OPERATION:
UNCERTAINTY SYNDROME

The Entrepreneurial EMERGENCY

Why Entrepreneurs In A Frantic Search For Quick Profits And Fast Results Are Confusing:

Stress with Success

Adrenaline with Purpose

Effort with Effectiveness

Potential with Profits

-and-

The ONE THING That'll Finally Make Your Earnings Exceed Your Effort

From The Desk Of Jay Abraham

By Jay Abraham — America's #1 authority on business success.

What if you discovered the single difference that helps other online entrepreneurs achieve success while you seem to be spinning your wheels?

What if this one difference also eliminated 90% of the hard work and the long hours you're taking away from your spouse, your kids and your friends…yet still brought in record-breaking profits?

And what if you could not only discover that difference in the next few minutes— but also begin putting it to work to produce real growth and real profits almost immediately?

Well, my friend, Rich Schefren has uncovered that one difference…and inside this report, you'll learn that same revelation to unlocking new growth and new profits yourself:

In short, Rich Schefren has done it again!

I have to admit; I don't pay attention to most online gurus. Sadly, I'd only be reading the same strategies and tactics I taught many years ago.

But the one online business success coach I study closely is Rich Schefren.

Or, as I call him, the "Mad Scientist" of the internet marketing world.

There are many reasons why Rich Schefren is widely known as "The Online Guru's Guru:" For one, his tools and techniques have been proven to add hundreds of thousands, even millions of dollars to his clients' bottom lines.

For another, Rich thinks several levels above and ahead of anyone else out there— teaching cutting-edge principles that both acknowledge and leverage changes in the media and the marketplace to help you eliminate competition and increase

Rich Schefren:

The Guru's Business Guru

Rich built a 7 million dollar clothing business by 23, and first retired by age 25. Bored only 6 months later, and interested in hypnosis he decided to turn it into a business… 3 years later his company was already bringing in over 7.5 million a year and doubling each year.

Realizing his love was the startup stages of growth he left the hypnosis world to get involved with the internet. Quickly he made millions partnering with the likes of Jay Abraham, John Carlton, Stephen Pierce, and Yanik Silver.

Wanting to impact the world… he then founded Strategic Profits with a mission to improve the lives of entrepreneurs worldwide by helping them to make more and work less in their businesses.

In it's first full year Strategic Profits brought in over $8 million in revenue while helping clients make an additional $183 million in their businesses.

Today he is the business expert that:

- More business experts go to when they need help in their businesses
- Best-selling business-book authors rely on for fresh ideas
- 70 internet marketing gurus pay for business coaching.
- Top internet service providers like 1shoppingcart pay on retainer
- The biggest information marketers on the planet,such as Agora Publishing, pay for his top dollar for his ideas and strategies

He's the author of the most downloaded and referenced report series in all of business building history The Internet Business Manifesto Trilogy.

He's become legendary by taking a countless number of clients' small business startups past the $10 million mark in 18 months or less.

His client list (the ones he's allowed to talk about) reads like a whose who of internet marketing:

- **Brad Fallon**
- **Mike Filsaime**
- **Jim Edwards**
- **Marlon Sanders**
- **John Carlton**
- **Joel Comm**
- **Tellman Knudson**
- **Gary Ambrose**
- **Keith Baxter**
- **Carl Galetti**
- **Jeff Walker**
- **Ryan Deiss**
- **Keith Wellman**
- **Stu McLaren**
- **Tim Knox**
- **Chris Carpenter**
- **Don Crowther**
- **Sterling Valentine**
- **Yaro Starak**

Plus Many, Many More You Would Definitely Recognize market share.

Even more telling: Rich has used these tools, principles and his up-to-the-minute knowledge of emerging trends to take his own company — Strategic Profits — from a start-up to a multi-million-dollar business in a single year.

His teachings are anything but theoretical. They've been baptized on the front lines of internet commerce multiple times in multiple niches. And he's never been afraid to go the extra mile to ensure that everything connects together synergistically to deliver maximum impact.

Put simply, everything he said in his previously published reports has come true. And those who heeded his advice and put it to work in their internet businesses have totaled hundreds of millions of dollars in profits.

Why this report will make you money

The whole meaning of life is to get maximum leverage— the greatest return on investment possible for every hour you work, for every ounce of energy you expend and for every dollar you invest in your business.

I've dedicated my life to finding ways to do that for myself and my clients — and to teaching thousands of business owners and marketers how to do it, too.

What Rich has just placed in your hands is a tool for finding the single most powerful leverage point — the most effective fulcrum — in your online business: A place from which, with only a little effort, you can move your company closer to its goals.

Rich exposes the one common factor in every failure you've ever experienced — and by exposing it, renders the risk of future failures statistically insignificant for you.

He reveals the real reason why your company is still only realizing a tiny fraction of its potential — and by doing so, empowers you to achieve significant new growth and profits.

And perhaps most valuable of all, he unveils a epiphany that will slash the time and effort required to build a successful online business; enabling you to reclaim precious hours of your life for your family, for friends and to enjoy the fruits of your labor.

Because as Rich so masterfully points out in his very first chapter, success *isn't about* increasing your potential. It's about eliminating the obstacles — Rich calls them "constraints" —that prevent you from achieving your potential.

I know something about constraints. When I found myself married at the age of 18 with no education, no money and no credit, my #1 constraint was obvious to everyone: I didn't have the resources to buy a steak dinner — let alone start or grow a successful company.

Once I fully understood my constraint, the solution was clear: I found others who had capital and credit … who needed my help … and would pay me handsomely for helping to build their businesses.

Years later, when I was promoting Icy-Hot™, I bumped up against another constraint. No matter what I tried, I couldn't convince radio station owners to run my commercials in return for a percentage of the sales those ads made for me.

Again — once I'd identified the constraint, the solution was obvious: I found the person who had arranged the most Per-Inquiry agreements in the industry and asked him what I was doing wrong. "You're asking them the wrong question in the wrong way," he said — and gave me a new approach to try.

Within weeks, I had 1,000 radio stations running my spots around the clock, resulting in a total of$13 million in sales.

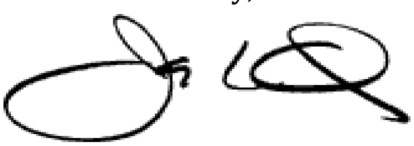
I could go on; finding and eliminating business constraints at Entrepreneur Magazine allowed me to boost its subscription base nine-fold in just nine short months. And it was the crucial factor in multiplying Investment Rarities' sales 1,667 times over in a single year.

Now I will say this: what's inside this report isn't for everyone. Rich Schefren is a straight shooter who tells it like it is. He's brutally honest about what's holding you back from success—so much so that many online entrepreneurs will bristle at his insights.

So could Rich's findings actually fail to multiply YOUR income? Shockingly, yes. But only if you: 1) Fail to read this report carefully and 2) Fail to put the advice and tools intelligently to work in your business.

It's my wish that this document will give you a renewed sense of hope and inspiration for building a thriving, successful online business and achieving the freedom and prosperity you desire. And it all begins with just turning the page.

Sincerely,



Jay Abraham

The Online Entrepreneur's Lament:

Paying Too High a Price for Success That Never Comes

Dear Fellow Entrepreneur,

If I asked you right now, "What *one thing* determines the level of success you'll achieve in your business and in your life?" how would you answer?

- Your intelligence?
- Your talent?
- Your knowledge?
- Your skills?
- Your strengths?
- Your luck?
- Your personality?
- Your creativity?
- Your connections?
- Your experiences?
- Your commitment level?
- Your persistence?
- Your willingness to work 60, 80, even 100 hours a week?

What if I told you it was *none of the above?*

What if I told you that your intelligence, talent, skills, strengths, luck, personality, creativity, and your connections do NOT determine how far you'll go?

Don't get me wrong; these traits are important – but in my work with thousands of entrepreneurs, I've found that these qualities are almost NEVER the deciding factor in how successful they are.

Why? Because these traits merely determine your *potential* for success. They do not guarantee that you'll be successful — let alone *HOW* successful you will be.

You know it's true. The fact is there are millions of entrepreneurs who possess most or all of these traits and yet fail at everything they try. And there are millions more who have all these qualities but never eke out more than a meager living.

My point is that your potential for success and your actual success are really two very different things. You can't spend potential. Potential can't lighten your workload, give you an extra day off each week or guarantee a rich retirement.

Only *actual* success can do those things.

Now, ask yourself this ...

Does Your Current Level Of Success Equal Your Potential?

Are the actual results you're achieving in your business – its growth and the money it makes you – equal to its potential? Do you believe your current levels of growth and profitability are all that you're capable of?

If you can honestly answer "Yes!" to those questions – if you know in your heart of hearts that you have already achieved everything you're capable of achieving – then please stop reading this report right now. There's nothing here that will help you.

But if you're like most entrepreneurs ... if your answer to these questions is an unqualified "No!" ... if you are fully aware that you have only achieved a tiny a fraction of the success you're capable of – then this report is going to be a godsend for you.

Because by the time you've finished reading, I'm going to give you an "Ah-ha!" moment that will explain why you're not realizing your potential for success – and that will instantly vaporize every obstacle that's blocking your path.

In a single flash of insight, you will understand the "why" behind every failure you've ever experienced.

You will understand *precisely* why you're working harder and growing less now.

And you will have taken the first, giant step to opening the floodgates of growth and profits and leaving your competitors in the dust.

While they continue banging their heads against their own limitations, this simple realization will empower you to rocket your business into the stratosphere as if those ceilings – invisible or otherwise – simply don't exist for you.

Specifically, I'm going to show you *one simple change* in how you think about and manage your online business will crush every obstacle that is now holding you back – and how that change will open the floodgates of growth and profits for you.

Because this change will take place in your mind, it will require no effort on your part. You will "get it" in seconds. It will eliminate your frustration and cause you to fall in love with your business all over again. And it will bring you more money and personal success faster and with less effort than you now believe possible.

I know – you're skeptical. You've heard thousands of big promises from business coaches over the years. And you know first-hand that most of them failed to fully deliver.

That's good. Skepticism is a sure sign of intelligence. But please hear me out before you decide. If I can deliver on even one-tenth of my promise to you, the time you spend reading this report will be the best investment you've ever made.

And the benefits will flow to you not just today, tomorrow or next week; but for a lifetime.

So if you're ready for your life to change radically for the better, please read on. There's no time to waste. Let's dive right in ...

Now, let me ask you this:

Have you ever wondered why you aren't making as much money
as some of the other entrepreneurs you see around you?

Has your frustration level reached high enough levels to begin doubting whether or not there's something wrong with you?

Have you ever asked yourself, your spouse, or a close friend:

… Why am I not more successful?

…What am I doing wrong?

… What's wrong with me?

…Will I ever succeed?

And do you ever find yourself wondering …

"Why Has Building a Successful Online Business Become So HARD?"

Frankly, if you've ever asked yourself any of these nagging questions, you are *NOT* alone!

My inbox is flooded every day of the week with emails from entrepreneurs struggling to keep their heads above the water while trying to build a successful online business.

They're confused, frustrated and depressed because they don't understand why everything they want to do for their business has suddenly grown so complicated.

How about you? You're doing everything by the book; applying proven principles that the experts *guarantee* will explode your online profits and you're doing it every day of your life.

You spend more time trying to generate sales and build your business than you do with your loved ones – ten, fourteen, maybe even sixteen hours a day, including weekends.

Your workday is a series of frustrations and aggravation. It feels like a giant game of Whack-a-Mole – every time you solve one problem, two or three even more stubborn challenges pop up.

And yet you're plagued by the knowledge that while you continue banging your head against one "invisible ceiling" after another, *other* entrepreneurs are quickly blasting through … growing their businesses so much more effortlessly … so much more quickly … and so much more profitably … than you are.

I'm talking about people who don't know a fraction of what you do …

Who *have no idea* what it's like to work as hard or as long as you do …

Who have never sacrificed as much to succeed as you have …

And who are dwarfing your success; raking in five, ten, even twenty dollars in sales for every one dollar you manage to eke out.

Until recently, I knew I didn't have the answer for you or for the thousands of entrepreneurs who write me, begging for help. I did my best, referring them to free Reports I've published over the years. But deep down inside, I feared there was something missing. And that "something" was a set of guidelines you can take with you wherever the Internet or your business takes you.

But as I dug in, I quickly realized that creating such a roadmap is a tall, TALL order. And finding the answer took me much more time, research and effort than all of my previous six reports combined.

But now, after seven long months, I can honestly say that I've found the answer for you. And because it's already helping so many people – and also because nobody else is teaching this – I've decided to do something I'd promised myself I would never do again: I'm going to open a special coaching program – I call it my Guided Profit System™ ("GPS" for short) – to help you USE the answer I found to accelerate your success and multiply your sales and profits.

In a moment, I'll tell you more about GPS™ and why it's by far the most valuable tool ever developed for online entrepreneurs. First, though, let's take a good, hard look at the impact that NOT realizing your full potential is having in your life right now ...

Running ever-faster; succeeding ever-slower

Many entrepreneurs seem to pursue success as if were a race—one that keeps going faster and faster, with no end in sight. As the pace of our work accelerates, many entrepreneurs are desperately looking for shortcuts.

But no matter how hard we try, we come up short. So too many entrepreneurs are making sacrifices. Obsessed with fast profits, they're sacrificing their health, their families, their money and their happiness.

But they still press on. And the hunger to be an "overnight success" drives us to become "crazy busy," going ever faster. I call it an "ASAP world." There's growing pressure always to find ways to do everything faster than we did it yesterday.

Are you feeling it right now?

Yes? So are most other business owners. When asked in a poll, "Are you tired?" A large majority answer "YES", no matter what time of day they answer.

When asked, "Are you working more than you ever thought you would? An overwhelming majority of entrepreneurs agree heartily, no matter what age they are.

"No matter what age!" That means the pressure on you will only grow. Today's superhuman workload will be the bare minimum in just a few years.

Yikes! Is this what your life is for? Is this how you define "success?" Is *THIS* the kind of life you signed up for?

Being busy once in a while is fine, but when "busy-ness" becomes a way of life, with little to no downtime, there's a very real problem.

It's easy to mistake our "busy-ness" for purpose, focus, drive and productivity. But permanent, frenetic activity is never as productive as it seems.

Don't believe me? Try asking yourself this:

"What did I really do at work yesterday that's worth mentioning?"

Sadly, most online business owners don't have an answer. When I ask clients this question, they stare at me; perplexed and confused.

Then, the realization hits them like a ton of bricks: They're stuck in a big hamster wheel—running faster and faster, but not really getting anywhere.

Because if you're always busy, one of the first things to go, often, is your ability to discriminate between things you really need to do and those you might not need to do at all. You start confusing effort with effectiveness.

Thoreau once wrote, "it is not enough to be busy, so are the ants. The question is: what are we busy about?" Sadly, far too many entrepreneurs are busy with the wrong things.

We strive for a bigger house, but have less time for family. We're so busy paying off the mortgage we miss out on quality time at home.

We spend more time learning but *do* less.

We have beloved friends that we hardly ever see.

We have children who grow up fast while we're working.

We buy more toys but enjoy them less.

J. Shiller, professor of economics at Yale University and author of *Irrational Exuberance*, write: *"the Ability to focus attention on important things is a defining characteristic of intelligence."*

Life is passing us by while we work like mad just trying to keep up.

We're so busy trying to succeed that we're often too busy to connect, to communicate, to say "I love you" and "Thank you." Our daily tasks receive our best energy, and our relationships get the crumbs from the table.

The average entrepreneur is working 14 weeks longer each year than back in 1969. Add to that workload the effects of technology: weighed down by laptops, PDAs, cell phones, and email, our longer workweek and always-on technology slashes the time spent with family.

Many entrepreneurs' workloads are time bombs poised to blow up their marriages and subject their kids to the collateral damage of a broken home. When the demands of your business push away your family, it's only a matter of time until something has to give.

You can't balance an 80-hour workweek with a good home life. It's impossible. Almost every entrepreneur who has children is in for a rude awakening. When their kids leave for college, they'll have spent more time *supporting* them than *being with* them. They'll have missed those magical moments and their relationship will bear the scars of it.

Plus, because so many entrepreneurs are living for a future that never arrives, we actually forget how to really have fun. We get so obsessed with our work and the undone things on our to-do lists that we approaching our free time in an "imperative" mood—the feeling that we should be doing something, *anything,* to use the empty time and relieve our vague sense of work-guilt.

RESULT: Two out of three entrepreneurs work through their vacations—on the rare occasions that they even take one.

Technology is leaving business owners everywhere exhausted, depressed and in despair over their inability to break free of this electronic beast and its never-ending demands on their attention.

In a 24/7/365 global marketplace, there's no longer room for downtime. Technology makes it easy to stay plugged in no matter where you go, leaving many entrepreneurs always "on"—anywhere, anytime, any place. Nowhere to hide!

For far too many, their business is a mammoth black hole that's draining their energy, destroying their dreams, eclipsing their relationships, damaging their health, and more.

For many, technology is now a leash and collar that keep them from straying too far from their business, and never allowing the change in perspective that distance provides. It's a continual grind, with no end in sight. By the end of the work day, we're so drained that we simply try to recover for the next day.

So, let me ask you another question: are you confusing being busy with importance, and neglecting the truly important pieces of your life?

When everything that makes life worthwhile—family, friends, fun, hobbies, travel, learning and *making a difference* has been shoved aside by the demands of expanding our businesses…

The dream of owning your own business quickly becomes the nightmare of a life sacrificed for *the wrong things!*

According to the British government, the average working parent spends twice as long dealing with email as playing with their children.

I'm sure you've heard the saying, "Life is what happens to you when you're making other plans." The entrepreneurs' version would be, "Life is what passes you by when you're busy doing *things that don't matter* in growing your business."

If any of this sounds familiar to you, let this be your warning: You're on a path towards a disastrous personal life ... towards burnout and – to add insult to injury – towards bankruptcy.

Does this sound like anyone you know?

Deep down, you've probably known this truth for a long time. You know that you're chained to your work. Life is passing you by. And if something isn't done – and done soon – you're heading toward painful regrets and heartbreak.

Still, you do everything you can think of to save time at work. But that can leave you stuck in an endless loop of saving time just to save more time.

If the only reason you are speeding up … barely skimming the surface of life … so you'll have time to skim *more* of the surface of life – and never having the time or energy to savor *the richness* of life – where does that leave you?

I'll *tell* you where it will leave you: One day, you'll wake up like so many entrepreneurs do, realizing that life has passed you by!

Here's a big clue that you need a course correction: You're constantly trying to save time – and finding that no matter how much time you save, you STILL never have enough time.

So you cancel family time and vacations – abandoning what you WANT to do for what you believe you SHOULD be doing to become a success. Psychoanalyst Karen Horney calls this "the tyranny of the should": I *should* be doing this or I *should* be doing that—but above all, I *shouldn't* waste time.

The result is a kind of "leisure phobia . " And you know you're a victim when …

1. You often eat lunch while you work
2. You tend to skip social events because of work duties
3. Compared with most people, you have few close friends
4. You feel vaguely uneasy after a day of doing absolutely nothing constructive
5. You grow restless when there's little to do but relax.
6. You're time-conscious no matter what you're doing
7. You get more fun out of your job than from free-time activities
8. Others consider you somewhat impatient.
9. You usually have difficulty finding satisfying things to do in my spare time.
10. When you play, you try harder to win than the typical person
11. You feel you don't really need as much playtime as the average person seems to need
12. You usually get bored sooner than most on a long train or plane trip

If six or more of these statements sound like you, the diagnosis is clear: You're paying too high a price for your success.

A study by psychology professor Tim Kasser at Knox College in Galesburg, Illinois, reveals that as work hours go up and leisure time down, feelings of life satisfaction and vitality plummet, while health problems and negative emotions increase.

Many other studies have shown that actively indulging in leisure activities increases initiative, self-esteem, leadership, perceived competence and adaptability – and promotes a positive mood and well-being – because it builds lasting self-worth that's not dependent on the ephemeral approval of others.

Entrepreneur, Pick Your Poison

Leisure Phobia is only the beginning of the unhappy consequences I'm seeing now in my clients. See if any of these other common entrepreneurial conditions feels familiar:

- **Alone, Isolated, and Insignificant—**Even though we're connected 24/7, many of us miss time together with family and friends. We're more isolated and alone, and our life more marginalized.
- **Work: too many choices—**With so many options and decisions, we find it hard to pick the right course of action. When we do, our expectations are high (because of the number of options, we figure there must've been a perfect fit) and we're left disappointed with the results.
- **The joyless entrepreneur—**Perpetual stress takes its toll. With almost no escape from our business, we never get to rejuvenate, reinvigorate and recharge—leaving us to sleepwalk through our existence.
- **Entrepreneur? Or a "wanna-preneur"?—**Because of the dizzying pace of today's business, many who want to start their own businesses are left on the sidelines trying to pick the ideal time to jump in, but watching things get worse and worse.
- **Perplexed about time management—**Many business owners are scratching their heads, wondering why they're not getting the benefits that time management promises. But the problem isn't time, it's priorities, implementation and processes that they need to manage much differently.
- **Seeking opportunities in all the wrong places—**Many who desperately want to start their own business look for shortcuts, not realizing you can't buy business opportunities like you do a television. You still need to discover them, bump into them, materialize them, and invent them.
- **Knowing too much: too overloaded to move—**Our brains always feel like our stomachs do after a family feast: full and sluggish. We've become so saturated with everything surrounding us that we're increasingly dull and distracted.
- **The myth of the missing skill set: why knowing *one more thing* won't make success one bit easier—**Many believe they'd break through if they just new this one last trick or skill, or if they just took that one last course. But the "if onlys" never end. What *does* end is the money to pay for it all, because they earned nothing while pursuing the last magic skill set.
- **Looking to learn in all the wrong places: The never-ending supply of information and contradictions—**With so many "experts" and sources of information now targeting us daily, we encounter more contradictions that leave us

confused about which path to follow. For some it's a losing game, because it triggers a never-ending search for the truth before pulling the trigger.

- **If only I had more money—**A myth that deludes many struggling entrepreneurs. It leads some to bankruptcy, because the ability to make money is skill that's totally independent of how much money one has. Sure, if you have more money it can act as a multiplier, but people who can make money don't need money to make it in the first place.

The great news is, all these problems vanish almost instantly when you make one, simple discovery… (turn the page to find out what it is)

Only the *<u>POTENTIAL</u>* of your business is determined by your talents, knowledge, commitment and the amount of time and effort you spend trying to grow it.

The *<u>ACTUAL SUCCESS</u>* of your business is determined
by *your CONSTRAINTS.*

I want you to read the two paragraphs above again – aloud – and as you hear the words, *think* about them:

"The POTENTIAL of my business is determined by my talents, knowledge commitment and effort.

"But the ACTUAL SUCCESS of my business is determined by *MY CONSTRAINTS."*

Now let's say it differently this time:

> **"The POTENTIAL growth and profitability of my business depends on what I put *into* it.**
>
> **"The ACTUAL growth and profitability of my enterprise will be determined by the things that limit or cancel my return on that investment."**
>
> **"Only when I eliminate my constraints – the things that block my path – will my actual success rise to the level of my potential success."**

This is a truly revolutionary thought: The entire human potential movement is focused on the wrong thing. It's not about increasing your potential. It should be about increasing your actual success!

Every year, entrepreneurs spend billions of dollars on books, courses and seminars that promise to leverage their strengths … increase their knowledge … intensify their commitment through motivation. I'll bet you've done it yourself!

And every morning, millions of entrepreneurs – including you – go to work and put in back-breaking hours and expend every ounce of energy they have into their businesses.

They think they're doing what is required to be successful. In truth, all they're doing is what's required to create *the potential* for success.

Since when has THAT become your goal?

> **Think: If you're tapping 20% of your potential now and you double your potential** …
>
> **Doesn't that just mean you're now experiencing only 10% of the actual success you're looking for?**

That's why it's so important to begin at the beginning – by answering the all-important question, "What's my business' goal? What's the real goal of this business system I'm creating?"

Is it to increase your potential? Or is it to actually increase your sales, profit and actual success?

Is it to spend the rest of your life solving the same problems over and over again? Or is it to build a wildly profitable business – and to do it as easily as possible, as quickly as possible, and with as little effort as possible?

Now, this is important, so read it twice, too:

> **The ONLY way to turn your potential for success into actual success is to blow away the constraints in your business that are now blocking your path.**

Allow me to explain ...

Let's say you run a pizza restaurant. And let's say you have a dynamite location and a world-class product. The world is beating a path to your door; you could sell as many pizzas as you can make. But your employees are only making ten pies per hour.

So you take a good look at your operation in order to find ways to double your output – and you find that ...

- You've seen how the guy who mixes and rolls the dough seems to be spending too much time flirting with the toppings girl and you know that he should be making more than the ten crusts per hour he's now producing.

  So you tell him to cool his jets and focus on his work ... show him techniques that will make him more efficient – maybe even buy him some fancy new equipment – to help him double his output.

- You've also noticed that the gal who adds the tomato sauce, cheese and toppings takes too many smoke breaks (probably to get a break from the amorous dough boy) and also prepares only ten pies per hour.

  So you work with her to double her output, too.

Finally, after investing substantial time and effort to double the number of pizzas your employees make each hour, you watch your daily sales with great anticipation, expecting your revenues and profits double.

But they don't.

So you announce a big meeting. You call the dough guy and the toppings gal on the carpet. "I showed you how to double the number of crusts you make. I spent hours with you to help you double the number of crusts you put toppings on. I spent a small fortune on gadgets to help you work more efficiently. Why haven't you doubled our production?!"

"We have," they say. *"Just look in the kitchen!"*

You do ... and sure enough; there are piles of unbaked pizzas spoiling next to the oven.

Because the dough boy's output wasn't your real constraint. The topping girl wasn't your limitation.

The choke point – the real constraint – was the fact that no matter how many pizzas the dough guy and toppings gal prepare *... your oven is only large enough to bake ten pizzas per hour!*

And so, even though you've invested all that time, trouble and money, you solved THE WRONG PROBLEM. You only increased *your potential* for greater output – not your actual output or revenues or profits. In the end, you accomplished nothing. You're still selling just ten pies a day. Your sales and profits haven't improved one iota.

And not only have you wasted time and money, you've actually made things worse; now, you have to find a way to get rid of all those spoiling unbaked pizzas!

If instead, you had invested your time and effort to identify and remove the real constraint – the fact that your oven can only bake ten pizzas per hour – your return on that investment could have been realized almost immediately.

THERE'S MORE: Once you eliminate that constraint, you turn all the time you thought you wasted working with dough boy and toppings girl into an investment. You've laid the groundwork so that they can prepare many more pizzas. They can teach new employees to do it too. Your production instantly soars past 20 pizzas an hour. To 30. 40. Maybe even 50.

And as your production soars, your revenues and profits soar in lock-step.

My point is, once the things that hold you back are correctly identified and removed, everything falls into place as if by magic. Where once, the application of your talents, knowledge, commitment and effort yielded only disappointing results, they suddenly begin paying off – in spades.

OK – while you chew on that one, here's something else to think about:

99% of the time, the problems you deal with and the obstacles
that block your path are NOT your real constraints.

Now unless I miss my guess, you're already making a mental checklist of the constraints in your business – the obstacles in your path; the things that are holding you back.

But before you go rushing off in a dozen directions at once, it's important that we take the next step together. Because unless you read this next part, the odds are that you'll just be just spinning your wheels.

Because in reality, the things you think are constraining you are NOT your real constraints.

Why?

Because the pain that a constraint causes is rarely felt at the point of that constraint, but somewhere else in the process.

Take our little scenario above, for instance. The owner of the Pizza parlor saw the dough boy and toppings gal wasting time. He saw the customers he had to turn away each day.

That's where he was feeling the pain. Those were the obvious things he thought had to be fixed. It was logical to assume that if he could just solve those problems, his output and profits would soar; so he invested his time and effort to solve those problems.

But because he was working on the wrong problem, all his energy and money didn't do a single thing to increase his profits.

THE MORAL OF THE STORY: Correctly identifying; then focusing your time and energy on your REAL constraints is the only way to create the breakthrough you're looking for.

Look: The old metaphor, "A chain is only as strong as its weakest link" couldn't be more true, here.

All chains have one link that's weaker than the others. And that link *alone* determines how much weight the whole chain can lift. If you have a chain that can lift, say, 2,000 pounds, it's because at 2,001 pounds, the weakest link in that chain breaks.

You can spend countless hours and a king's ransom to strengthen all *the other* links in that chain and it will still lift only 2,000 pounds.

But if instead, you focus on identifying and strengthening ONLY the weakest link so it can lift, say, 4,000 pounds, your investment in time and money will result in a significant increase in the weight that chain will lift.

And if then, you move on to the next weakest link ... the next ... and the next ... you will see immediate and constant improvement in how that chain performs.

Obvious; right? Not at all! Think about it for a moment; How much time do you spend every day solving problems in your business that won't do anything to increase your success?

And it's not just you; not by a long shot. Recently on my blog, the legendary business guru Frank Kern told a story that proved even he falls prey to mistakenly identifying constraints in his own business.

Just a few weeks ago, Frank was in the middle of a major promotion for his *Mass Control* product. His intermediate goal was to get 2,000 people to sign up for a free trial. His ultimate goal was to convert those trial customers into long-term customers who would pay him every month for his services.

But Frank felt that in order to achieve that goal, he needed to have his product online – on a password-protected membership site. So he shifted his focus from his intermediate and ultimate goals to finding the membership software he believed he needed.

Problem is, try as he might, Frank couldn't find the software he needed. He wasted weeks – delayed the income he was counting on for weeks – looking for it.

Then, lightning struck. Frank suddenly realized that his real constraint wasn't the fact that he didn't have the software needed to create a membership site. His constraint was that he *THOUGHT* he needed that software.

He didn't need a membership site; he needed 2,000 people to accept his free trial offer and he needed to convert those people to paying customers. It would be just as effective to simply send his prospects and customers DVDs and a newsletter in the mail!

Put simply, Frank's real constraint was an error in how he was thinking about his promotion — and as soon as he saw the error of his ways, he quickly finished the launch and had 2,000 new, paying customers in less than 65 minutes.

Which of these three types of constraints are blocking your success right now?

At any given time, there are hundreds; perhaps thousands of things that your business needs to do. But if you don't know where the real constraint – the weakest link – is, you're only wasting time and money while the problem gets worse.

You may *think* your #1 constraint is that you don't get enough traffic to your website. So you spend a fortune optimizing your site for the search engines.

... But have you thought that your site might be your real constraint? After all; if your sales pages did a better job of converting prospects into customers, armies of super-affiliates would find you and send hundreds of thousands of prospects to you!

Have you thought that once you monetized that traffic, you'd have a marketing war chest to spend on paid advertising – Pay-Per-Click, e-zine sponsorships, banner ads and e-mail list rentals?

You may *think* the problem is you don't have an e-mail list. So it's next to impossible to convince whales – people with big lists – to promote your products to their prospects and customers.

... But have you considered the possibility that the real constraint is that you haven't allocated enough time and effort to court those people?

The fact is, those whales value some things more than reciprocal list usage. I've seen many beginners do it simply by making friends with larger entrepreneurs at industry conferences. Others did it by asking to do an interview that presented the list owner in a good light and that helped him promote his products to his own list.

You may *think* your most limiting constraint is that there are so many things you have to do to be successful – so many steps to take – it's going to take forever. So you spend a fortune hiring people to help you get it all done faster.

... But have you considered the possibility that there could be a faster, easier path to success? That there are shortcuts you could take that would get more money rolling in sooner?

Now, I don't know you; your business, your strengths, your history or your challenges. Nor do I know a single thing about your business or your product. So there's no way I can tell you what your constraints are in this report.

But if you think about the examples we've already considered for a minute, you'll see that there are three, distinct types of constraints – and the answer you're looking for could be found in any one – or all – of them:

1) Rational Constraints: Errors in your thinking — like Frank Kerns losing sight of his real mission and wasting time and money trying to find a missing piece of software instead. Or the Pizza parlor owner's blunder in thinking that increasing the output of the dough boy or topping girl were his constraints.

2) Procedural Constraints: Work processes that are counterproductive.

Because your work processes reflect your personality and your strengths, these can be difficult for you to spot. But if you're anything like my clients, there's an excellent chance that your most limiting constraints might be found in the processes you use to create your strategy and tactics … in how you recruit, hire and manage people … in how you delegate … in how you develop, market and sell your products … in how you service your customers … or in scores of other processes in your business.

3) Self-Imposed Constraints: Necessary conditions and rules that exist only in your mind.

When most entrepreneurs start their online businesses, they vow to do "whatever it takes" to succeed. But as time goes on, they begin creating self-imposed rules. "I'll never ask friends or family for money to grow my business." Or, "I'll never market my product like that guy does." Or, I won't allow my sales pages to sound like that company's does."

So it's essential to look at the rules you've imposed on your business. How many of them are holding you back? How many of them are sacrosanct? How many could be discarded if it meant an explosion of sales growth?

Heck: I've been guilty of this myself!

When I founded Strategic Profits, I believed that to get to $150,000 a month in sales, I'd need front-end products, back end products, vast joint venture and affiliate networks and more. But that would take months and a huge financial investment.

So I asked myself, "Do I really need all these things to build a successful business?" And sure enough, I found a way to generate $3.5 million in my first week and 7.4 million in our first year with nothing more than a free report and a back-end product.

NEXT

Seven Silver Bullets to Help You Blast Away Constraints in Your Business – Starting Right NOW …

In the next section, we're going to dig deeper:

I'm going to give you seven Silver Bullets – remarkably powerful tools I use to eliminate many of the most common constraints in my clients' businesses.

Right up front, let me say that this is just a brief overview of the money making power that comes your way when you begin identifying and eliminating your constraints. There's no way to show you all of the tools and techniques I use to identify and blow away all the key obstacles in my client's businesses.

Plus, since I have no way of knowing what business you're in – let alone where the constraints are hiding inside your business systems – anything more than an overview would only be a waste of time for both of us at this point.

So this is merely a first step ... *just the beginning* of the enormous breakthroughs in growth, sales and profits I'm now ready to help you experience.

Nevertheless, these "Silver Bullets" will be an amazingly powerful tool for you. If you internalize them and apply them as a part of your daily work process, there's a very good chance that many of your greatest constraints will not only identify themselves; you will have the tools you need to eliminate many of them.

And also in the following pages, I'm going to show you how you can institutionalize this constraint-vaporizing process every day from now on – and reach your full potential and income in less time than you ever thought possible.

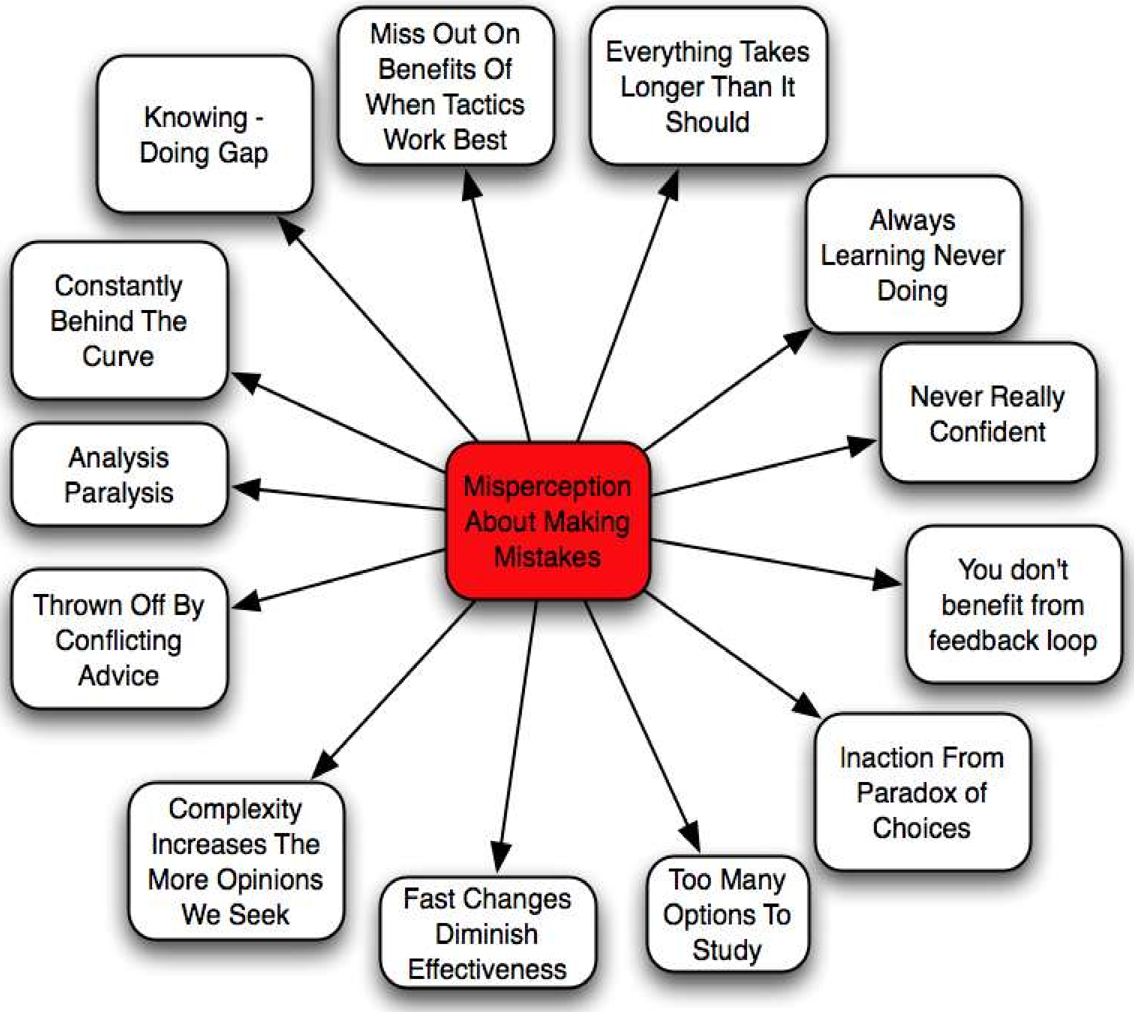
Ready? Let's go!

Constraint #1:

The Belief that Mistakes Must Be Avoided At All Costs

Silver Bullet #1:

Do It Wrong Fast. Action Creates Clarity!



Wow. Is this constraint ever common!

We've all been taught that careful planning is essential to avoiding costly mistakes in our lives and in our businesses.

The problem is, that's not only not true; the time it takes to do your due diligence can doom you to one failure after another in today's rapidly changing online world!

Silver Bullet #1 is now the only way that you can successfully grow an online business today. It's embracing a "do-it wrong- fast" mindset, knowing that action will create the clarity you desire.

Online, you have two groups of entrepreneurs: The first group learns something, and immediately applies it.

Because they take action – they learn quickly (through their own experience) what works and what doesn't. In the process they gain valuable clarity which only comes through personal experience.

Then you have the second group — by far the larger of the two. They want to learn more before they get started to avoid making a mistake. So they plan endlessly; always asking "What could go wrong" and attempting to solve problems before they occur.

The problem with that mentality is that it places a HUGE constrain on your business — especially in an online environment that is utterly unpredictable. The online world is changing so quickly, you can never be sure that you're not going to make a mistake. So prudence quickly becomes procrastination. And when you finally feel like you know enough, either things have changed or the effectiveness of the action has diminished.

I'm not suggesting you can't learn from others, in fact you should. But as soon as you get an initial grounding in a strategy or tactic, it's important to apply it as fast as you can whether it is wrong or right. Realize that it is the action, the actual *doing of the thing* that will create the clarity for you.

It is not the reflection, the reviewing, and the studying that will make things clearer. In actuality, it will make things increasingly *unclear* because there is so much information out there. There is so much confusing and conflicting information about different approaches.

This guru says never use a squeeze page. The next guru says always use a squeeze page. This guru says always use Tahoma font for your headline and the next guru says, never use Tahoma; use Helvetica.

How do you know who's right, who's wrong and most importantly, *what will work best for you?*

The *only* way that you can know is through taking action; TESTING the new idea, learning your lesson and then moving on.

Only action creates clarity in today's online world.

What robs the entrepreneurs in group number two from the clarity they seek and the ability execute quickly is often a misperception about making mistakes. This simple misperception can quickly snowball into a business-debilitating constraint. As you can see from the chart above it's responsible for many of today's most common income challenges and frustrations.

If you struggle with this constraint, you must ask yourself why. I've found this constraint stems in one way or another from a perfectionist mindset or a fear of failure. Both are often an indication of a low self-esteem. The entrepreneur in this case is subconsciously trying to accomplish one of two results:

- Get others to believe and confirm what he or she doesn't believe about him or herself.
- Avoid confirming their greatest fear about themselves.

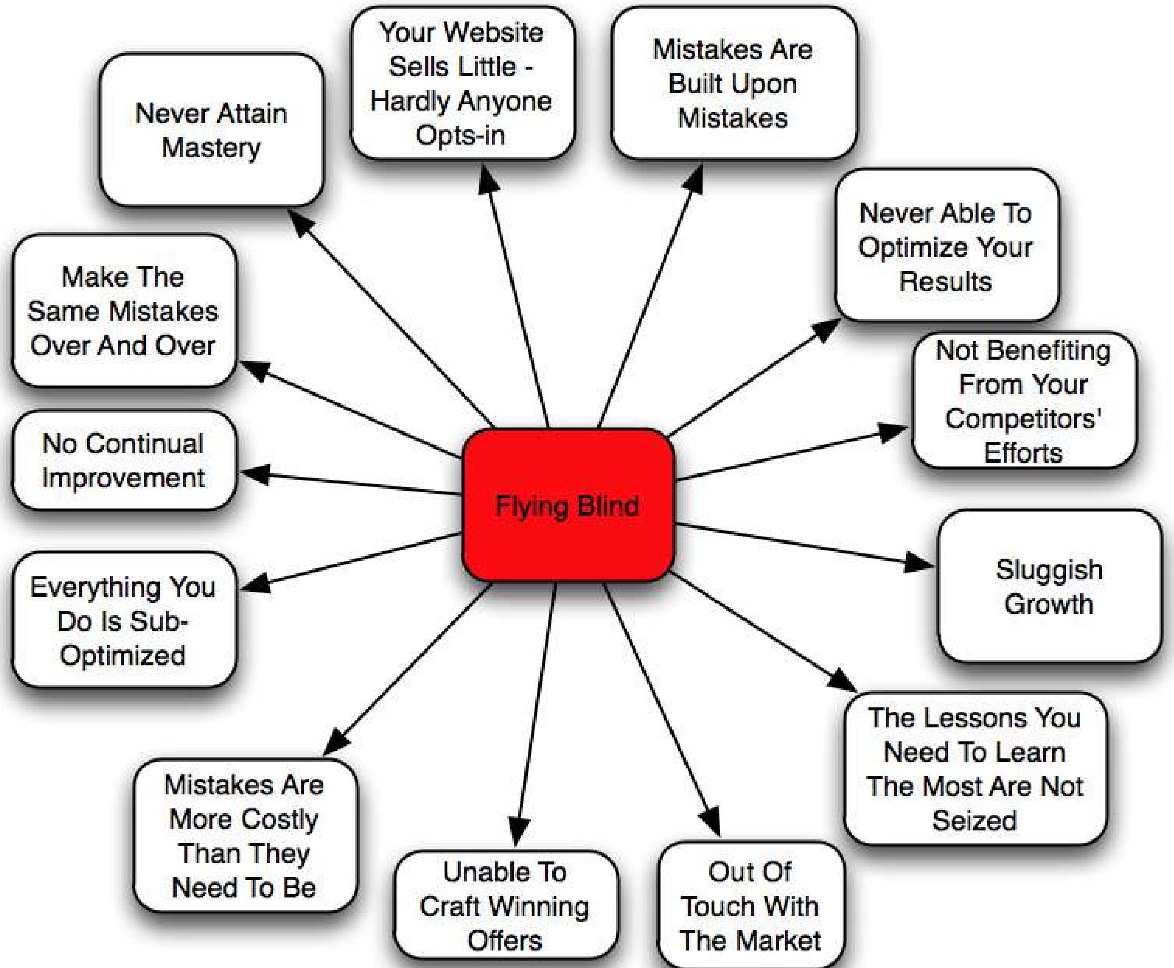
The failure to take action and learn as fast as possible may well be single most common business constraint I see today. I've seen this issue pop up with many clients. Fortunately, it can be easily handled simply by taking action now!

Constraint #2:

Flying Blind (Until It's Too late)

Silver Bullet #2:

Fast & Frequent Intelligence



Almost every online business I've ever seen is seriously constrained by the lack of information about how prospects and customers are responding to its products, sales copy, offer, order pages and more.

Silver Bullet #2 recognizes that we now operate in a hyper-connected world, where trends change direction instantly, and only knowing precisely how customers are responding to you can consistently make sure you're not going in the wrong direction.

Sadly, this seems to be one of the truths that online entrepreneurs ignore all too often – and it costs them far more than they realize.

Put simply, their constraint is that they *have no idea* how their strategy and execution is working in the real world. And that makes it impossible for them to leverage their success or to cut unproductive strategies short before they break the bank.

And please don't think I'm just talking about your marketing plans, here. Did you know that HP and Canon derive 80% of their revenues from products that were released less than two-years ago. It's true. *That's how fast things are changing!*

I'm sure you've heard that 80 percent of new businesses fail within five years, but you might not know the 20% that succeed almost always ended up taking a route other than the one intended.

But don't take my word for it… the book, *Founders at Work* which documents the startup process of some of the largest online companies today, reveals…

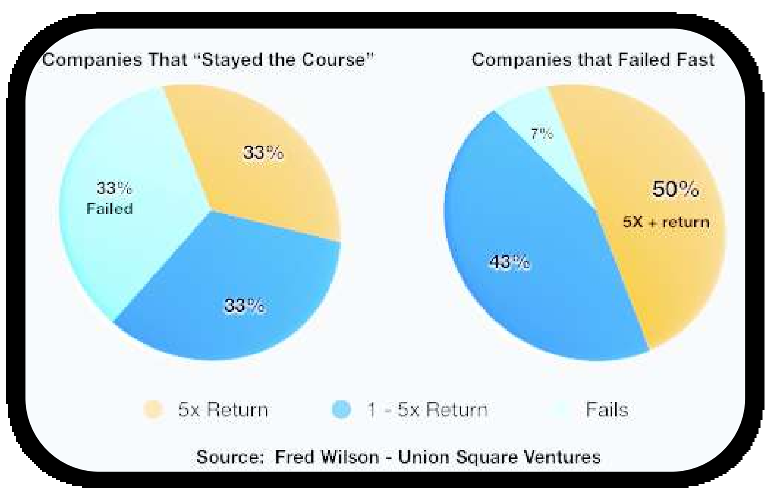
> "…almost all the founders I interviewed changed their ideas as they developed them. Paypal started out writing encryption software, Excite started as a database search company, and Flickr grew out of an online game.
>
> "Starting a startup is a process of trial and error. What guided the founders through the process was their empathy for the users. They never lost sight of making things that people would want."

Fred Wilson, a venture capitalist at Union Square Ventures recently posted the results of a research project his firm conducted. Here's what he said…

> "It's pretty clear to me that most venture-backed investments don't fail because the business plan was flawed. In my experience at least 2/3 of all business plans we back are flawed.
>
> "Most venture backed investments fail because the venture capital is used to scale the business before the correct business plan is discovered. That scale/burn rate becomes the cancer that kills the business."

Fred then goes on to back up his point with some very interesting statistics from the companies his company funded.

He compares the performance of companies that used early feedback to modify their business versus those who didn't.



The results couldn't be more powerful. Companies that didn't change their model after funding were 500% more likely to fail, while the companies that did change were 50% more likely to have a 500% return and 30% more likely to generate a 100% to 499% return.

Luckily, Listening to Your Market and Changing With Them Has Never Been Easier

The good news is, today's technology makes it easy to instantly identify changes in both in your overall market and in the desires and buying preferences of your prospects.

If you use them correctly, today's incredible assortment of 'tell-all' competitive intelligence tools can blow this "flying blind" constraint right out of the water — by telling you more about your market, your competitors, and your prospects than the largest multinational corporations knew about theirs a few years ago.

From real-time analytics (like woopra) or video session analytics (like clicktale) and survey systems (like 4q.iperceptions.com) that integrate into your analytics platform, you can now know more than ever before about your market and prospects and how they're reacting to your sales messages — and how those reactions are changing over time.

The best part: You don't have to be a math genius to monitor your business' metrics anymore! Today's analytics reports are amazingly graphically robust – and a picture paints a thousand profit-building, action-prompting words. A sixth-grader could understand them.

And when you also consider the fact that you can now have all this profit-boosting competitive intelligence before *you even start* your new website, it's truly incredible!

Unfortunately though, I see 'way too many entrepreneurs who use these amazing tools ignore what these metrics are trying to tell them; stubbornly sticking to a detailed plan for market domination they laid out last year, last month or even yesterday.

This is yet another, even more serious constraint because the velocity of change has now accelerated to such a rapid rate, following yesterday's plan virtually guarantees you costly, time consuming problems or even failure. Or, as Peter Drucker says,, "Uncertainty in economy society politics has become so great as to render corporate planning counterproductive."

In today's rapidly-changing online business environment, the watchword is "constant vigilance" ... watching your metrics like a hungry hawk ... and adapting your business plan ON THE FLY — daily or even hourly, if necessary — to ensure that it continues to fit your changing market hand-in-glove.

So ... is all business, product and marketing planning now obsolete on the Web? Absolutely not. In today's world, the real advantage planning provides is the increase in your understanding when you survey the digital terrain ... acclimate to your surroundings ... identify your market's influentials ... and lock in on a trajectory.

Armed with this info, you can get off on the right foot: Chart the beginning steps to get going in the right direction. But from there on, it's crucial to never forget that you're aiming at a moving target.

You're kind of like a missile streaking towards a supersonic jet, guided entirely by GPS. But in our case today, GPS stands for a "Guided Profit System" — and it lets you sense and respond to every movement your target makes; and hit the bulls eye every time.

Answer These Crucial Questions And Watch Your Profits Soar

The Internet lets you truly leverage the feedback you receive from tests, analytics and surveys. But to get the biggest bang for your time, you'll need to focus on answering some questions first…

- What data would help me reach accomplish my current goal objective faster?
- When visitors come to my website, what's their purpose? What were they hoping to find or achieve?
- What knowledge do I need to make reaching my next goal easier and more certain?
- What do I need to learn about my visitors, prospects, subscribers and buyers to make better decisions in marketing, product development[No comma], and sales?
- What steps does a visitor take to become a client or customer of my company?
- If I already have analytics set up on my site, what further knowledge could I glean from analytics by better segmentation?
- What questions do I have about my Website visitors and those who make up my target market?

Four Ways to Leverage Your Metrics for Greater Growth

1. Realize that a lower conversion rate could be a GOOD thing: We Internet marketers seem to be obsessed with conversion rates – the percentage you get when you divide the number of orders you receive into the number of visitors to your site.

We panic when conversion rates drop; we brag when the ratchet higher.

Now I must tell you that what I'm about to say is heresy – and I already know I'm going to get a ton of calls and e-mails on this – but it is absolutely true: Your conversion rate is NOT the most important metric to monitor online.

Why? Because no matter what business you are in, your goal is not to maximize your conversion rate, your goal is to maximize conversions – actual sales!

Let's say you suddenly started getting a ton more traffic. Because many of those new prospects don't know you, they might order less often than others on a percentage basis, but the net number of orders would still shoot for the moon.

That's OK. In fact, that's better than OK: *It's great!* Because not only are your actual orders rising now, all those new prospects are going to light the fuse on your next big surge in sales too. As those new website visitors get to know you better, you'll e see your conversion rates rise as well – providing a second sales surge a month or two down the line.

2. Learn every lesson website visitors can teach you: The most important thing your metrics can tell you are: (A) Who are our visitors? (B) What are they doing while they're on our site? (C) How much is it all worth?

The answers to those three critical questions will make it much easier to know the steps required to make your relationship with your visitors more profitable.

3. A crucial step: understanding your visitors' *purpose:* Some online business owners might be clear on their business's purpose, but few have given enough thought to their *visitor's* purposes, or the needs that stem from them.

In a world of growing options, that's a recipe for disaster. Sites that don't fulfill the visitor's purpose won't be revisited and won't make sales. To win today, you must focus on understanding and *delighting*, not just pleasing, your customer.

Today, the *experience* of the product or service you offer is critical. You must always strive to improve your customers' *perception* of their experience.

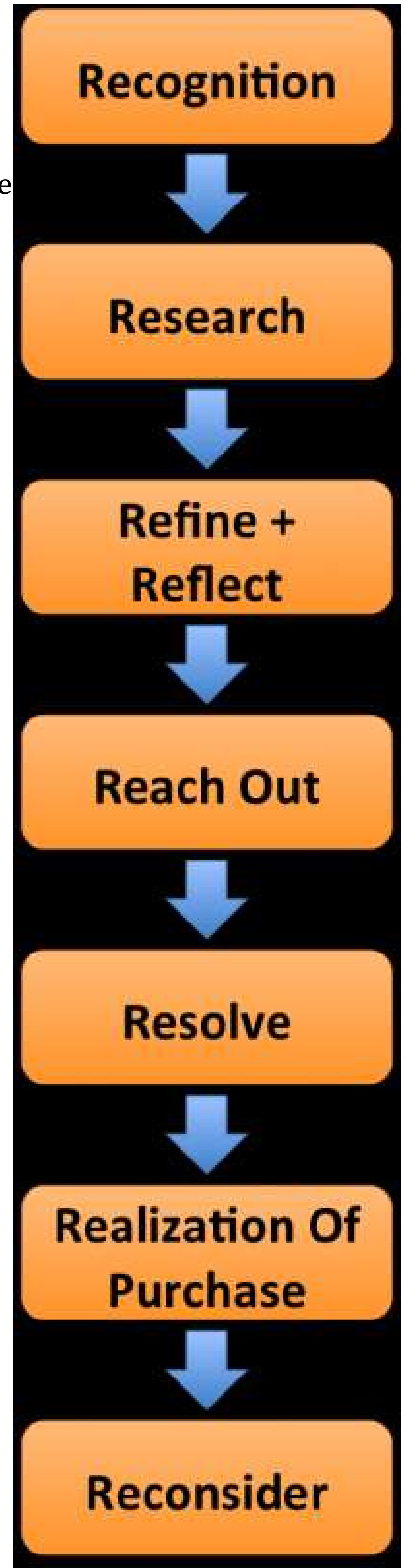
4. **The secret of online success: making wants overlap:** Good marketing meets customers at their point of need. It also fulfills your business' need to make sales.

The purpose of your site is to bridge the gap between your website visitor's purpose and the purpose of your business – to be the place where your wants and your prospects' wants overlap.

But the act of buying isn't an event, though it might look that way. It's a *process*.

That can be tricky; because although your visitors' overall purpose may not change, their needs constantly evolve. If you change along with them, you're no longer interrupting them.

Instead, you're both serving them and helping them move through the process toward a buying decision. That's what make Internet marketing work.



Focus on the 7 Critical Steps of the Buying Process

First Step: Recognizing a want, a need or a problem. Sometimes, the buying process is impulsive and lightning-fast. At other times, it takes much longer.

The thing to remember is, with the vast number of resources and huge competition present on the web today, your prospects and customers are in control – and they don't give a hoot about your sales process; they care about themselves and their needs.

The process always begins when a prospect becomes aware of a need in his or her life. It then continues when they begin looking for a way to fulfill that need online.

Sadly, most Internet marketers make the costly mistake of neglecting this critical early stage of the buying process – and it costs them a bundle.

When a prospect or customer doesn't grasp all the issues surrounding a need they have, our ability to influence him or her is at its peak. This is our chance to frame the issue in a way that best projects our strengths and minimizes our weaknesses.

Also, helping them frame their needs/problems not only gives us more influence than usual, but also lays the best foundation for a long-term relationship.

At this point, prospects aren't interested in price or a pitch, they're just trying to grasp what this new whiz-bang software is all about; how it will meet the need they've identified in their lives.

Second Step: Researching. Here, the prospect starts to see what's available and who's offering it.

At this point, he or she wants to know product features ... the options that are available ... the price range and more.

You can best serve these visitors and position yourself best by focusing on the benefits your solution provides. You can invite questions and direct your visitor toward your product/service.

Third Step: Refining and Reflecting. In this step, the prospect refines the information. They'll begin to weed out and eliminate those who aren't in the running. They also begin to reflect on the business that are still in the running, trying to determine who is really offering the ideal product or service for them**.**

This is a good time to not only focus on the benefits your product or service offers, but also to layer on value with premiums ... show them how your guarantee and customer service assure his satisfaction ... offer price incentives for buying now ... and other information designed to move the customer towards making the purchase.

Fourth Step: Reach Out. The fourth step in the buying process is the newest addition. It's where the prospect seeks out other buyers' opinions to see what can be gleaned from their experiences.

So, in this phase of the buying process, prospect may check you out in consumer-generated media—user reviews, blogs, and discussion forums. And as the last survey from Deloitte & Touche recently pointed out, more than 80% of those get these opinions will believe them MORE than they believe your advertising copy.

This is where reputation management comes in. and monitoring your environment to make sure there's nothing derogatory out there about you, without at least a rebuttal from you or your company.

Fifth Step: Resolution – A Purchase Decision Has Been Made. In the resolve phase of the buying process, the prospect has finally made their decision. They've decided what they are going to buy, and from whom they are going to buy it.

It's important to understand a key distinction between this phase and the next, the actual purchase. You see, deciding to buy and actually buying are not one in the same. All you have to do is look at shopping cart abandonment rates to realize that the buyer is *almost* there, but not yet a hundred percent of the way.

Here's where the smart marketer can be incredibly proactive. This is where form abandonment comes in, in addition to having credentializing logos like Hackersafe and more.

Sixth Step: Purchase – Click and Make it Mine. We're heading down the final stretch of the buying process, the prospect is no longer a prospect, they've reevaluated their decision one last time and decided it's a "Go."

They complete the simple order page and — CLICK! — the ordering process is complete. They're now part of that special group every business owner loves… a customer or client. They have given the business owner money too!

Now it's time to validate the wise decision they've made in ordering from you — with a "Thank-You" page and an order verification e-mail that congratulates them ... reminds them of the benefits they're about to experience ... and demonstrates your commitment to world-class customer service by answering questions you know they have about their order before they even ask them.

Seventh Step: Reconsider – Did I Really Make The Right Choice? Ah, good old buyer's remorse. As soon as the purchase is complete, a sliver or doubt often begins to take shape in many new buyers' brains. Did he/she make the right decision? Is this something they really need right now? Can they really afford it?

This is where money-back guarantee and a strong stick-strategy can save you. Most buyers simply need the reassurance that they *can* get their money back if need be. And reselling the new buyer on the benefits of what they just purchased is never a bad idea. Also reinforcing their buying decisions by letting them know how they can contact the seller, and what the seller will do for them if any questions arise.

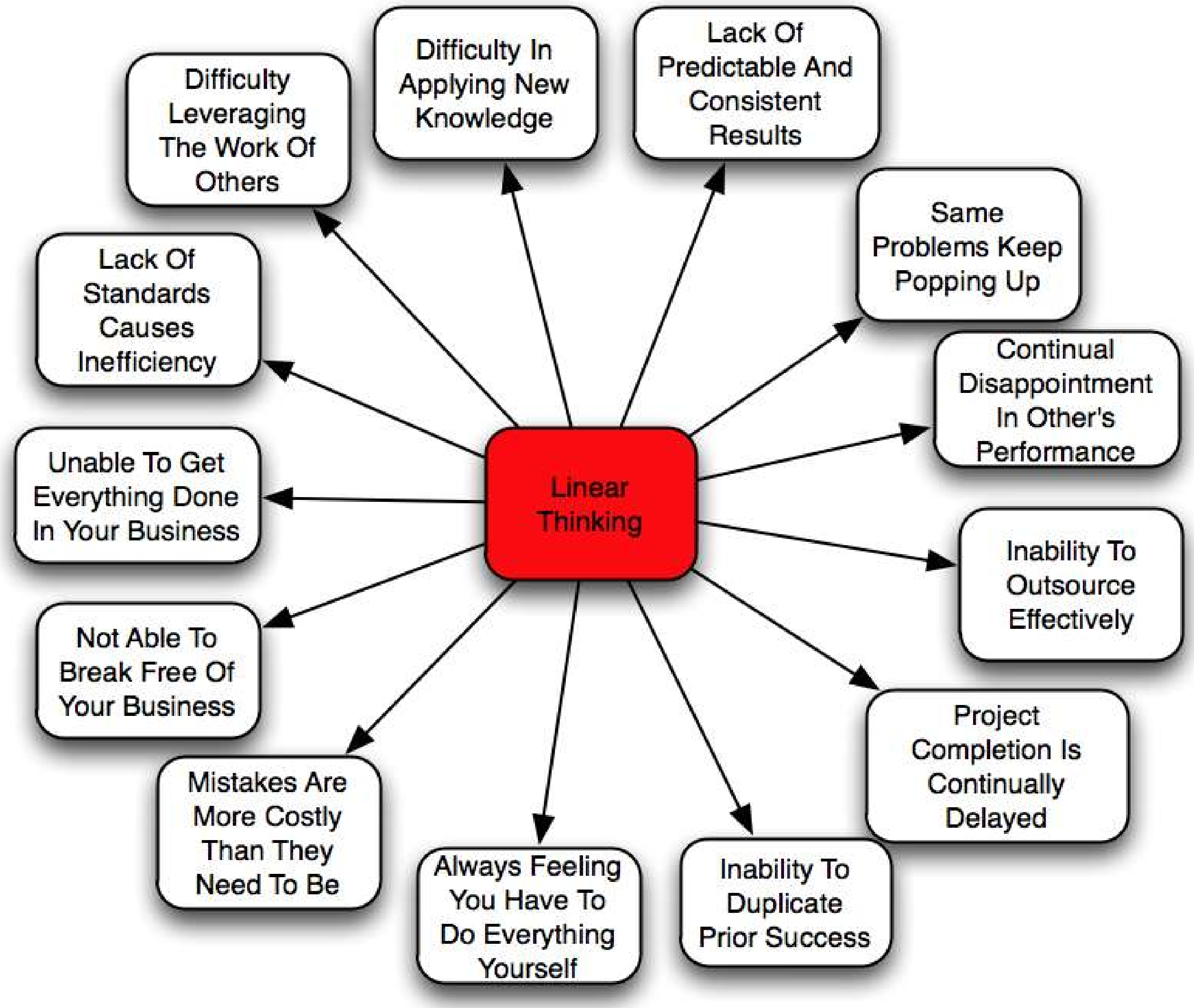
If your constraint is that you're flying blind — operating in a vacuum without adequate feedback on how your customers are responding to your sales pages — taking full advantage of the Web's amazing ability to provide constant feedback is the perfect constraint-vaporizing solution for you. I suggest you USE it!

Constraint #3:

Linear Thinking

Silver Bullet#3:

Learn to View Your Business As One, Large System



When I see a company that constantly seems to be trying to solve the same old problems over and over again, it's a slam-dunk that the constraint is linear thinking – and Silver Bullet #4 is the quickest easiest way to blow that constraint to smithereens.

When we approach our businesses with a linear, mechanistic approach, we tend to address the symptoms of the constraints that hold us back and not the constraints themselves.

The result is that never-ending game of "Whack-a-Mole" I mentioned earlier: Working endlessly to solve individual problems; then watching in horror as two or even three new problems take the place of every one problem you resolve.

Viewing your business as a system means you see your business as an organism of interconnected and interdependent parts; each one capable of causing problems or increasing output in others.

It's kind of like the way you already view your own body.

Let's say you started feeling sick. You have muscle pain, chills, fever, cough, and sore throat. So you make a beeline for the medicine cabinet to try to address each of your symptoms. You gulp down aspirin for the muscle pain, fever, chills, cold medicine for the cough and sore throat, and you rest to give your body a chance to heal itself.

That's how amateurs do it. But, if instead of attempting to treat your own symptoms, you ask a doctor to help you, he or she will take an entirely different – and far more effective approach.

Sure – any doctor will ask about your symptoms – but not in order to treat each one individually. Instead, your doctor is looking for *a pattern* of symptoms that points to their probable cause. And once he has identified the underlying cause of your symptoms, he or she will focus entirely on solutions that address it; not merely your symptoms.

That's how medical professionals *intelligently* solve health problems. Unfortunately, too few business owners have learned this lesson. And as a result, they are plagued by hidden constraints that continue causing problems for them, no matter how many symptoms they address.

Think Systems, Not Symptoms!

Edward Deming, father of the quality movement and the man credited with transforming war-ravaged Japan into the economic superpower it is today said: "If you can't describe what you are doing as a process, you do not know what you are doing."

Sadly, most entrepreneurs cannot describe what their businesses do as processes. And this missing "systems view" is a leading causes of most entrepreneurial struggles.

You see, when you can't describe what you do as a process, your results are marginalized. Growing your business is like pulling teeth. It feels like you need an act of Congress to increase your profits and income. And worst of all, you wind up working endless hours ... sacrificing time with your family ... letting life pass you by ... while you attempt to ease symptoms rather than cure the disease that's causing them.

The only – I repeat; ONLY – way out of that trap is to change your prospective. To stop majoring in minors – the obvious negative business symptoms you're obsessed with now. And to learn to track those problems back to their source – and having identified the constraint that's causing them, to eliminate it.

The good news is as soon as your begin viewing your business as a system ... the minute you begin formalizing the process of addressing real problems and not merely the symptoms of those problems ... everything changes…***FAST!***

The ONLY Way to Solve a Problem So It Never Reappears

If you get this next part ... if you use it to change the way you work ... I absolutely, positively, guarantee you that your business life will change dramatically.

You'll solve problems once and for all, your business will gain the momentum it need to get increasingly better results, and soon you'll have more free time than you can ever remember.

When problems arise, when obstacles block our paths, entrepreneurs who operate linearly – without a constraint-seeking systems approach to solving problems – blame people, behavior and events and rarely the cause of the problem itself.

And that's tragic; especially since studies have shown that 90 percent of the time, the real culprit is a hidden constraint in the system you had in place – NOT the people who work within it.

Sure – a person might be *tangentially* connected to the problem; but if you'd had a constraint-free system in place, the problem probably wouldn't have happened. So it's only logical to conclude that trying to solve the problem by focusing on a person, a behavior or an event instead of the constraints within your business system would be a Band-Aid fix at best.

The only way to solve problems *effectively* – so they never re-occur – is to be able to:

1. Identify the real cause, the root cause, THE CONSTRAINT that caused the problem – and ...

2. Know how to change the system or even replace it with a new system that will not only solve the problem but to make sure it never reoccurs.

Now, suppose you hired someone who turned out to be *really* incompetent. What would you do?

Would you spend months delaying the inevitable ... trying to "save" the employee?

Would you simply hand the bad employee his walking papers and begin the recruiting process all over again?

Here's how a business owner using a systems approach would probably approach the problem ...

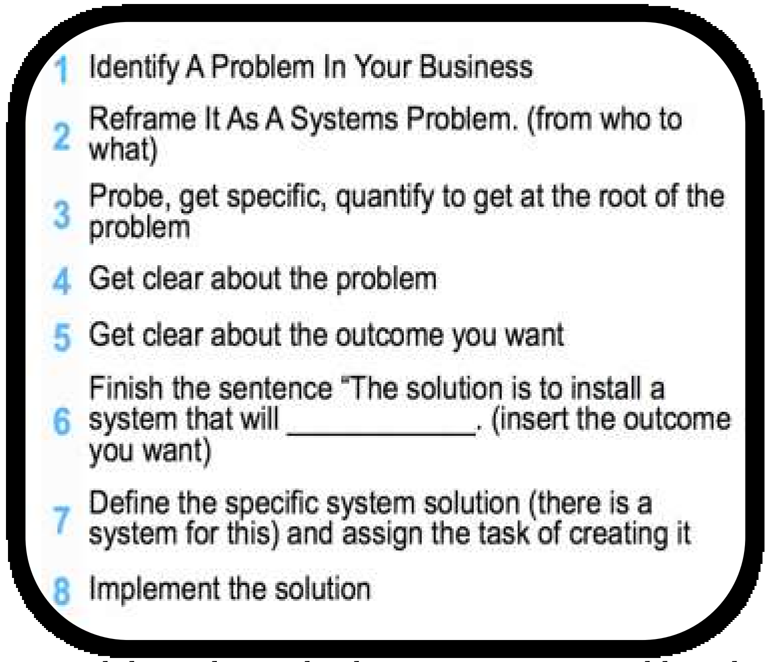
1. **Identify the problem.** Clearly, you have an incompetent employee who's screwing up your business and costing you lots of money.

2. Reframe it as a systems problem; from "who" to "what." The constraint that caused this problem lies in a recruiting system is not working properly, it's hiring losers; not winners.

3. Probe, get specific and quantify to get at the root of the problem. Let's see….

- Did I clearly define the job and the responsibilities before searching for a candidate?
- Did I interview properly to assess his skill set and to make sure it was a good fit?
- Did we do a thorough background check including exhaustive interviews with past employers?

- Did we conduct a trial run or “audition” of some sort to make sure he was really what we were looking for, and we were really what he was looking for?
- Was training provided? And if so, how did it go?
- When did the first performance issue surface, and was it handled appropriately?
- And so on…



4. Get clear about the REAL problem: “The real constraint is we don’t have an effective hiring system and therefore we’re making costly mistakes.”

5. Get clear about the outcome you wanted: “I wanted to hire a great candidate who, with adequate training, would easily meet or exceed this position’s responsibilities and make a significant contribution in getting our startup off launching pad.”

6. Complete this sentence: “The solution is to eliminate our constraint by installing a new system that will …”

In this case for instance, you might finish the sentence this way: “The solution is to install not one; but TWO new systems that will …

1. Locate, recruit, qualify and hire employees that meet or exceed the requirements for each position in our company, and …

2. Train new employees to be optimally effective before their first day on the job … continue to deepen each employee’s training and effectiveness over the first few weeks of employment … and provide on-going training in order to constantly increase the value each employee brings to the company.

7. Define the specific system solution and assign the task of creating it. Here in step seven is where the real systemization work is done. Because once we know what the constraint was and the outcomes we want – the benefits we want our new system (or systems) to deliver for us – we then can go about creating the system ourselves or assign it to someone else inside our business.

Whether you do it yourself or delegate the task, the steps for creating an effective system include the following:

A. A system name along with a its required results

B. The sequential steps of the process, the workflow of the system

C. Staffing and accountabilities - detailing who is going to do each step, and who is going to manage the process.

D. Programs to be purchased or created, any other sort of equipment or software necessary to get the job done.

E. Scheduling, due dates of activities and results – timelines and milestones, how we'll define success along with metrics to measure the process, plus how soon we will deploy the system and actually put it to use.

F. Standards (goals, requirements, performance criteria)

G. Create forms and documents

H. Design the training program –how will new employees learn this process so it'll continue to be executed in the manner it was designed

I. Specify the enforcement process – how we will handle non-compliance

J. Determine the employee notification procedure – who needs to be notified of the new process and how will we notify them

If this seems like a lot of work, let me assure you: It's not. Especially when you consider the fact that your new systems will not only ensure that the problem — the hiring of lousy employees — will not be on your plate to solve again in the months and years ahead ...

AND when you calculate both what ineffective employees are costing you now as well as the enormous contribution more effective employees will bring to your company in the future.

8. Implement The Solution. The last step is always my favorite – we get to put our new system into action and see the results it achieves.

Remember, the more problems you handle using this Silver Bullet, the fewer problems you'll have in your business. More importantly, the more constraint-free systems you have in place, the easier it is for the business to continually improve, and the less it needs you – which means more time away from the business, more freedom, ultimately more life to live.

Constraint #4:

An Inefficient Work Style Severely Limits Your Productivity

Silver Bullet #4:

Use These Ingenious Time-Savers to Instantly Double Your Output and Profits

Ah, time. It *really is* the ultimate constraint, isn't it?

It's no wonder that business owners, executives and even housewives spend hundreds of millions of dollars every year on books, courses and seminars promising to teach them how to better manage this precious and strictly limited resource.

But unlike all the time management courses that have gone before, Silver Bullet #4 blows away this universal time constraint by giving you practical tools that can slash hours from every day ... weeks from every month ... and up to a month or more off of every work year.

Nowhere is it more obvious that entrepreneurs are being constrained and in desperate need of a change than in the area of productivity and time management. We've run out of time – and you can't manage what you don't have. And that simple fact of life leaves is in quite a pickle.

To vaporize this universal constraint, we need to change our entire perspective about how we spend our time and energy and the way we work ...

And to develop a new way to approach work that's in line with what it means to be effective in business today.

In the next few minutes, you're going to discover five of the most radical concepts you've ever heard about the use and conservation of time.

Each concept is fully capable of blowing away this time constraint by doubling your productivity. Combined, they'll create an exponential increase in both your overall efficiency and effectiveness that you probably believe is impossible right now.

But if you think your way through this next section and apply these concepts diligently, you'll get much more done in much less time – and free up many hours each week ... many days each month ... and many weeks each year to invest in the people who matter to you.

Time Miracle #1:
Get More Done by Working LESS

In the opening pages of this report, I asked you to ask yourself, "What did I really accomplish yesterday that's worth mentioning?" Now, if that question made you a feel a little depressed or uncomfortable, I understand. But please don't worry. I'm about to show you a powerful, foolproof formula for dramatically increasing your productivity.

The secret to this technique is what Bill Gates calls "work velocity" — the ability to create speed and momentum and multiply your productivity many times over.

Here's how to achieve work velocity yourself — in seven simple steps ...

1. **Create and maintain a time log for one full work week.** A time log is where you keep track of exactly how you are spending your time. Keep a detailed log in 15 minute increments.

2. **Determine how many hours you were truly productive.** In other words, how many hours you really spent on work. (I covered this topic in detail, distinguishing between non-productive, productive and super-productive activities, in my first Report, *The Internet Business Manifesto*. I If you haven't read it, I strongly recommend you do.)
3. **Compute your productivity rate** Take the number of productive hours and divide it into your total hours. The resulting number is you productivity rate – the percentage of hours you spend each week doing things that matter.
4. **Set the bar for your target productivity rate** Self-development blogger Steve Pavlina recommends 80% as a good target, and I agree. Be aware, though, it's impossible to be 100% productive for any extended period of time.
5. **SLASH your work hours to achieve your target productivity ratio** That's right; *slash* the number of hours you spend at work.

   Example:

Bob sits in front of his computer for 50 hours a week and 10 hours are productive:

Number of hours at work = 50

Productive hours last week = 10

Current productivity rate = 20%

Goal productivity rate: 80%

(to calculate the number of hours Bob will be in front of his computer, he needs to divide the number of productive hours he had last week 10 by the goal productivity rate 80%)

Slashed work hours = 10/.8 = 12.5

If you were productive for, say 10 hours last week and you want 80% of your hours at work to be productive this week, resolve to work only 12.5 hours this week.

IMPORTANT: For this to work, it's essential that you spread your 12 hours out over the whole week. If you plan to work Monday through Friday, you might divide 12.5 by five days and plan to work just 2.5 hours per day this week.

Why? Because you've conditioned yourself to work at a given productivity rate, and you're probably already at the bottom. But you're going to use that number to your advantage in the next step.

6. Get used to your new work pace. Now, here's what'll happen next week: The first day or two might be difficult and you might not get much done. But after a few days, you'll start feeling the pressure to do the things you need to get done. When that happens, you'll take the biggest leap in efficiency you ever have.

You'll start applying all the time management methods you've read about. You'll start planning your day. You won't waste time needlessly surfing the Web, getting caught up in office gossip or gabbing on the phone. Spend at least one week this way, and preferably three, after you notice the shift in your work style.

7. Gradually increase the number of hours you work each week, being careful to maintain your target productivity ratio. As being hyper-productive becomes your default way of working, gradually add hours back to your workweek, all the while making sure they're productive hours so that you maintain your target productivity rate.

Eventually you'll be in a great position, as speed increasingly becomes the most powerful competitive advantage and barrier to entry.

Time Miracle #2:
Experience the magic power of ruthless goal completion

You're not doing this purely for fun and you're sure not doing it for practice.

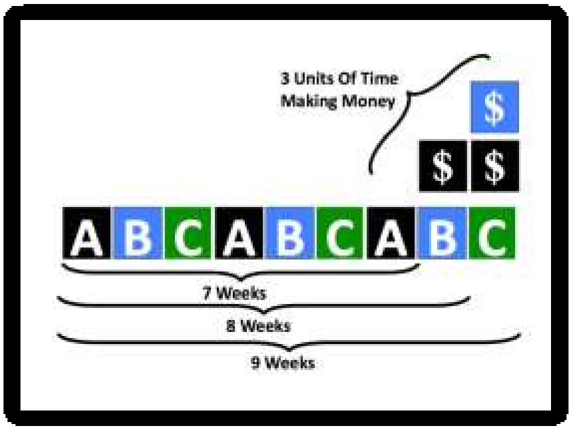
When you're working on any business project, your ultimate goal is to make money as quickly as possible. The sooner the project is complete, the sooner you reap the reward. And the more projects you complete each year, the more money you'll earn each year.

In this case, your constraint isn't inadequate time to complete all the projects on your plate, it's that you're approaching them in a way that actually guarantees the revenue you'll earn from them will be needlessly delayed.

The critical concept in this constraint-busting Time Miracle is that you must complete each project AND start making money from it *before* you begin the next one.

That automatically shifts your focus from simply accepting new projects to getting the *revenue flowing ASAP.*

Because every time you say "yes" to a new project, you're saying "later" to realizing the income from projects you're working on now – not to mention, everything else you've already committed to.



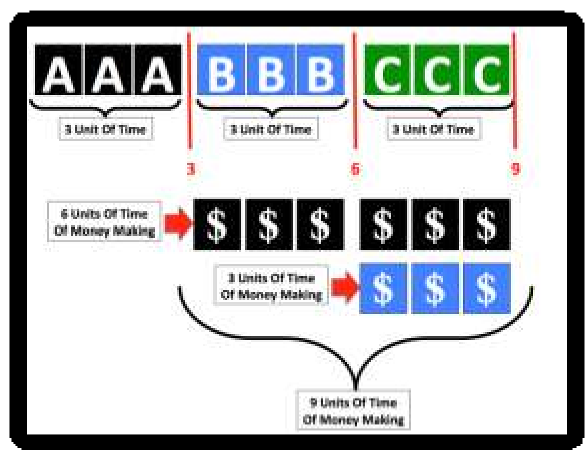
I want to show you two graphs to drive this point home for you.

In these two slides, the letters represent projects and each box represents one week.

First, look at the slide on the left. It shows an executive who's working on three projects at once: ABC, ABC, ABC.

In this example it takes seven weeks to finish the first project (A), eight weeks to get your second project done (B) and nine weeks to get the third project (C) done.

But you only begin realizing profits when you complete your first project. And that means,, in the nine weeks it takes to complete these three projects you net only three weeks of profits from them.



Now look at the slide on the right. If you're focused, and work on one project at a time, you get a very different result. This time, it only takes *three* weeks to finish your first project (A), six weeks to complete your second (B), and nine weeks to complete your third (C).

Do you see it? Same time frame, same projects, only the sequencing is different. And yet in this example, you net nine weeks of profits compared to the three weeks profit in the previous slide we just covered. That's 300% more profit!

Now, think: How many projects are you juggling right now? Doesn't it seem like it takes forever to get each one finished and out there making you money?

What if, instead of trying to work on three, five, ten or more projects at once, you picked the one that's likely to make you the most money in the shortest amount of time and focused exclusively on that until it's pouring money into your bank account?

This one simple change not only blows away a huge constraint in most businesses, it could easily multiply your productivity where it counts: On your bottom line!

Time Miracle #3:
Become a champion "entrepreneurial athlete"

Dan Sullivan developed this little gem years ago – and not only has this change made a huge difference in my performance and profits, it will multiply your productivity and success, too.

See, Dan noticed that in today's new hyper-competitive world, work has become a full-contact sport. So it only makes sense to study how professional athletes work.

The fact is, like athletes, only a very small percentage of the things we do every day is responsible for the majority of our success. Some even go so far as to say that in athletes and entrepreneurs alike, a mere 20% of what we do is responsible for 80% of our results.

Let's say, for example, that this year ends up being your best ever.

But if next January 1, you reflected on what you did to achieve that success – the decisions you made and the actions you took to make this your best year ever – you'd have to admit that your success was caused by only a handful of them.

If you had done those few things differently, your year would probably have turned out very, VERY differently!

Once you embrace this simple fact of life, you'll see that burnout is a huge constraint in your business – and how crucial it is to avoid. After all: Making sure you're at your best when these opportunities for massive leverage appear makes all the difference!

That means you must build emotional and mental capacity – and you do that the same way an athlete builds physical capacity: By regularly stressing your "muscles" beyond their normal limits.

What's more, professional athletes ensure optimum performance by dividing their time into three , distinct periods: 1) Training Time, 2) Practice Time and 3) Game Time. And by following this proven model, you can, too.

Here's how I divide my schedule:

- **The "prime project" day**. On these days, I focus my complete attention and resources on achieving my Prime Project, and *nothing* else.
- **The "preparation and commitment" day**. I take care of all my routine tasks and prepare for both my next prime project day and my next relaxation and recuperation day.
- **The "relaxation and recuperation" day(s)**. A full 24 hours (at least) where I do nothing – and I mean *absolutely nothing* – related to work. No emails, no work-related calls, nothing.

  I enjoy life, recharge my batteries, reconnect with your my wife, kids and friends, pursue my passions, dabble in a hobby, or just "veg out": Relax, do nothing at all and recharge my energy reserves.

Take it from me: Try this approach for just two to three weeks and you'll be hooked for life. You'll be amazed at the quantity and the quality of the work you do improves – not to mention your personal life!

Time Miracle #4:
Reclaim *years* of your life in just a few, short hours

One of the most common causes of inefficiency among entrepreneurs is fact that the way they use technology robs them of at least 50% of their potential output.

That's actually *good* news when you think about it; it means making just a few tweaks in the way you work can easily increase *double* your productivity!

1. Teach your fingers to fly: You spend hours every day and days every week typing. Memos. Emails. Business and marketing plans. Proposals. And more. But have you ever considered how much time an inexpensive typing course or practice program would save you?

It boggles my mind how many people still type fewer than 60 words per minute. I have a 56-year-old friend who's been clocked twice that fast: 120 words per minute. No surprise he's been widely proclaimed "The Fastest Copywriter Alive!"

2. Reclaim six weeks of your life this year with this neat little trick: This will sound a bit obsessive-compulsive, but I assure you it isn't: Every time you take your fingers off your keyboard, you lose time. It takes time to move your hand to the mouse, move the mouse, do what you want to do, then return your hand to the keyboard.

You could do it all with one keystroke – a keyboard shortcut that lets you perform common tasks without ever having to touch your mouse; like copying, cutting, pasting and saving text. Or opening or closing programs or documents.

Tons of these handy little time-savers are already built into your computer's operating system, and into every program you use. Plus, both Macs and PCs now let you create your own.

The typical computer user takes about 15 seconds to open his or her browser. I can do it in three seconds, using a simple keyboard shortcut.

I know – twelve seconds saved doesn't sound like a big deal. But moving your mouse an average of 300 times daily wastes an hour each day, five hours each week, 20 hours each month and 240 hours each year—six whole weeks of work and income lost!

Take it from me: If too much to do in too little time is your primary constraint in exploding your business, these Silver Bullets will work wonders for you. Try them; you'll see!

Constraint #5:

Alone and Lost in a Networked World

Silver Bullet #5:

Create A World-Wide Personal Network Of **"A" List Players** **Who'll Help You Solve Any Problem** – FAST

Any way you look at it, the Web can be a lonely and a bewildering world – especially when you have a problem to solve and next to no time to solve it!

Creating big successes online requires a knack for understanding the market ... the ability to craft effective product and marketing strategies ... the discipline to watch your metrics as if nothing else mattered ... a deep mastery of the things that drive traffic; PPC, SEO, viral marketing, social marketing and more ... and of course, the technical skills of an Einstein to master the nuts and bolts of creating a website, editing video, writing script and more.

The simple fact is, nobody on Earth has the knowledge or the skill set to do it all themselves. And for many online entrepreneurs, the inability to quickly find qualified people who can fill the gaps in their companies' arsenal of skills can be the most serious constraint of all.

The good news is, Silver Bullet #5 – building a world-class personal network – is the ultimate solution to this massive constraint.

A day doesn't pass without at least one or two questions hitting my inbox from entrepreneurs revealing that their personal network is in serious disrepair.

- "Rich, do you know where I can find a good Webmaster?"
- "Rich, I really need so-and-so as a JV partner – any idea how I might be able to contact him?"
- "Rich, do you have X's email address? I've asked everyone I know and nobody has it!"

On the surface, questions like these seem quite benign. But the real constraint is clear to me: It's not that the business owner needs a webmaster, a JV partner or a certain person's e-mail address ...

His constraint is that he has never made building a strong personal network a priority!

Let me be clear here: When I say you must have a strong personal network today, I'm talking about people you can call on anytime to help you solve a business problem or seize an emerging opportunity – and to do it faster and better than your competitors.

At the very least in today's wired world, you need three types of people in your network:

> **1. People who have the *answers* you need:** Folks who can help you find a critical piece of software at a moment's notice ... or who are wired into your market in ways that allow them to know what's working and what's not ... or who have solved business problems like yours for others ... or who have a genius for brainstorming business solutions, new products or marketing strategy ... and anyone who has specialized knowledge in an area in which you knowledge and your team's knowledge is limited at best.
>
> **2. People who have the *resources* you need:** People who can send you qualified prospects when you need to hire "the perfect" employee for a particular position. Friendly competitors and non-competitors who have e-mail lists packed with people who are likely to be your best prospects and who are willing to tell them about you and your products. Business owners and executives who control crucial resources – TV production units, webinar services, customized computer scripts and other assets that could come in extremely handy in growing your company.
>
> **3. People who can perform *specialized tasks* far better than you – or anyone on your staff – can:** People who are at the top of their fields when it comes to creating and managing Pay-Per-Click campaigns ... or optimizing your site for the search engines ... or creating irresistible products ... or designing your online marketing plan ... or writing your sales copy ... or creating graphic design that attracts prospects like bees to honey.

Resources like these are utterly indispensable today. NOT having them is not only a massive constraint in itself; it creates dozens of other, more localized constraints in every part of your business.

You wind up struggling endlessly with problems that are holding you back ... paying a king's ransom and working back-breaking hours to find solutions ... and pushing income you should be making today into the future; next month, next year.

Conversely, elevating the creation of a powerful personal network – a kind of online "Mastermind Group" capable of helping you quickly and efficiently vaporize the obstacles, meet the challenges or seize fast-breaking opportunities in your market niche – has never been more crucial.

Take hiring, for instance: Great talent – the kind that can grow your business while you're off having fun – is already rare and is soon going to be in extremely short supply.

The U.S. Dept. of Education predicts that 60% of jobs in the 21st century will require skills possessed by only 20% of today's workforce. Worse: In the foreseeable future, for every two experienced workers will leave the workforce each year and only one will enter to take their place.

You don't have to be a futurist to see where all this is heading: We are about to see the greatest talent shortage that we've ever experienced in business.

That means, having a network that includes people and companies who can send you highly qualified job candidates has never been more important.

The question is, how are YOU going to cope with this emerging talent shortage?

Well, you could post a want ad on all the freelance boards – but frankly, for most business owners, using freelancers is no solution.

For one thing, it's almost impossible to separate the sheep from the goats online. And the odds of stumbling upon a freelancer who has the chops to really help you are a thousand to one.

Now, this doesn't mean that everybody on the freelance boards is a loser; it just means that most of them are. And most of the employment sites aren't much better.

"Just-In-Time" hiring strategy vs. "Just-in-case"

If you're like most entrepreneurs, you probably figure that you'll begin the recruiting process when the need for a particular employee appears – a "Just-In-Time" hiring strategy.

But in today's fast-moving entrepreneurial world, that's an extremely costly mistake. Why? Because time is money. And finding and hiring great employees takes time; LOTS of time.

It takes a month or more to run your help-wanted ads ... build a pool of prospects' resume's and study them ... to select the stand-outs and to conduct your background checks and due diligence ... to interview the applicants who pass muster ... to conduct second interviews with the cream of the crop ... and to close the deal with the best candidate.

And even then, you'll *still* have to wait at least two weeks while he or she gives notice at a current job and is ready to go to work for you – and probably at least another two weeks to train your new employee and bring him or her up to speed.

That means from the time you decide to fill a position in your company to the time the new employee is at his or her desk making you money will take a minimum of two months – one-sixth of your year.

And that's if you do everything right. Make a single mistake in the process; try to short-cut it, and you could end up hiring a mistake ... spending weeks or even months discovering your error ... and then having to repeat the process all over again!

That's why you also need a "Just-In-Case" hiring strategy – a network of people you've already met ... already like ... already know are eminently qualified ... and whom you already know would be excellent additions to your staff. People you could call at a moment's notice and get them on board FAST when an opening in your team calls for someone *just like them!*

And there's only one way to build that kind of a network: You have to get out of the office. You have to actually meet the players in your industry and spend time with them. In their offices as you explore joint venture deals with their employers ... at industry conferences ... and everywhere else that talented people gather.

Now, it's important to realize that when you're building your hiring network – or any other part of your personal network, for that matter – you'll meet two types of people:

> **Active:** Those who are actively seeking someone like you. In this case, a new employer, for instance.
>
> **Passive:** Those who are NOT currently looking for a new job.

When it comes to recruiting top talent, the best candidates are usually passive. That's because, by definition, "A" players are rewarded handsomely by their current employers and are being courted by many others. And the same is true of top potential joint venture partners, freelancers and most of the other resources you want in your network.

So, in order to really have a kick-ass team of providers and partners, you're going to have to have to locate them, begin a relationship with them, add them to your network and *keep* them in your network – your virtual bench – long before you'll ever need them.

This is critical even if you never have the opportunity to work with these potential resources because birds of a feather flock together. "A" list resources have their own networks – and they're filled with other "A" listers like themselves. Chances are that even if your contact can't help you, he knows another superstar who can – and will be more than happy to introduce you to him or her.

How To Find A Great Freelancer

Need a first-class freelancer to light a fire under your Pay-Per-Click campaigns? To optimize your website for the search engines? Create a red-hot new information premium or product? Write a sales campaign that will have prospects beating down you door; begging for the privilege of becoming a customer?

Here, again, having a personal network of other business owners and executives could be a godsend for you. Being able to speed-dial or shoot of an e-mail to players you respect and get their recommendations for the best freelancers available can save you tons of time and heartache – and most importantly, add big dollars to your bottom line.

In the meantime, mastering online search is a great way to start. Suppose I wanted to create a new website. Here's what I'd do:

1. I'd determine the skill set I need my ideal freelancer to have.

   Let's say for the site I want to develop I determine they should know CSS (cascading style sheets) and video editing.

2. I'd establish the experience level I'm looking for in my freelancer.

   The best freelancer would have been a graphic designer at some point in the career, and a webmaster point in their career.

3. Then, I'd head on over to a search engine – my favorite is Google – and type the following in the search bar:

   ```
   CSS Webmaster "Video Editing" "Graphic Designer" Resume
   ```

   TIP: If you are going to use Google for searches like this and you use Firefox, add the extension "GooglePreview" to see preview picture next to every listing.

   The search engine would then serve up pages of results like these:

   a. JD Welch http://www.jdwelch.net/resume/
   b. Leigh Stimolo http://www.leighsite.com/resume.html
   c. Timothy Borkowski http://www.kickingdesigns.com/about_designer/resume.asp

Developing A Partner Acquisition Program

Partners – your fellow business owners and executives who control key resources at other companies – can skyrocket your growth by rapidly meeting your needs for new customers, expertise, new products, new distribution channels, and qualified personnel. No matter what you need, there is someone who has it. That someone is a potential Corporate Partner.

Good partners are hard to find. Especially when you already need them.

That's why you must develop a Partner Acquisition Program.

Prospecting for partners isn't that much different than looking for talent. It's about understanding your constraints and knowing what type of partner would immediately make your current constraint irrelevant. From there you can create a partner profile and begin your search.

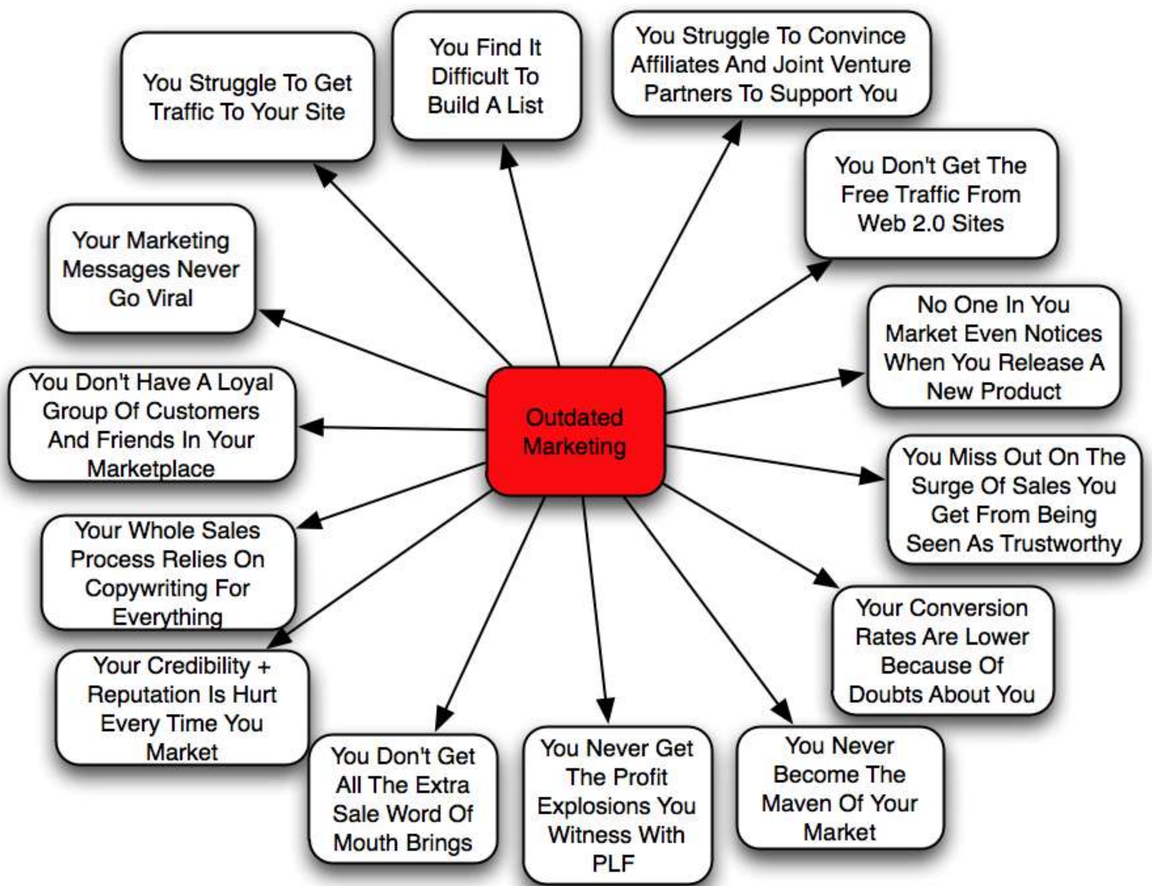
This is critical stuff and should be at the very top of every online entrepreneur's to-do list. All of us wrestle with this "expertise constraint" every working day of our lives. And since having a powerful personal network is the ONLY silver bullet capable of eliminating that constraint, the time it will save you and the money it will make you will dwarf the time and effort you put into building it.

Constraint #6:

Outdated One-Way Marketing Tactics

Silver Bullet #6:

Embrace the Awesome Power of Social Psychology Marketing



The Web has changed radically over the last 36 months – and that change has created a huge constraint for nearly ALL online entrepreneurs.

The great news is, this Silver Bullet will not only eliminate that constraint; it will program your business for massive growth and huge profits for many years to come.

Let me explain …

If you needed to close a sale in the 1800s, pretty much the only way to do it was face to face. Armies of salespeople spread out across the country, meeting prospects face to face, answering their objections, modifying their pitch to fit each customer's needs, concerns and personality hand-in-glove and making the sale.

Face-to-face selling was and, for many companies, still is a highly effective way to get the order. A good face-to-face salesperson can often close 25% … 50% … up to 75% of the sales he or she tries to make; sometimes even more.

The constraint buried within this model, of course, is that because the number of salespeople you can hire is limited, the number of prospects you can present your pitch to is also limited. To reach millions of prospects quickly would be nearly impossible without hundreds of thousands of geographically dispersed salespeople.

That constraint was blown away in the late 1800s with the advent of direct response advertising. This new type of advertising instantly gave marketers the ability to present their sales messages to millions of prospects at once – primarily through catalogs, direct mail sales letters and ads in newspapers and magazines.

But classic direct response marketing also had a constraint: Because the sale was made long-distance, the percentage of prospects who actually bought plunged dramatically.

Instead of having a closing rate of up to 75% or even higher, direct response marketing yielded typical closing rates as low as 1% or even lower. But nobody seemed to care; because sales messages were sent to millions of prospects at a time, the NUMBER of orders direct response marketers generated skyrocketed and they became rich.

And of course, many of the laggards – companies who failed to adapt by leveraging this breakthrough – quickly became dinosaurs.

Even in the early days of the Internet, this direct response model worked like gangbusters. So offline marketers simply converted their catalogs, sales letters and other marketing materials into websites ... drove traffic to them ... and continued to rake in sales hand over fist.

Once again – the companies that failed to adapt their marketing strategy to take advantage of this new medium lost huge chunks of market share.

Everything changed yet again the minute the new, highly interactive Web 2.0 came along. This new, highly-interactive technology now offered marketers the best of both worlds: The ability to reach millions of prospects at once ... and because the sales message became a process that allowed us to address sales objections virtually one-on-one, it gave us the ability to dramatically increase our closing rates as well.

Plus, the advent of social networking sites – forums, blogs and sites like MySpace and FaceBook – came along with a NEW constraint: They suddenly gave your prospects and customers the ability to talk to *each other* about you, your company and your products.

Suddenly, instead of relying on what *you* say about your product and its benefits in your marketing materials and sales copy on your website, your best prospects began to ask *each others'* advice … to chat with others about your products … and to "shop" you by asking each other where they might find similar (or maybe even *better*) products at a lower price.

And to make matters even worse (or better, depending on your circumstances), these potential customers value each other's opinions about you and your products a lot more than they do yours.

So once again, the laggards – companies that are ignoring this new trend ... failing to adapt their marketing strategy ... are left with diminished growth, slumping sales and plunging profits.

The Astonishing Power of "We"

As consumers, we've always been deeply influenced by each other when making a purchasing decision. We all ask each other for advice, we observe and mimic each other's decision making, and frankly, we let peer pressure influence our decisions more than we'd like to admit it.

If you think about it, you'll see that the shift from Web 1.0 to the new, interactive and social Web 2.0 has made the web a place where we can behave in ways that are similar or even identical to how we behave offline; in the "real" world.

And the fact that everybody is now connected has also given us an entire arsenal of new tools and techniques we can use to accelerated our companies' growth, sales and profits.

The single most important principle to understand in harnessing these new media is this: The behavior of the masses is determined by the interaction of millions of individuals online.

To paraphrase the Nobel Prize winning economist Thomas Shelling, each of us responds to an environment which consists of other people ... who are responding to an environment which consists of other people ... and so on.

That's what social psychology marketing is all about: USING this new interconnectivity – these new social networking sites – to create the conditions that we know will influence prospects and consumers, which will in turn influence other prospects and consumers, and so on, and so on, and so on.

The key, then is to know – precisely – the conditions that are required to create the kind of influence that is helpful to us on the Web.

One of the best ways to predict behavior of an individual is knowing what other people are doing around him or her. Here's a metaphor I think will be of tremendous help to you ...

Ever Hear About "The Urinal Rule?"

IF A OCCUPIED	X	NO	YES
IF B OCCUPIED	YES	X	YES
IF C OCCUPIED	YES	NO	X

The Urinal Rule (if you're a woman just substitute "stall" for "urinal") says that we can predict with a very high degree of accuracy where a man is going to stand at a urinal if we know the current setup and whether anyone else is in the bathroom at the time.

Why? Because human nature dictates that when using "the facilities," the overwhelming majority of us will try to maintain as much space as possible between ourselves and strangers.

Now, in itself, The Urinal Rule isn't really a big deal.

The big take-away – the concept that can create a breakthrough for you – is that it illustrates how powerfully other people's behavior influences our own decision making process.

A few weeks ago, Dr. Robert Cialdini told me an interesting story that proves this point in spades ...

> Some time ago, when IRS auditors noticed that a rapidly increasing number of people were cheating on their taxes, they made a public announcement: "Too many people are cheating on their taxes," the IRS shouted, "So we're ramping up all fines, penalties and even *the interest* on fines and penalties!"
>
> Care to guess what happened? You'd think with a warning like that, tax fraud would have plummeted. ... Right? Better hang onto your hat ...
>
> Suddenly, the number of people cheating on their taxes SOARED!
>
> Why? Because when the IRS told the honest taxpayers that so many others were cheating on their taxes, many of them thought, "Hey – if everyone else is doing it and saving money, *maybe I should do it, too!"*

The bottom line is that we – you, me, your prospects and your customers – are *far* more heavily influenced by the actions of others than any of us ever suspect.

Social influence is why we buy expensive clothes at high-end retailers when we could save thousands each year shopping at discount outlets. It's why we buy more house, more car and more bling than we can really afford. And it's why we make so many other choices in our lives that, when examined, simply don't make sense for us.

Social Psychology Internet Marketing

Anyone who's been in internet marketing for any length of time has seen how powerful marketing strategies can be when they center around leveraging social psychology.

Take Jeff Walker's *Product Launch Formula* and Frank Kern's *Mass Control* for instance. Both of these methods are centered around social psychology. And they are probably responsible for every single blockbuster seller in the entrepreneurial success market.

Heck: My own company, Strategic Profits, exploded from zero in sales to over $7.5 million in sales in our first twelve months solely on the power of Product Launch Formula!

I find it rather amusing whenever I see an entrepreneur hit a homerun with this style of marketing – make more than ever before, then revert back to the less effective marketing they used before.

While I am not suggesting you do a product launch or use the entire mass control process every week, what I am suggesting is to begin using the parts of them, or just your own adaptation of social psychology marketing.

Frankly, I could write an entire volume just on Social Marketing alone. Wait — I have! In fact, that's what my last report — Attention Age Doctrine 2 — focused on.

The point is though, that attempting to compete in this new environment using tactics that were created more than 100 years ago is insanity. It places a huge constraint on your business.

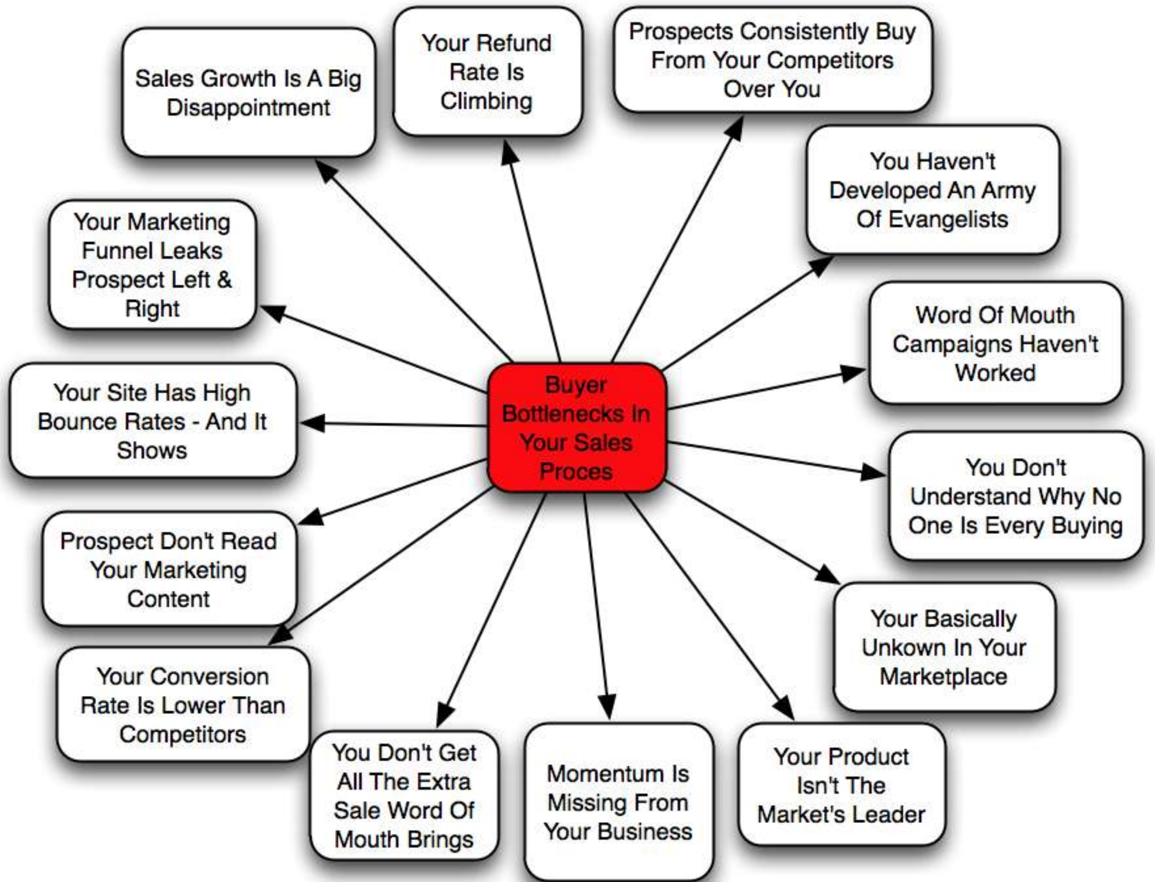
This Silver Bullet — learning and implementing social marketing techniques may take somewhat more time than other solutions in this report; but it's absolutely essential if you're serious about building a constraint-free business system in 2008 or beyond.

Constraint #7:

Buyer Bottlenecks In Your Sales Process

Silver Bullet #7:

Rip The Lid Of ***Your Buyer's*** Constraints!



Silver Bullet #7 addresses one of the most common constraints I see today: Poorly conceived and executed websites that actually make the buying process more difficult for customers – and by doing so, cost online entrepreneurs millions of dollars every day of the year.

As we've just seen, it's clear that the tables have been turned in the online buyer/customer relationship.

Buyers have more power to make better buying decisions; sellers have less power to influence buyers.

But the same factors that have increased the buyer's power have also made making the purchase decision more difficult.

As a result, recent research studies show conclusively that consumers' buying processes are getting longer. It's taking longer for prospects and customers to finally decide what they are going to buy and from whom — and to actually make a purchase.

In *Paradox of Choice*, Barry Schwartz shares a study illustrates this elongation of the buying process perfectly …

> A group of shoppers were offered the opportunity to sample a selection of premium jams. Half were offered six samples and the other half were offered twenty-four.
>
> RESULT: While 30% of the shoppers in the six-sample group went on to buy some jam, only 3% — 90% less — of the people in the 24-sample group bought anything!

The moral of this story is that offering consumers more choices is tantamount to making them think – to work – to buy. This new plethora of choices often leaves prospects overwhelmed, confused and, frankly, exhausted.

Plus, doing all that work takes time. And like you, your buyer's #1 constraint is that he simply doesn't have time to waste.

The good news is, like everything else in our businesses, the buying process is a system. And like all systems, its constraints can be quickly eliminated once you surface them.

That's crucial when it comes to shortening the length of the buying process among your customers. The increase in buying speed leads to buyer momentum and that reduces buyer's remorse. Which leads to lower refund rates.

Plus, accelerating the buying process also increases your chances of turning your new customer into an evangelist who'll shout your praises and send lots of new business your way.

And it gets even better…

First, nowadays, buyers tend to buy the product that's easiest to *decide* to buy. That's crucial because the process of making the purchase decision is the greatest culprit in lengthening the buying process.

For us, that means making credible comparisons and third-party endorsements of our products readily available on our websites can satisfy our prospects need to feel as though they've made a prudent decision without forcing them to go elsewhere to check us out.

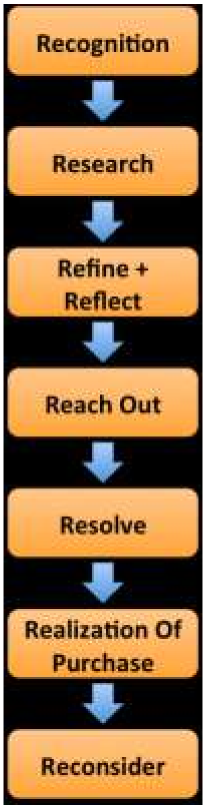
And second, since prospects and customers are struggling with a lack of time just like we business owners are, the product or service that's easiest to *actually buy* winds up with the greatest sales and market share.

That's why making sure our order links are easy to find and our order pages are the soul of simplicity is absolutely critical today: All other things being equal, the website that offers the easiest ordering process is going to win the day.

So, how do you start accelerating your prospect's buying process — beginning *right now?*

FIRST, study your competitors' sales process to see how they work. Divine what prospects have in mind when they arrive at your website. Study the kinds of information – product comparisons, third-party studies and endorsements, testimonials, customer blogs, forums, and so forth – that your most successful competitors offer on their websites to help the prospect decide to buy.

SECOND, using the metrics we discussed in Silver Bullet #2, monitor your customers' buying process. Examine each step your customer's go through in minute detail. Note at which point they abandon your sales pages and shopping cart.



But don't stop at using analytic tools. Scour relevant forums and blogs for clues as to what's working best. Better yet, conduct a survey at the end of the buying process to determine the key factors that helped your prospect to buy from you.

Keep probing until you feel you've isolated the constraint that's limiting the number of customers who order from you and/or that's keeping your average order lower than it should be.

THIRD, brainstorm all the different ways you might eliminate the constraint; making the order decision and the actual ordering process easier for your customers.

Depending on the stage you've targeted, for instance, you might decide to:

- Provide high-value information that introduces both the problem and the solution.
- Establish or improve your reputation online and then share what is being said about you with your prospect's at the right time.
- Increase your authority in your market by assuming a maven position
- Adjust the information you are currently providing to better match the stage the prospect is in, and so on…

CAUTION: Whatever you do, do NOT try to accelerate the buying decision by promising more than your product delivers or with copy that seems to scream at them. That'll just add additional friction (not remove it) to your current selling process.

Trust me on this one: Creating constraints by throwing roadblocks in your customers' path at the moment they're ready to order is no way to increase sales! Use this Silver Bullet to make the buying decision as simple as possible and to make ordering a breeze and you'll quickly add a not-so-small fortune to your bottom line!

Planning a Constraint-Free Life

Ask most entrepreneurs what they really want their businesses to do for them and they'll be hard-pressed to give you a clear, definitive answer.

But if you asked the very same entrepreneurs, "What are you sure you do NOT want your business to do for you," and they'll talk your ear off!

I guess it's just the way we're wired. Us humans are better at:

- Identifying what we *don't* want over what we *do* ...
- Identifying our *weaknesses* over isolating our *strengths* ...
- Articulating *the obstacles* that stand in our way over being able to identify *the mini-objectives* required to accomplishing our goals.

So we're going to leverage our natural-born talent for identifying negatives to create a plan that'll have us blowing away every constraint in your business faster than you ever thought possible.

The planning method we'll use is the very same one I've been teaching entrepreneurs for years. It's responsible for many of the incredible success stories you might have seen me credited for – so, I am excited to share it with you.

It's loosely based on a thinking tool from a field of study I found entitled 'Theory Of Constraints'. A few years back, I adopted this thinking tool, named a "**prerequisite tree"** and converted it into an extremely powerful planning process anyone can use to identify and eliminate constraints in any business system.

Prerequisite planning is a formalized process that takes our goal, defines what's currently in our way, and helps us map out a plan to overcome those obstacles and achieve our goal in the fastest most result-certain manner available.

It's a very different approach to constructing a plan than many of us have ever been taught. It's not reverse engineering, where we take our goal and work backwards to determine the steps we need to take,

Instead, we take our goal and surface all the reasons we haven't already achieved it. Doing this helps us clearly identify the obstacles that stand in our way. And then we go about creating a plan to overcome these obstacles in the fastest amount of time possible.

When we are through, we are left with an easy to follow map that'll take us to the accomplishment of our goals while overcoming our obstacles in record time.

You'll start with your vision for your business. If you don't have a vision, you'll create one. It doesn't need to be too detailed. In fact, the ideal vision for operating in the current business climate is actually a somewhat fuzzy vision — a "trajectory," for our purposes.

Your trajectory is where you are heading – but allows for you to adjust your approach and your tactics easily and frequently.

Next, you'll start brainstorming all the obstacles standing in your way: All the reasons you haven't already achieved vision you have for your business. And what's standing in your right now.

After you've created your list of obstacles, it's time to transform them into intermediate objectives. By converting obstacles into objectives, you'll be moving from being reactive to proactive. You'll be converting obstacles that currently stand in your way and converting them into sub-goals (intermediate objectives) that'll take us closer to the achievement of our overriding long-term business goal each time we accomplish one of our sub-goals.

Then, you'll determine the order in which you'll need to attack these intermediate objectives. What needs to come first, second and third? Which objectives are likely to produce the greatest improvement in the shortest amount of time? Which objectives do we need to have already accomplished before we can focus on the next one, and so on.

Finally, it's time to map it all out: Put everything we've just done into a visual format that makes it easy to understand and communicate to others how you'll accomplish your goal and the steps involved.

So to recap, the process looks like this:

1. Determine the ultimate objective you're going after.
2. Surface the constraints that stand in your way.
3. Convert those constraints into intermediate objectives.
4. Determine dependencies of your intermediate objectives.
5. Map out constraints and objectives in their dependency order

Now, I must say that although this simple overview will take you a long way towards eliminating constraints in your business, it is only the beginning. You'll probably run into a gaggle of challenges along the way.

But this approach is a great start. And if you need to go deeper, I'm here for you. In fact, I'll show you how I can personally walk you through this entire process – surface and eliminate every constraint that now exists in your business process – in the next section.

Just turn the page ...

Time to Take The Next Step

In the short time we've spent together today, we've covered a huge amount of ground – so let's recap to make sure you have a clear understanding of the powerful truths, revelations and constraint-vaporizing ideas you've just learned.

For starters, I gave you undeniable proof that your knowledge, skills and commitment are NOT what determine your success.

That increasing your potential does absolutely nothing to increase your actual success.

And that the ONLY way your *actual* success will ever equal your current *potential* for success is to eliminate the constraints that are holding you back.

Then, I showed you how ...

- The problems *you think* are holding you back are most likely merely symptoms of underlying hidden constraints in your business. That's why you so often feel as though you're spinning your wheels; solving the same problem over and over again.

- Those constraints explain every frustration and failure you've ever had ... why your business isn't growing as quickly as it should be right now ... and why others who are less talented and who work far fewer hours than you do always seem to be getting ahead faster than you are.

- These constraints also force you to work harder than you need to ... sacrifice important things in life like time with your family and friends and enjoying the fruits of your labor.

- You're only one constraint away from a million-dollar payday. Identifying and eliminating those restraints is like busting a dam; once they're gone, all the time, energy and money you've invested in your business will unleash a flood of growth, sales and profits that will dwarf anything you've experienced before.

- Your most debilitating constraints are usually not self-evident because the pain they cause is felt in multiple places in your business process.

- And I showed you how there are three types of constraints in every business – Rational Constraints, Procedural Constraints and Self-Imposed Constraints – and that right now, all three of these types of obstacles are blocking your path to success.

Plus, I exposed seven of the constraints that I see most often in my clients' business processes – and delivered seven Silver Bullets that will vaporize every one of them for you starting right now:

- ✓ How eliminating the belief that mistakes must be avoided at all costs and learning to do it wrong, fast will create the clarity you need to explode your business

- ✓ Why flying blind without key metrics that would otherwise allow you to constantly improve your business hamstrings you — and how developing a system of fast and frequent intelligence will vaporize this constraint in your life

✓ How linear thinking; treating painful symptoms that your constraints cause but not the constraints themselves is costing you a mountain in time and money — and how viewing your business as one, large, interconnected system will let you eliminate the cause of 99% of your business problems and challenges

✓ How an inefficient work style severely limits your productivity — and a raft of ingenious time-savers to instantly double your output and profits …

✓ How the lack of a world-wide personal network of "A" list players is a constraint that costs you enormous amounts of time and money — and how to build one …

✓ Why outdated, one-way marketing tactics are a killer of a constraint that too many online businesses share — and how the awesome power of Social Psychology Marketing can lift you head and shoulders above your competitors …

✓ How buyer bottlenecks in your sales process are a leading constraint to growth and profits — and how to rip the lid off of your buyer's constraints …

And I've handed you a powerful arsenal of constraint-blasting weapons you can begin using right now to explode your business – including …

● Key questions to ask in order to identify the metrics you need to explode your business …

● Four ways to leverage your metrics for greater growth …

● The seven critical steps of the buying process — and how to optimize each one for maximum growth, sales and profits …

● Eight simple steps for surfacing and eliminating the most critical constraints in your business …

● Four Time Miracles that I guarantee will save you hours each week … days each month … and a month or more every year while actually *increasing* your productivity …

● The three types of experts you must begin adding to your personal network beginning immediately …

● How to use your network to solve hiring challenges in a tiny fraction of the time it takes you to fill key positions now …

● How to quickly find freelancers who are ready, willing and most important of all, *ABLE* to rocket your success …

● Three quick, easy ways to accelerate your prospect's buying process beginning right now …

● The amazingly powerful secret of Prerequisite Planning — how it automatically exposes and resolves constraints in your business and unleashes a tidal wave of growth, sales and profits …

● And much, much more.

As powerful as these concepts and solutions are, the simple truth is that they're not specifically tailored to your business. I wish they could be; but that would be impossible to do in a report like this one.

As I mentioned at the outset of our journey together today, I don't know you. I have no idea what business you're in, what your products look like or who your prospects and customers are.

Nor do I know what your constraints are or the symptoms – the problems – they're creating for you on a daily basis.

I've done my dead-level best to make this report an actionable tool for you. But given these limitations, I am able to go only so far with you in this venue.

So everything you've I've given you is really only a scratch on the surface; a sneak peek at the astonishing growth and profits that can be achieved when you invest your time, energy and money in making your potential for success and your actual success one and the same.

To take you farther will take a serious commitment on both of our parts. I'm ready to make it if you are. Specifically, I'm ready to help you …

Make more money, more often
with less effort and in less time
than you now believe possible

To help you get the same kinds of results my clients get when I help them identify and eliminate the constraints in their business, I've decided to do something I promised myself I'd never do again:

> **I'm going to take a select group of entrepreneurs and for 30 days, personally walk them through the process of blasting away every constraint that is now blocking their paths to the success they crave.**

Right off the bat, you need to know that this program — I'm calling it my Guided Profit System™ — is definitely NOT for everyone. It's going to be intense — not for the faint of heart. I assure you that I will not waste a minute with concepts you'll see anywhere else. We're going to move fast and produce results even faster.

You'll need a pretty thick skin because I'm going to tear your beloved business to shreds and then help you rebuild every system, ensuring that each one is free of the constraints that are now holding you back.

This will NOT be an arms-length process. It will be more intimate than any coaching program I have ever been a part of. You will have the opportunity to work with me personally in ways that until now, ONLY my personal clients who pay me six figures have had the chance to.

And as you might expect, I'll have no choice but to strictly limit the number of online entrepreneurs I allow to participate. It's the only way to guarantee I'll be able to spend the kind of quality time with you that's required to get to know you, your business, your products, your market ... to surface and eliminate the constraints that stand between you and the success you're working for ... and to create an explosion of business growth, new sales and new profits for you.

I must also warn you: Securing a place in Guided Profit System™ will NOT be cheap. No, I won't ask you to mortgage the family homestead, but the price of admission will be a factor for many. And that's the way it needs to be – for three important reasons:

> **First,** I want to know that you're as serious about reaching your full potential as I am about making sure you do it.
>
> **Second,** I want to make sure that every other entrepreneur who joins me in this exercise is equally qualified. Why? Because every one of them will instantly become a major player in your own personal network: Fellow business owners who will prove to be a rich resource for you for years to come.
>
> **Third,** the work we'll do together will produce greater growth and profits in less time than could possibly imagine at this moment. I'll make you millions. I deserve a fair price for that.

That said, you can NOT sign up for Guided Profit System™ now. Not yet: There are still too many new concepts, strategies and tools I want to give you first. So between now and Tuesday, September 23 2008, keep your eyes glued to your inbox.

There are more reports, videos and blog postings to help you skyrocket your success; all free. Plus, as we get closer to the release date, I'll provide more details on Global Profit System™ and personally answer your questions to help you make an informed decision.

So stay tuned. You're mere days away from an explosion of growth and profits. The best is yet to come!

Sincerely,