

A high-contrast, black and white graphic of a man in a suit with a mohawk hairstyle. The man is smiling, and the image is rendered in a stark, two-tone style. The mohawk is a prominent feature, extending upwards from the top of his head. The suit, white shirt, and tie are clearly defined against the black background of the man's body and the white background of the overall image.

THE
SMALL
BUSINESS
PUNX

7 STEPS OUT OF WAGE SLAVERY

JAMES SMITH, PE

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Dedicated to –
Dreamers, Believers and Doers

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Preface

This book and included contract provide instructions, steps and background for an individual to develop stability in their personal life and achievement in their professional pursuits. First, a person will create an environment conducive for success, and, then secondly, a product-based business for profit.

The book is arranged in two sections: the first section focusing on cultivating personal acceptance and the second section on professional expectance. It is up to the individual to determine when they feel comfortable taking the step to focus on professional success.

For the business venture, it is recommended that the individual form a corporation. They will design, build it and adapt it to the team that is created around it. In the professional role, there are several people involved – each with a different role, function, compensation percentage or salary and specific guarantees on what they provide to the group, and what they group provides to them.

One of the guarantees is for the strategist, called the CEO, to have a weekly commitment to the group of just two-hours.

This does not mean that they will work two hours per week, but they have a weekly time commitment of two hours, at most.

It is encouraged that as the business progresses, they seek innovative solutions to systematize the business, optimize the revenue for the group and remove their outside time commitment. The minimum that they amount of time that can work is two-hours per week. That is the goal – to create revenue and wealth with the least amount of time required; the most effective solution.

An individual is not restricted to one project and may decide to pursue several different ventures at the same time. In one venture, they may be a strategist, while in another they function as a business advisor – or they may decide in all of their ventures to remain the strategist, or another of the unique positions.

As the venture progresses, an outline is given by which the project can either be stopped or adapted. The cause may be internal, due to competition or to meet a demand of the market. The reason is irrelevant – each member of the interested party has the same right to request a change to the guide. The purpose is to have a living document that adapts to the situation, and functions in a manner that benefits all.

Rather, than a win-loss situation, the team focuses on win-win outcomes – and works together. Perhaps, in the beginning, there are complications with communication or responsibility, but as the project progresses the team has the opportunity to address these issues, meld together and function at a championship level.

The book provides an outline for the person, team and specific steps to success. The chapters form three unique cycles; one to cultivate personal acceptance, one to achieve professional achievement, and then an overall cycle that uses both parts to give the reader a guide to the pursuit of long-lasting happiness, inner peace and a sense of purpose.

If you would like to provide feedback and stories that can be used in future publications, marketing materials and other public venues, please send them to:

info@sevenstepsoutofanything.com

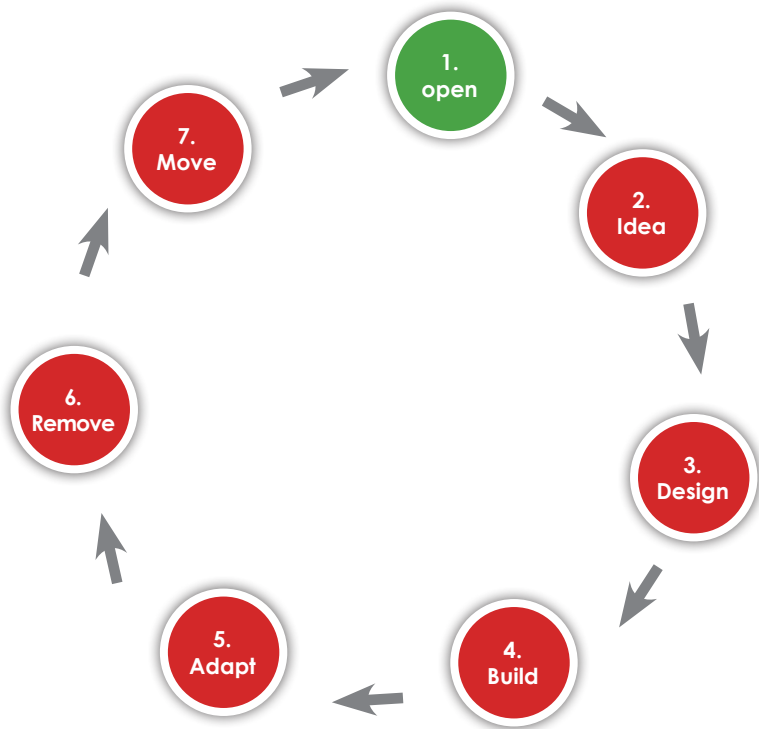
Include your name, company name and website address to be listed with the story.



NOW OR NEVER: OPEN TO CHANGE

Don't explain your philosophy. Embody it.

Epictetus



Chapter 1

OPEN

*To a mind that is still, the whole world
surrenders.*

Lao Tzu

EERRRRRRRRRRRRRRRRRRRRRRRR!!

THE alarm clock was going off.

It was time to wake up - it was 11am.

Opening my eyes, the first thing I could see was the window on the opposite side of the small studio apartment. The window faced the ocean, due west. Although the water was not visible from the apartment, from the building's roof, I could see the Pacific Ocean – about a quarter mile away.

I thought to myself,

“Overcast... sigh... that’s ok, it’ll warm up later and the sun will come out.”

I grabbed a small roll for breakfast and prepared a cup of coffee in the microwave, as I created a mental checklist of items needed that day. I had the backpack ready the previous night, but wanted to verify before leaving:

“Notebook - check,

Two liters of water - check,

Change of clothes - check,

Business cards - check,

Contracts for Pepe and Lucho’s review - check,

Home Furnishing magazine - check,

International Travel magazine - check,

China Hoy magazine - check,

Citizenship application - check,

Maquiladors publication - check,

Small bag of beans for Genaru - check,

Alarm clock to time English lesson - check,

Music - check.

Ok... let's go."

Pushed play on the MP3 player and left the building.

The walk to the first destination - Genaru's hotel - typically took about 45 minutes, depending on the route.

That day, I decided to walk along the ocean.

The walk is up above the ocean and with the view, I could watch the surfers catching waves by the pier, the mountain bikers traveling, families playing and occasionally a person parasailing would pass by.

A couple minutes into the walk, I passed the skate park and dirt BMX track,

"Its packed today. I wonder if I could make sandwiches or snacks to sell here... Maybe energy drinks would be popular? Hmm..."

It had been about a month and a half since I had resigned from my job in San Diego. But it felt like so many life times had passed since I was there. Traveling and allowing the moments to unfold naturally had opened my eyes to how fulfilling life could be for me.

Everything changed when I stopped having expectations, and took on this simple philosophy, that I had learned from an old Chinese story,

“WE’LL SEE”

As the story goes,

An old farmer was given a horse as a gift. Using the horse, he was able to till up more of his land and produce more food.

The town’s people, in seeing this, said, “This is so great – that horse is a gift.”

The farmer simply responded, “We’ll see...”

One day, his son was riding the horse and fell off, breaking his leg. Now his son could not help him on the farm.

The town’s people shouted, “Oh that horse is a great curse horrible – you should get rid of it!”

To this, the old farmer simply responded, “We’ll see...”

A great war was announced and all of the men of the village were rounded up and sent off to die in battle. Since his son had a broken leg, he was spared from having to go.

The town’s people exclaimed, “The horse is a great thing – what a blessing!”

To this, the old farmer calmly responded, “We’ll see...”

And so the story continues...

I had been struggling with depression for a long time, and desperately had been looking for a way to overcome it. On medications for years, I knew that, although they were good for the temporary stability, in the long run, I did not want to be reliant on a chemical to function – if there was any way around it.

And so I had spent years reading every book I could come across on spirituality, philosophy and health; talking to anyone who had wisdom, knowledge or experience to share; meditating weekly to develop inner peace and calm my mind; and, learning how to keep my physical health in check through nutrition and exercise.

I felt that I had made great progress. And so for motivation to continue forward, I decided that it was important to me that I check off my first bucket list item before I turned 30. I was concerned that if I put off this until afterwards, I may never get to it – and the other items on the list would just become words; not motivation or provide a sense of excitement.

So I spent months securing permits, lining up the trains and planes, and working with a travel agent to answer questions and provide suggestions. As it happened, I had been really finding it difficult to confirm the itinerary and purchase the plane ticket but with a three-month wait on a hiking permit for the trip, I was forced to make a decision –

Would I purchase the ticket?

With heavy breathing, a sense of panic and disbelief at what I was doing,

“Now or never”,

I told myself as I clicked on the websites confirm button.

The short rapid breathing and sense of panic slowly began to subside, and a feeling of peace came over me; the action was done – there was nothing to fear. Nothing had changed drastically in my life. I had taken that step, and I was ok. It brought a deep sense of peace after the initial wave of worry went away. Instead of just talking about my future or wishing, I was creating it. I didn't need to tell anyone about the ticket purchase, no, I just needed to remember that it was I that took this step. It gave me a sense of strength as the days clicked down to the departure.

Three months later, the day arrived. I got on the plane and after a missed flight in Los Angeles arrived at the destination. That began my travels – ten days were booked, but I knew I would be traveling for longer:

“Maybe I would never stop”,

I wondered.

While traveling, I had been offered a dream business opportunity and took it immediately. It became the first project for this new corporation - Symbiotic Solutions, INC. - which I had formed earlier that year and had been focused on getting off the ground and bringing in steady revenue.

Continuing the walk to Genaru's hotel, south along the coast, I passed a small park with several replicas painted in the grass

of the famous drawings at Nazca d'Linea -

“A monkey... a bird...”

I thought to myself as I walked by the figures.

“Oh, yeah, I still need to setup a trip to see... Oh, and the rainforest, Northern beaches... Pisca Sin Fronteras...”

At Lancomer - a collection of upscale restaurants and retail shops located atop a bluff overlooking the water - I took a left, leaving the coast and entering the downtown area.

Several restaurants - some chains, many local spots, coffee shops, a couple Chifa (the local variation on Chinese food) - were passed, and I realized that I really was hungry - the roll had been a good start but I needed a little more to make the walk and be sharp when I arrived. I debated with myself what to do.

“No, not yet - I'll get food when what I get there.”

But, I did need a little food for energy so I decided on stopping at the next produce cart I walked by. Lining the streets, these carts sold everything: newspapers, water, candies, donuts, fresh fruits. They had provided me with an easy go-to for a quick snack while downtown. The particular one I choose was full of ripe granadillas, fresh strawberries and large paltas.

“Hola, buenas dias”, I said to the attendant.

“Buenas dias.”

“Cuando para una palta?”

“Cuatro”

“Si, que es bien.”

I gave her the four soles, and motioning with my hands for the fruit to be cut into quarters.

“Si”

The fruit was prepared and put into a small bag. I thanked her and headed over to a bus stop bench nearby to sit on while I ate.

I sat down, reached into the bag and pulled out the first piece,

“Ok... no, more thinking right now.”

Took the first bite - the firm cool pulp melting in my mouth; with every bite, I could feel my energy level and focus increasing while my hunger decreased.

“Ah... Miraflores, what an amazing place.”

Spanish for ‘to look at flowers’; Miraflores is an upscale section of Lima, Peru filled with several flower-filled parks and monuments.

During the days, I would often have picnics by the ocean and attempt a Sudoku puzzle. And at night, would walk around Parque Kennedy listening to the street musicians and talking with painters showcasing their masterpieces. Occasionally, I would stop to experience a performance at the round outdoor theatre located in the middle of the park; comedy always seemed to be the theme and I would often laugh just from everyone else laughing.

Sitting on that park bench in Miraflores, that moment, I just could not believe how much my life had changed in such a short time:

When I decided to fly to Peru, I had plenty of ideas and a list of tasks to keep me moving, but I made sure not to set expectations for the trip. I had set up a basic itinerary with a travel agency but had been having second thoughts about a fixed schedule. I wanted to experience everything as it happened, and to remain open to all possibilities; to follow my intuition, and see what opportunities would present themselves; how life would unfold, I had no idea.

I didn't want to put constraints or limiters on the unknown.

***I don't know just kind of wander the earth:
helping people, getting into adventures –
kind of like Cain in Kung-Fu.
Pulp Fiction***

In getting to Peru, I missed a connecting flight in Los Angeles and arrived in Lima a day later than I had planned. Due to this delay, coordinating arrival times with the travel agency had been difficult, and I been unable to contact them prior to arriving in Lima at after midnight.

At the airport in Lima, I found an information booth and, after calling several full hostels, found one that had a spot available.; took a taxi the 40 minutes to the hostel, encouraging the driver to turn the radio up more and more, as we went through Lima at 1 A.M. with the windows down, my head out the window and a smile on my face:

“I’ve made it”, I thought.

“Ahh... this is life.”

I felt years of feeling trapped in my life dissipating; toxicity leaving me – and nothing filling its place. Just a release of tension and sadness, and just a sense of satisfaction and being back on the path; of course, I mean my unique life path. I can compare the feeling to a really long road trip with a close friend. The time spent preparing, packing the car and anticipating – and then that emotion you feel when you leave your town or state or area, and the realization hits that you are really doing it; you have left – you are on your way.

*Explorers are we, intrepid and bold, Out
in the wild amongst wonder’s untold,*

*Equipped with our wits, a map and a snack,
We're headed for fun and there's no turning
back*

Calvin & Hobbes

Arrived at the hostel, and after a futile search of the neighborhood for a small bite to eat, decided to call it a night – and prepare for the morning. I wanted to see the water of the Pacific. I heard it was a short walk from there.

The next morning, I woke up and after a light breakfast, took a shower. As I was leaving the common bathroom area, a person about my age entered.

Part of the excitement of traveling, I had found was in meeting someone with a different background but similar philosophies. I had met two people from Costa Rica in Vienna several years earlier and, although we only travelled together for a couple days, the impression of that experience left a big mark on me – and even took me to Costa Rica several years afterwards to experience the culture and see my friend again.

But, even so, I was apprehensive about taking a chance and wasn't sure if I should ask. I started to hesitate but said to myself:

“Don't be afraid. Just do it - take a chance”

“... um. Excuse me, I’m getting ready to head over to see the beach - are you interested in going with me?” I asked.

“Sure.”

“Oh... ok, cool, how about 20 minutes.”

“Ok, I’ll meet you downstairs and we’ll head over.”

“Awesome.”

Our shared traveling began on that walk and ended eight days later, two days after my 30th birthday when she went to hike Machu Picchu and I stayed in Lima to look for business opportunities.

While traveling together, she explained how she had also been concerned about not having a traveling partner and had been talking to the staff at the hostel the night before we met about what to do. It so happened that because of that delay, we both arrived on the same day.

My trip was scheduled to last ten days. However, after beginning to travel, I felt an overwhelming sensation that I was to stay longer or I would miss an opportunity, so I decided to extend the trip indefinitely by skipping the flight back to the states and building a life and business in Peru.

In the week her and I spent traveling together, we saw the mountain town of Huarez by the Alpamayo, where I experienced mountain biking in the Andes for the first time, and for her, coming from Brazil, snow; a small ocean town

where a passionate game of tennis on the beach was had with some locals; the ancient temples of Huaca de Luna and Huaca de Sol were we worked to unlock the mysteries of antiquity; taxi rides around the Incan ruins of Lima; a huge water park where we saw a light show accompanied by music that nearly brought me to tears from the beauty; time spent meeting locals and travelers, learning the language, experiencing the culture and sampling the local cuisine and beverages.

None of this I had planned before the trip. I had an idea of what I wanted out of the trip and prepared by bringing 250 business cards, for a corporation with no clients or projects, and two dress shirts - one blue, one green.

After the eight days, and, just a few days after celebrating my 30th birthday at over 15,000' on the Alpamayo, I was back in Miraflores sitting on a bus stop bench wondering how I was going to find a business opportunity when a gentlemen approached me,

“My name is Pepe. I’m a painter - would you like to see my shop?”

“... Yes.”

We got up from the park bench and he led the way. It was located just a few blocks from the bus stop at Parque Kennedy.

He would be the first person to believe in me - and to fight for me. A trusted business associate, he would create the first opportunity for Symbiotic Solutions, INC. In the next few days, he would introduce to Lucho – a distributor of painters;

he would serve as the producer; Pepe the coach. I would be the CEO.

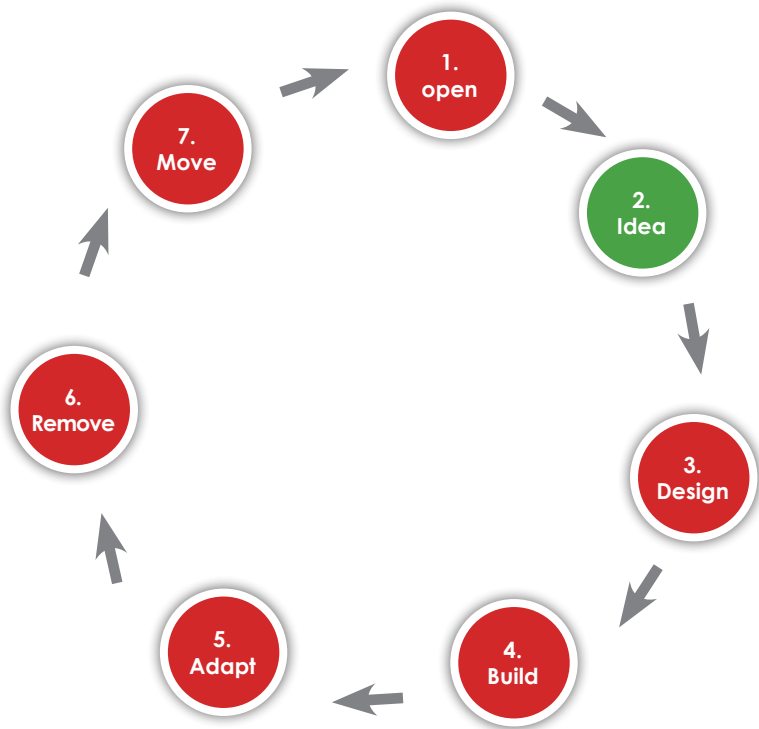
A month later, I would find myself sitting on a bus stop bench again - eating a palta and looking around Miraflores on my way to teach Genaru English and drop off an updated contract to Pepe and Lucho



INCREASE KNOWLEDGE: CONTROL THE BASE

Knowledge has to be improved, challenged, and increased constantly, or it vanishes.

Peter Drucker



Chapter 2

ACTION

I never worry about action, but only about inaction.

Winston Churchill

4 A.M.

The tent was shaking – “Time to get up – its time.”

It was October 16th. I had turned thirty the previous day; this was day one. In the run up to my birthday, the joke had been – “Thirty – you’re basically dead”. As I woke up, I realized – that nope, somehow I was still alive – and it was time.

We were on the Santa Cruz trail hiking around the base of the Alpamayo in Peru. The hike was schedule for four days – but three of us, in the group of eight, had decided to attempt it in

three days. The total distance was 40 kilometers reaching a high elevation on day three of 4,750 meters (15,500') or 1,000' feet higher than the top of Mount Whitney; the highest point in the contiguous United States.

A light breakfast was prepared by our group's cook; coffee and a couple pieces of bread.

We ate hastily and began the trek. The first section continued up the mountain from base camp – where we stopped the previous night – to Punto Union, and then down the other side of the mountain.

The air was cool, the sun had not appeared but there was enough light to make out our steps – but not enough to see much further.

About thirty minutes into the hike, it began to get brighter and we could for the first time take in the mountains surrounding us. Snow-capped, it appeared that they had gotten a dusting of now the previous night. In the distance, a low rumbling noise was heard. It sounded as if it was coming from the direction we were travelling.

“What was that”, one of the hikers asked.

“Avalanche.”

Took a deep breath – and continued on the trail; what a way to begin this new decade of life – what an omen. Good or bad, I was not sure – but change; definitely.

We arrived at Punto Union as a light snow began to fall.

Pictures were taken and the guide asked us to continue on while he made a phone call.

“I’ll catch up.”

One other person and I began the descent to lower elevation as the snow began to fall harder.

Within just a few minutes, visibility was reduced to less than one hundred feet, and the trail we were following became blurred with the sparse vegetation at this altitude. We guessed at steps – continuing to lower elevation. It had been thirty minutes, perhaps, at this point since we split up from the guide and other hiker, and we had not heard a sound from them since – no approaching footsteps, no calls out to us.

We stopped as the snow continued to fall harder.

“*Breathe*” and “*Stay Calm*”, I repeated to myself – as the seconds ticked away. We were stopped on the mountain, and the snow was falling harder – without the guide – how could we progress? Continue taking steps and lose the trail?

Not five minutes later, out of the haze, bounded our guide.

“We need to hurry up – we’re late. We have to move quicker.”

The other hiker joined our party shortly thereafter. Together, all four of us continued on the trail – but at this time, with an increased pace.

As we continued down the mountain, the snow let up and

visibility was returned to us. The views were breathtaking; the mountains surrounding us on all sides seemed to cradle us; this was an area, I knew that not many humans would ever see. It felt like sacred ground; I felt privileged to be on this trail – and fortunate that I had decided to take the trip.

Before joining the party, I had been nervous about the length of the trail. I had never done a hike of this length before. I had completed twenty miles with a backpack outside of Los Angeles a few years earlier, but that was at low altitudes. This was over 12,000' higher; how the altitude would affect me, I was not sure; would I be able to complete the hike.

The first day, I began to struggle only an hour into the hike. I was not sure how to keep my energy levels up and myself hydrated. I had decided not to eat any food or drink any water – with the intent of keeping my stomach from feeling upset; an issue, I had dealt with for years. However, about an hour into the hike – I was out of breath, exhausted and the trail only continued up.

“Here have a bite of this trail mix”, one of the hikers said; offering me a handful of chocolate, nuts and raisins. I took them and ate a piece of chocolate. Within a few seconds, I could feel a little bit of energy returning.

“Are you drinking water?”

“No – I don't want to get a stomachache.”

“That's no good. You have to drink water. Just take a small sip of it at a time. Basically, when you think about water – drink; when you think about food – eat.”

I took his suggestion and we all continued on the trail. I felt a bit embarrassed by stopping the group, but grateful that they did and provided this knowledge. I knew that it would benefit me not just that day, but in all of my tomorrows as well: I started to dream again once of my childhood fantasies – to be a mountain climber. With this knowledge, and the experience I was gaining by continuing on the trail, I was learning how to hike; how to one day be a mountain climber – if I decided to pursue that path, in life. Slowly, I was gaining wisdom.

As we progressed, I learned more: don't eat raisins, don't swallow much water – tiny sips, and only a small nibble of chocolate, leave time between water and food. As we walked, I was learning and growing stronger. Within a short time after stopping the group – I began the leading the group.

“Slow down, you're going too fast”, the guide called out to me.

I did – realizing that my determination to succeed was not healthy to the group, overall. While, I felt energized – I needed to be aware of the other members. We were in this together. Just as one person had taken care of me, so to I needed to be aware of the group and take actions not for my benefit but for the benefit of all. I took a place near the front – allowing the guide or another hiker to set the group pace, as I found my own.

Towards the back of the group and I felt that I was constantly catching up and using too much energy, at the front of the group I moved too fast from determination – my natural place in the hike, I found was near the front – but letting another guide. That coupled with the snacks and water, and I continued the rest of that day's hike without issue; actually feeling better at the end than when I began.

The second day would take us up the mountainside to base camp around 4700 meters; this would be my birthday. We celebrated that evening by going to the lake near our site and sharing a small piece of glacier ice that was floating in the water.

The next day, three of us, plus the guide – would complete the hike a day early.

The last day was difficult and many times we wanted to stop, but our guide kept us going – and moving quickly.

“How much farther”, asked one of the hikers.

“Oh – just around the next bend – its maybe one more kilometer”, replied the guide.

An hour later – “How much farther”, was repeated by the same hiker.

And again, “Oh – from here, we are close – its only a couple more kilometers and we are there.”

We started the hike around 5 A.M., at 3 P.M. – we completed it; all four of us.

The last couple hours had grown very difficult – one of the hikers had run out of water, and we were sharing what little we had left. The sun had come out, and the temperatures had warmed up to the mid-70s; leaving us sweating from the jackets and pants we were wearing at the start of the hike. But we continued, always being told:

“Just a little more; we’re almost there – we need to keep moving faster. We’re running late.”

During the van ride back to the town of Huarez, where we had stored our belongings – I asked one of the hikers, the one whom taught me about eating and drinking water:

“Have you seen that movie K2 – its about two people; one athletic, one a little nerdy that conquer that climb”, I said as I started smiling. I could see the idea starting to form in his head as well.

Small victories and new wisdom lead to bigger dreams; and increased vision.

After completing the hike, and learning so much – what was next? What was possible? Would K2 or Everest one day be the challenge?



FEELING

Amazing is how it feels to me to take a step into the unknown towards a dream!!

F***** Incomparable.

This feeling gets me addicted to continuing. I feel horrible at inaction. Action is more than just satisfaction - its ... I don't know... something that rhymes with action and fills you with

so much excitement, peace and confidence. S*** sometimes I take shots in the dark just to see what changes. I'm excited can you tell?

There was a big turning point in writing this book. I had not being moving - I had no clue the next step. So I took a chance - asking for feedback on an idea. The response was incredibly positive and - and got me focused:

Man, F*** Rocket Fuel For The Soul.**

With that excitement, I clearly started to see the next step - and after taking it - where to go from there. No plan - just excited about the direction I'm headed - and head-strong at not compromising with anyone; going alone is temporary. Just take a step towards your vision, the next step will become clear and the company you meet along the right path will be exactly who you need for that stage.

Even when the path is dark and I cannot see the outcome, I still take steps. There is risk in this, but also reward.



REASON

The first step can be in any direction – and whichever one you decide, will be the correct one.

I flew to Lima, Peru in October 2010 with the goal of starting a business. Even though I had worked with a travel agent on an itinerary, I was so apprehensive. For several months, I had

been putting together Symbiotic Solutions, INC. and for my 30th birthday had decided that I would put all of my time and effort into it.

As I approached the date of my milestone birthday, I took to heart what Mark Twain so famously stated:

Do what you love and never work a day in your life.

I knew what gift I really needed to give myself for that birthday – a life lived in excitement, chasing my dreams.

Unsure what to do or what I was capable of doing - I signed up and took a week-long intensive life coaching seminar.

In the class, I gained a sense of clarity on my perfect vision for the future, and a sense that I could not fail. Actually, what scared me - was how big I was going to succeed. I have heard that one of the biggest fears of entrepreneurs is success. I had a bit of it. But I had no doubt that I'd figure that out too - when it was time.

So I boarded a plane in San Diego - with just a backpack, 250 business cards, two dress shirts, a book to read and an astronomy chart as a reminder of why I was doing it.

Missed the connection in Los Angeles; slept on a bench in the airport.

Caught a flight the next day and arrived in Lima that night.

Due to the one day delay - missed the tour guide, but that was

perfect by me – just took everything one step at a time; feeling out what was the best decision with my intuition; looking back on the 2-month long 10-day trip, I joke to myself that:

I flew to Lima to change the world with 250 business cards - got there, and realized I forgot a pair of pants!! Within ten days, I had hiked forty kilometers on the Alpamayo, mountain biked in the High Andes, played tennis on a remote beach with locals, had an impromptu jam session in the mountains, a birthday party at over 15,000' elevation, explored several archeological sites, toured two Huacas [Temples], experienced numerous local gastronomical delicacies, secured an apartment at the beach at a fraction of the cost of the place in San Diego, and landed the first real project for Symbiotic Solutions, INC. - an opportunity bigger than anything I had ever dreamed I would realize.

Another big surprise was that once I took that step – I quickly met other people who were also on that path. I was never lonely, or if so, not for long. This constant yet changing camaraderie was a large part I was so successful; we kept each other going, laughing, growing and enjoying the steps.



GOALS

I have never had much success in setting and achieving goals. I am not the type of person to say:

“I want this, and I want it by this arbitrary date. And, I am going to be disciplined about it and not do something I enjoy now so that I can potentially get something that I may enjoy later.”

That just does not seem fun or practical to me. I’m sure it works for some people, but I know from experience that I am not one of those people.

Instead the strategy that I employee is smart action, reasoning and resource deadlines.

You often hear about smart goals – something that you can reach within your means and is in your control to achieve. It sounds great, and there is value in it for sure – but I find that it leads to procrastination and a loss of motivation.

During the life coaching class I took in the lead up to the trip to Peru, we had a practice coaching session with each other. In my coaching session, I discussed a desire to start a business. We then got into what needed to be done – steps to take, and what the first or next step was for me to take.

Thought about it, and decided that it would be to take the next step on an office space in the location where I wanted to work. At the time, it seemed that was logical.

We decided on three days to complete the task. However, knowing what the next step was and being excited about living my dream – that evening, I went home and contacted a gentleman about renting a space.

Next day at the class, I was so excited to share and figure out the next step, when I realized – wait, I've got two more days on this goal. I had completed the goal too quickly. Now, I was just waiting – or do I make another goal; but, the excitement was already starting to dissipate. I did not take any additional action steps for several days afterwards.

In response to this, I developed the idea of SMART action. Smart is simply an acronym that stands for:

Start Making Action Real Today.

Rather than planning out how to accomplish an objective, just take a step towards it today; preferably free, that way the excitement is about moving towards the goal, not from the rush of shopping or acquiring.

The key is to take action today.

It does not have to be anything huge, but in action, I find excitement and this feeling I enjoy, its an addiction. I was able to overcome several vices, including cigarettes and junk food, by becoming addicted to action. In fact, I need to monitor myself constantly to make sure I am not over exerting myself from being too excited and working too much towards my dreams. Its exciting to see a dream realized – or at least to progress towards it.

I read that a shark only breathes when it is by moving:: swimming with its mouth open, water passes over its gills and oxygen is extracted. A shark only stays alive if it remains in motion – even when in a sleeplike state, the shark remains in motion action is not a choice, but a basic requirement for survival.

DEADLINE

The other key is to have a deadline that is connected to a finite resource – for example, money or a date.

The date of my 30th birthday was a deadline that I could not change, no matter how much I wanted to do that. It was a fixed ending. As it approached, a time extension was impossible – I had to complete the goal by that date.

I told myself that if I did not meet the goal, I would begin a pattern of failure that would negatively affect the rest of my life.

If I did not meet this goal, what would be the point of meeting the next one?

By failing once, and allowing myself to accept the failure, I felt that I was removing a governing value that drove me; the need to succeed always.

That does not mean to be a champion in everything that I do, but if I set out to do something, to complete it. Of course, there are instances when the outcome is out of my control or the initial objective is too specific and I expand the definition of success, but the goal does not change.

Needless to say, I do not set many goals. With the cost of failure being so catastrophic, I reserve the goals for only a few things.

As the date approached to complete this goal for my 30th birthday, I began to panic. The goal was retirement at 30, and I had less than \$5k in savings. It seemed a ridiculous idea. But as the date approached, I got more desperate and my ideas became more abstract and out of the box.

The way I found to meet the deadline was not to retire in the traditional sense of a lounge in the Bahamas for the next 50+ years but to begin doing something that I loved – a dream job and never FEEL like I was working again. This way, I reasoned that I would meet the deadline, achieve the goal – retirement at 30 – and, continue the pattern of success that was so important to my mindset.

But even so, with a loophole in my goal, and success seemingly obtainable - it was incredibly difficult to take that step into the unknown.

I knew I needed to take a step to achieve it. However, I was not taking a step because I wanted to take it, but because I had to take it. And to get on a plane and fly to another continent, is not necessarily the first step I would recommend to anyone. But it worked for me. I felt I had to do it. My life was on the line. I had a deadline to meet, literally.

THE CAVE AND ENLIGHTENMENT

A young Buddhist monk was seeking enlightenment.

To achieve this, he left his village and went up to a cave in a mountain nearby. There he stayed for three days, meditating

on enlightenment.

After the three days, he returned to the village.

“Master, I spent three days in a cave seeking enlightenment – but did not receive it. How do I become enlightened?”

“Go back to the cave and meditate for three more days”, the teacher replied.

The student returned to the cave.

Three days later, he returned to the village.

“Master, I did as you told me, I spent three days in the cave but I did not become enlightened. What do I do?”

“Go back to the cave and focus harder on becoming enlightened.”

Again, the student went to the cave for three days.

“Master, yet again, the same – I did not receive enlightenment.”

The teacher replied, “Spend three days meditating. If you are not enlightened by the end of the third day – kill yourself.”

On the second day, the student became enlightened.

A few days before the flight, I was talking with a friend about what steps to take next. She was also figuring out the steps in her life towards her vision.

She asked, “Did you get a domain already?”

“Yeah JAMESEPSMITH.com – got it several months ago.”

“Smart.”

“Formed a corporation, earlier this year too – not sure exactly what to do though. Symbiotic Solutions, INC. is the name.”

“Are you ready for your flight?”

I didn’t know how to respond; breathed, and then replied:

“Are you?”

Five minutes later, I was on **Vistaprint.com**, and twenty minutes after that had the first business cards designed and shipped. The cards were free to produce, but to overnight them was nearly \$80. I did not hesitate.

The cards arrived the morning before the date of my flight.



MOTIVATION

To stay motivated in life, I have placed several milestone goals throughout it; just as I had something to accomplish by 30, so 40, 50 and 90 currently have them as well.

However, a deadline is not just connected to a date – any

resource that is finite can become a deadline. I spent months after returning from Peru, unmotivated and having difficulty regaining the fire that I had in Lima; when money was next to none, I had to focus more.

The problem I had? I was lacking stability in my personal life, a partner for the human connection, a business advisor for shared excitement and I had TOO much money to be forced to address these issues. There was not a sense of necessity leading to motivation – I took actions still towards the vision, but they were erratic, unfocused, not sustained and resulted in minimal progress. Without the feeling of achievement, I became depressed – further slowing down the action steps I was taking.

Between credit cards, a bit of retirement, a paid off vehicle – although I was spending a lot of money on hotels and travel, with no financial deadline, I did not have a sense of necessity. The end of the money was out of sight, if I wanted it to be. I could ignore reality, and put it in the distance. One day the money surely will run out, but not today, and not this month. I'll worry about it later. Now, I have quite a bit of experience managing my finances, but not an unlimited resource.

It was only once the money started to get low and I could see the end that I took it serious. Once this happened, I at first began to panic, but slowly relaxed and began to take actions – with no clear direction - it was mostly shoots in the dark at this point. As I took actions, new doors opened and opportunities were revealed.

I contacted family and professional connections. It was mostly dead ends with the exception of one action – forwarding the

corporate charter idea to get feedback. That action response would create excitement that would shed light on the next step, and began the process of creating motivation. As a vision began to take shape, I took more and more steps, this led to increased excitement, progress and more focus on the objective. I felt again that the dream could be realized – I began to believe and expect once more.

It was not two weeks after sending the email or two months, but within just a few days, my progress went from 0 to 100 MPH.

Once, I started to see an outline of steps and a basic strategy start to form – I could take real actions towards it, before then, it had been but speculation and reactive behavior.

With vision – I could be proactive. Not waiting for the opportunity, but creating it literally out of nothing. Instead of waiting for life to hand me another perfect project or situation, I just made it. No accidental luck is required when you can make it yourself. I guess you could say - I'm not lucky by chance but by choice.

You're Doing It!!

I have become so fascinated by ants – or more specifically by groups of ants. When they are scouting they channel out, seemingly in random patterns with no direction. They seem to just wander around without purpose. It seems that they have no plan, no direction and are lost.

But, there is a reason to this behavior. I learned when I was

young that ants communicate through scent trails. They are not wandering aimlessly; they are searching for two very specific things: food or a path. When one ant finds food, they leave a trail that guides the other ants to the food source. The other ants travel all around searching for the right path or their objective – when they find either, they know the direction to take and move towards the goal – food.

I find it so interesting watching the ants move in seemingly random patterns for so long and then form a line moving with purpose. Once the path to the objective is found, they take action and quickly move the food back to their colony.

I had never written a book before this one. To begin, I just started putting all of my ideas on paper and constantly referring to other books that I admired for reference, once I found my path, within two weeks I had a manuscript almost a hundred pages long written; within a month the first draft of the book was complete. At the beginning, I felt that fifty pages would be ambitious; the first draft would be in total over three hundred pages.

It was not in planning – at the beginning, I had no clue how to progress on this project, but necessity and flexibility led to innovation and sustained action.

Once actions started to happen, I could see progress and development of the idea as it began to take shape. This created a feeling of excitement, leading to an addiction to action and motivation to keep moving forward. In fact, as I progressed, I would find that I would speed up at times when I had a clear vision and slow down when I started to lose the shape of the idea.

Also, as I gained experience, I grew as a writer. Planning says that people stay static – however, I was constantly changing, growing, adapting as I progressed. I was not the same person when I completed, as when I began. The person taking step two is different than the person who takes step one. Focus too much on the steps, and you can forget that you will not be the same person when that issue, challenge or opportunity arises – if it even does.

All you are is this moment, all you know for certain, and that may be a stretch, is the person who is taking this step – let your wiser self decide the next step based on the response on this step. Look long, but focus short; improving yourself today can make tomorrow, all of them, better than you ever could imagine.

INTERNAL

If you are constantly waiting to be happy, for the external situation to change or dependent on another to provide it, you are not in charge of it – your happiness is reliant on something outside your control.

Instead determine how to create your own source of happiness; a feeling not dependant on anything external – but internally developed, maintained and controllable. When you find yourself unhappy or starting to lose your motivation, you personally are able to cultivate these feelings – without requiring anything outside of you. I call this an internal addict.

Some people use substances such as nicotine, alcohol or drugs to create a feeling of happiness or act such as gambling, shopping, eating or womanizing, they become an external addict. And, all of these outlets actually create more pain – the feeling of happiness is temporary, while the negative feelings they create can last much longer.

Cigarettes, for example, put nicotine into a person's body – creating craving; suffering. The cure to this unhappiness is often to have another cigarette. Soon you believe you feel that the cause of your happiness is nicotine – when actually it is the cause of your suffering. Suffering leads to action; but with cigarettes that action is normally to have another one – an unproductive continuous cycle leading to personal destruction.

Besides just seeking happiness from a source outside of themselves, a person feels stuck repeating the cycle of self-inflicted pain and then temporary relief. The negative reaction they receive from people creating more suffering – making them feel a need for another cigarette that much more.

I find from experience that when I look outside of myself to solve something on the inside – I lose control and while I may feel better for a bit, I end up worse off than when I started. I start to focus on how to receive more to get back that feeling of happiness. This change in focus takes me away from working towards my vision, goals, dreams, and takes my life to a place I did not want to go in the beginning.

Now, there are some exceptions, such as removing toxic people from my life. But, this creates happiness by allowing a person to focus more on their objectives – dreams, vision,

perfect life and goals: by removing unnecessary distractions, a person focuses and subsequently will make more progress towards their objectives.

By making progress towards what matters to us, the feeling of happiness in a person naturally increases and a desire to continue in their path grows stronger. The short-term and long-term consequences of this behavior are positive. Instead of deterring our focus from our objectives, we become more closely focused on them and we realize them sooner plus find the process of getting them more enjoyable.

What we focus on will get our attention and effort. Rather than spending energy, time and effort towards a temporary fix, find the answer internally. The external is a dead-end; the internal provides long-lasting returns plus will open up new doors and opportunities to you that you have not yet even considered. The difference occurs when a person begins to look at life, not from the view of,

“How can the world give me what I need?”

But,

“How can I give the world what it needs?”

How do your objectives, skills and passion address a need that the world has – your dreams, goals, vision and ideal life – where do they fit in? And, how can you take action towards meeting this need.

Instead of feeling that you are dependent on the external environment – a sense that actually the world needs you, begins to take hold. You realize that you matter: the world needs you. As you see this intersection – perhaps, there is also a way to turn this into a revenue source? To use your passion, skills and wisdom to address a need and elevate yourself; the ultimate achievement – to do what you love: to live everyday with purpose, passion and towards greater profit.

We will overcome, if no one sleeps tonight.

Thursday

I find that the way to start on this path is to first take action, direction is not important; figure out how to create happiness internally. This feeling can be an addiction just as powerful as any drug; become addicted to it. And then when you find yourself needing a boost, you control it. Addiction to a positive is not a bad thing.

You stop searching externally as soon as you become addicted to the feeling of happiness, inner peace and fulfillment that are a byproduct of action towards a dream and means to increase your quality of life, expectation of success, and realization that you matter

Chapter 3

BEGIN

We got the vision, now let's go have some fun.

MGMT

REALLY, this is a part of step seven – person – not a separate step. The steps create a cycle that continues; step one both progresses the person and prepares them for step two. The steps are completed in order; one step naturally leads into the next. Its not possible to skip steps, however, it is possible to spend a short amount of time in one before moving on to the next step. In some circumstances, the steps may be completed, a cycle, in just a few minutes – for example, washing the dishes – while in other situations, the cycle takes days, months or years to complete.

Regardless of the time it takes to complete a cycle - the steps are always the same; and the first item is always to determine the objective of the steps. What is the reason for taking them?

What do you envision the result will be in completing step seven? The goal is not to be correct, but to create a direction that will guide your first steps as you begin the process.

As you progress, you will adapt to the environment and your needs to find the solution that is most ideal to you. In the beginning, you are guessing – as you progress, you are solidifying, as you complete you are accomplishing and realizing the dream, goal, or vision. The first step is to take action. As actions are taken, a basic idea of direction will be determined.

I have a friend who has walked down several roads, both personally and professionally, that I am travelling on now. She has become a valued source of direction, guidance and inspiration as I progress, however, when giving suggestion, she still always use this simple caveat:

Take what you want, leave the rest.

As you progress, keep this mind – these ideas may not work for you and are meant not as rules but as a guide: be aware of your situation, and use reason to decide what best for you. I am sharing my knowledge and experience, but ultimately it is up to you to make the decisions and accept the consequences.

If I had all the answers for you, I would surely give them. But, as it stands the only answers I have are the ones for me. Each person needs to decide what is best for them – insides of you are the answers, my hope and idea is to provide you both with guidance and questions to ask to unlock your best today and even better tomorrow.

VISION

Once there is movement, it is easier to change course and refocus on the destination than to start from a standstill.

My freshmen year of college, I put up a poster of a tropical island on the wall in my door room.

In the evenings, or when I needed a break from school work – I would look at the poster. On one part of the island I visualized myself putting a house, on another part a grill, another part would have an area for live music, and so on. I did not speak or think that,

“Perhaps one day, if I get lucky in life, it will happen.”

“Oh, if I win the lottery – then it will happen.”

“Sure would be nice, but I will never see it come true.. How can I afford an island – that’s not realistic for me.”

No, I visualized and expected. I wasn’t wanting; I saw the island as it would be; I had no doubt my ideas would come true. I had no doubts in the vision. It was not a wish; but just the way it would be. That vision kept me moving forward; I stayed excited about what the future held.

Occasionally, a person would come over and we would look at the poster, me sharing the idea - them adding to the vision.

“That’s where I’m going to put the house”, I would say.

“Hmm... I think I’ll put my house over there – and that will be the swimming area.”

Together, we were creating visions of our futures; this shared excitement kept both of us moving and progressing.

The key, I find to creating vision, is to follow your intuition and first take a step. When I registered for college, I was not sure where I wanted to go in life – but I felt this would be a step in the right direction. I took the step first, and then as I moved – I created the vision. I had ideas – but uncertainty before and during the first steps . Only after I started moving, did I start to see where I wanted to go.

There are no wrong starting directions; as long as there is action being taken, progress is being made. The step does not have to be large: even reading or brainstorming is an action: there is no charge to take a piece of paper and quickly write out exactly what you would be if anything was possible.

What comes to mind right away when anything is possible?

I have found that what works well for me is to write a paragraph or page(s) detailing exactly how my ideal life will look.

This is my personal vision for me. Its key to keeping me focused, seeing if I am compromising on what matters to me, and provides a feeling of excitement as I take steps in the direction of it.

***Without vision, there is no sight;
You'd see farther - if you only closed your
eyes.
Air.***

When I write it - I remind myself that anything is possible, if you want it badly enough. For the compelling vision, no detail is too small. If it comes to mind - write it down. Its important to get all of the ideas out at this stage.

If you are having difficulties really getting honest with yourself - there are a couple questions that will I ask myself:

1. Who would you be if you knew you couldn't fail?

*I've found in life that when we speak small - we receive small.
If you want great things - speak great things as if you already
had it - and believe and expect them.*

2. Will this make you feel that you are a good person?

*What does it mean to you to be a good person? When people
think back on your life - will they say you possessed the
qualities that you feel make a person good? What will it take
for you to feel that you are a good person?*

3. Tell a story about yourself in the 3rd person :

Did you hear about Tom? He was working a dead-end job and unhappy with his life when he decided to start a business on the side. It was so successful he was able to quit his old job and lives on his business. I heard he finally realized his dream last year of going on a safari in Africa and surfing the Great Barrier Reef. He also got married to his true love, he was telling me. Man - I'm so happy for him!! He deserved it!

Once you have written everything down, go through the writings and pull out the dreams.

DREAMS

If you wrote that –

I will live in [insert] house [at this location].

Then, you have two dreams in there - the type of house and the location.

Put just these items on a separate piece of paper.

As you go through your vision, you will discover several dreams - and when written down some will lose their appeal or not necessarily be as important to you as others. This is natural; you are prioritizing what matters to you.

In writing my personal dream list - I realized that there were several things I felt may add to my dreams. When seeing them written down, however I realized that they were not nearly as

important as others - or could be scaled back.

Its not as important that you have everything you want as much as to appreciate exactly what you do have.

Later in this book, we will discuss cutting expenses. If you are particularly attached to something - in the long run it will be harder to remove it from your life, even if there's a less expensive alternative.

I didn't know how I would be able to live without home internet and television, a car and phone - but I tried it to reduce expenses - found so much more joy in my life. I rediscovered the radio, public transportation and internet cafes. And more importantly - walking so much, my personal health improved significantly.

As you write your dream list - make sure you get everything down, but also make sure you are honest with yourself: what is a necessity and what is a luxury?

Sure, I could have television here but then I would need to bring in more income - same with a vehicle.

They seemed like necessities [and in some locations a vehicle definitely is] but when I did not have them - I actually improved.

Simplify. Simplify.

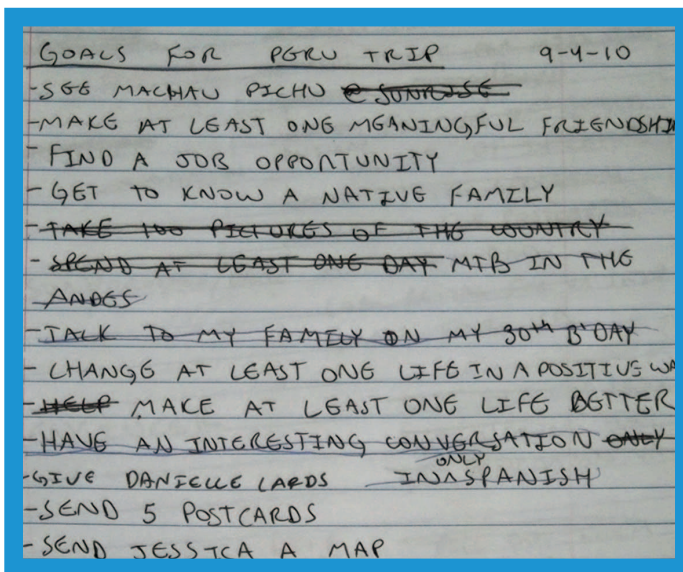
Henry David Thoreau

Once you are aware of your dreams. Leave it at that. I have found that although many people talk about the benefit of creating goals - they actually slow down.

There are some instances when this is incorrect - for example, when working with another individual or when they deal with major life milestones. With this I mean - what is your goal for age 25 - 30 - 40 - 50 - 90 - . I keep these in mind, although they do not directly drive my daily time and energy - they keep me aware of the bigger picture of what I will accomplish.

In preparation of the flight to Peru, I created a list of goals to complete during my stay. With a departure and return flight, I saw the trip as having a fixed amount of time: 10 days.

Figure 3-1. List of Objectives to Complete during trip to Peru



By putting a changeable timeline on a task you are saying it will not be completed until that time, or could even take longer – if there is no consequence to failure. You also are focusing on the completion of it - rather than following your intuition to discover the natural order of steps: a goal is a limiter:

Instead of putting a date on a dream, put excitement in the feeling of actually living it.

STRATEGY

Instead of creating a goal, consider different strategies. It's not necessary to write them down, or make a list – but be aware that there are several paths to the same objective. As you begin to take actions, you will find several opportunities unfold in front of you, but also several obstacles will appear that will stop you from progressing. Rather, than repeatedly taking the step only to get the same result, look at other strategies. How do you need to adapt your actions to this unexpected barrier?

The one who adapts his policy to the time prospers, and likewise that the one whose policy clashes with the demands of the times does not.

Niccolo Machiavelli

If it was easy to achieve your goal, the reward wouldn't be so great – but as it is, it takes effort to achieve something meaningful, and in a way – that is part of where the value. The obstacle is not meant to stop you, but to separate people; those who believe and expect to reach their objective and those that do not want it. Expect that your dreams and vision will come to pass, if you want it badly enough.

Instead of creating a fixed order of steps, a plan, create an objective to reach towards, and a reason why you cannot stop until you reach that objective, or at the least, a reason you cannot stop progressing towards the vision or dream. As you progress from your vision to your dream, some ideas will seem unobtainable and perhaps they are, but maybe there is a strategy that you can use that creates success in one area – leading to a more realistic expectation of success.

For example, a person wanting to heal people would not start a health care clinic before becoming a doctor – also the money required may seem unobtainable at the present moment, but on a doctor's salary is reasonable. A strategy may be to begin an education path that leads to a Medical Doctorate. The doors this will open to the individual may provide the key to meeting their larger vision.

The way to get from Point A, where you are this moment, to Point B, your vision, is not going to be a straight line. Even when climbing a barren mountain – the mountaineers may focus on the summit – but the route is rarely straight. Instead they must look at the terrain that they are on, and adapt their movements, steps, to the ground; until man grows wings, gravity will dictate that we may dream big, but we still must live in reality; adapt to the situation to achieve long-lasting success.

There is nothing wrong with adapting your professional pursuits to the environment – and in fact, this is part of the excitement, I find. It is exciting to consider different strategies and action steps. Rather, than a fixed order of tasks, I am react instantly to changing situations – being nimble and quick; I feel so alive when I am really focused on a new situation, and finding my way through it. Its something about the unknown, and the freedom of not being wrong.

To not know what you are doing, there is no idea of the consequences. Testing, experimenting, learning and growing – take off and before I know it; I have achieved and gained in great ways.

The key, I find, is to be in a stable situation in one aspect of your life and to remove expectations from your other aspect – to allow the situation to unfold with no limitations that it be in a certain way. For example, a happy home life naturally leading to increased success and achievement in your professional or educational endeavors.

By removing the need for external control, and with internal control, you can quickly take in the new information – and make a rapid decision that relies on intuition, rather than over-thinking the different possible results.

Do not think – feel.

Bruce Lee

However, to achieve this level of action – the ability to proactively respond instantly without thought – takes time and effort to cultivate. It takes a clear mind; free of wants, living on needs – and open to all possibilities. Rather than feeling a sense of dread at unexpected news, the mind processes and instantly creates the win-win solution that benefits all parties.

Rather than seeking to win at another person's loss, seek to benefit all – its both a better idea now but in the long-run you will cultivate more meaningful relationships that will become invaluable as you progress on your path; both personal and professional.

WHY

To get to the heart of this, there are several questions that you may ask - such as:

1. *How will it make you feel to get it or work towards it?*
2. *Will the way you feel affect other people?*
3. *Are you a role model?*

Once you have the why-why you must take action – the how becomes irrelevant. As long as you stay within your governing values – the values that you hold highest – the how you will accomplish this vision does not matter.

To determine governing values, I write a personal mission statement. In this statement, I write exactly the person I want to be. I have written several personal mission statements; the first one was merely a sentence that I memorized and would repeat to myself when I needed to remind myself of my inner strength. The second one was nearly a page I length, the third one was shorter – and focused on specific behaviors and responses.

Currently, I use six words, each very carefully chosen, that I tell myself when I feel myself losing motivation or direction. When I begin to lose focus, I refer to these words to provide a sense of purpose that keeps me moving forward.

It is up to each person to determine exactly who they are and what matters to them. The length of the personal mission statement is merely, the length you feel it necessary to capture all that is important to you. It could be six words or six pages – the important thing is not the length of the statement – but the content.

When written, it becomes a guideline for how you operate. How you respond to decisions – and how you progress towards your personal vision. If the vision is the destination, the personal mission statement is a compass, and the why becomes the vehicle to get you there.

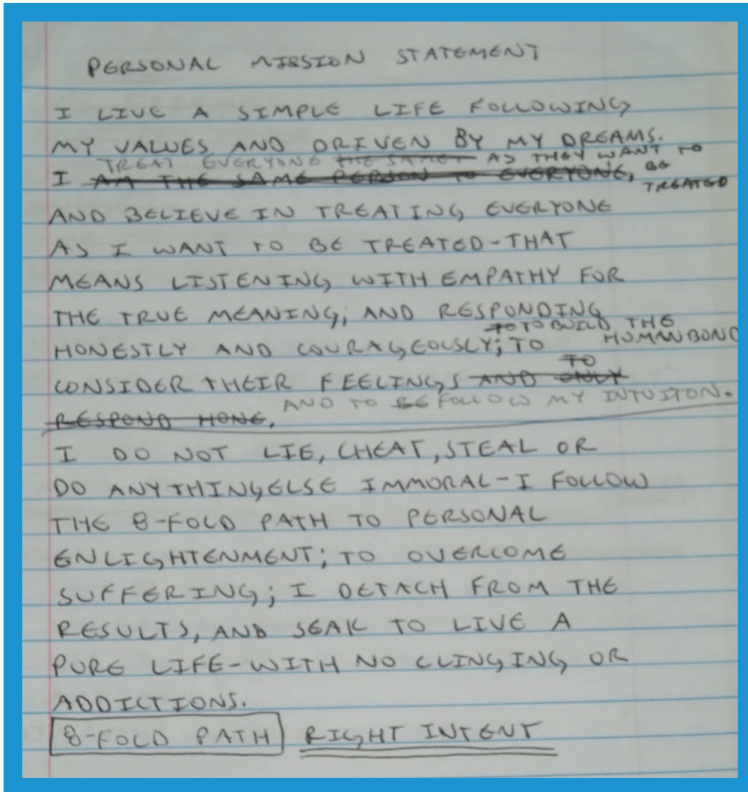


Figure 3-2. Personal Mission Statement Example

PASSION

I began to struggle with motivation in the engineering program at Virginia Tech early in my third year. I wanted to give up. I had apprehensions about my abilities and was losing interest

in several of the topics. It would be my dynamics teacher that would be the catalyst to the turn-around and me continuing to complete the curriculum.

One class where I had struggled in was dynamics; dealing with an object in motion, I was fascinated by the topic. At first, I was not sure what was causing my difficulties. The first time I took the class, the teacher was an aerospace graduate student, and biased the material towards his academic pursuits.

I stuck with the class for several months, but would get so confused on the wording of problems – that I would spend all the time on tests trying to get into his head to understand what he was really asking. I could not focus on the problem, but the interpretation.

Regardless, I continued and was in the middle percentile when many of the students decided to drop the class – changing me from the middle to the bottom of the pack. I too ended up dropping the class then.

Next semester, I took the class again – but it was a similar situation. The teacher wanted to teach what he found interesting, not what the students needed. He taught through the lens of his autobiography – he found a topic interesting, and felt that others would feel the same. Instead of connecting with the class, he was expecting; he was more focused on himself than the students.

Write what you know.

Mark Twain

There is value in sharing what you know – but if not cannot communicate effectively to your audience, the message will not be received, or if so – it will be misinterpreted. The keys to effective communication are: to know yourself, comprehend the material, understand your audience, and deliver the message in the appropriate medium or manner.

In a classroom, there are two parties involved – the teacher and the students. The teacher needs to increase the students' knowledge on a subject, while the students need to provide feedback to the teacher on the reception of the message. By working together, more effective communication can be created: resulting in the students gaining more knowledge, success and confidence in their abilities; the objective of the education system.

The third time taking the dynamics class was different. The teacher, Mr. Librescu, was passionate about his students – the material he taught, but from the beginning you could tell them his area of interest was in others. He was a holocaust survivor and occasionally would share stories with us about his past. While it had no relevance on the class material, I became interested in the person and in the class. It was the first class where I began to really focus on the material, and really started to want to learn.

Mr. Librescu would host review sessions and would take as much time as required to answer all questions, and make sure that all of the students felt comfortable. I didn't feel like a student – I felt like a partner in learning; as if we were in it together. He needed me to learn, just as much as I needed him to teach. I got involved in the class and, for the first time in college, really began to succeed.

The first test we took in the class, I looked at it: five questions, plus a small extra credit problem. I was done 20 minutes early. It would be the only 100 score I received on a test at Virginia Tech and would take up refrigerator real estate for several months as a source of pride.

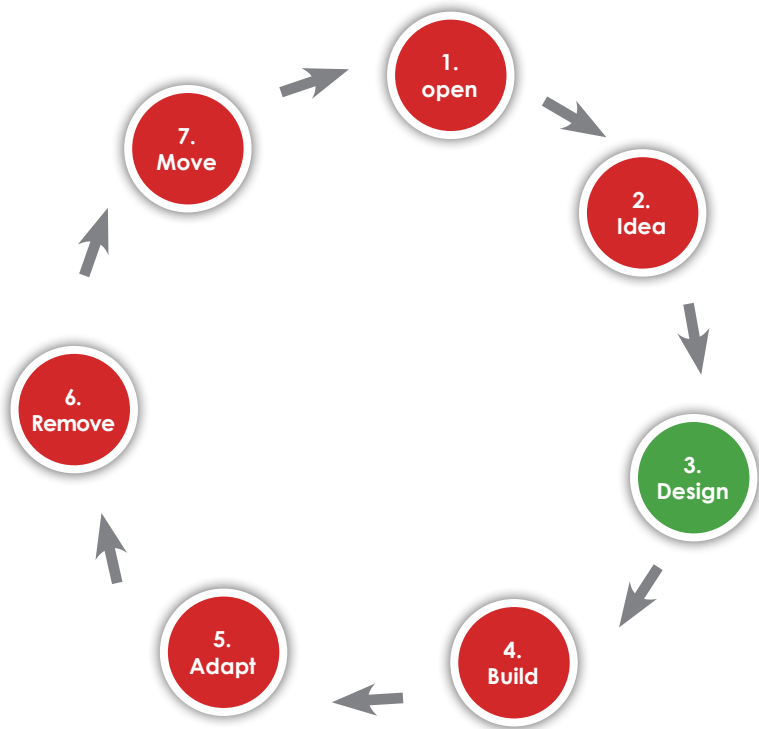
In 2007, Professor Liviu Librescu lost his life in the shootings at Virginia Tech.

It was around this time that I also began to feel the effects of the long hours at work mixed with the distance from family and lack of personal support system.

If you have a why, the how does not matter.

Friedrich Nietzsche

As I fought off growing feelings of depression, I held on to his lesson of passion for others to keep moving forward. I was not sure whom I would help – but I knew, if I can get through, others can too – and, by sharing what worked for me, it may help someone else.



Chapter 4

IDEA

First, have a definite, clear practical ideal; a goal, an objective. Second, have the necessary means to achieve your ends; wisdom, money, materials, and method Third, adjust all your means to that end.

Aristotle

PERSONAL ideas to keep in mind as you progress:

- ✓ Cultivate acceptance in your personal life and leave expectance to your professional pursuits; greater success and more meaningful relationships will result.
- ✓ The better you know yourself, the quicker you can act – and the more confident you will be in your actions: determine your governing values and use them as a compass to progress in your life.

- ✓ Without vision, there is no control of direction – know where you are going, focus on it and redirect course with each step.
- ✓ As the steps towards your vision grow dull – continue; not for want, but out of need.
- ✓ Goals are limiters unless there is a real consequence to not meeting them; base them on a finite resource – such as time or finances.
- ✓ The path of your progression is based on your focus – remove distractions or be pulled to them; focusing on others will put you off course resulting in unhappiness, and the loss of both the friend and the realization of the dream.
- ✓ Addiction is attraction to a feeling; progress towards your vision creates a feeling – become addicted to this feeling; you will have it internally and not seek externally.
- ✓ The only moment when you will ever be able to take action is this one: either start making action real today or accept that you will never achieve happiness, peace, fulfillment, purpose and meaning.
- ✓ We heal, grow and feel supported through the human connection. It is a basic need.
- ✓ When you find your vision, create your dreams – expect them and do not compromise in the least to others on them.

- ✓ The world needs you; you matter.

Professional ideas:

- ✓ Find a conscience endeavor that elevates you towards your ideal life; your vision – and take it.
- ✓ An individual is inherently dualistic – the ego and the self constantly interact. Rather, than fight this natural occurrence – use your ego in your professional pursuits to remove it from your personal life.
- ✓ The goal of a business is not to sell a specific product or service - no, it is to acquire the greatest possible amount of revenue and wealth.
- ✓ A corporation is a for-profit individual with no inherent or required moral code; for a corporation to behave morally - there must be corporate transparency and aware consumers.
- ✓ People function most effectively when their personalities are consistent with a unique role that they choose and perform in.
- ✓ A Great business is not because of the performance of one person, but because of a team of internally-motivated people functioning effectively towards an objective.
- ✓ For business success: first, focus personal; second - professional.

- ✓ Career fulfillment occurs when an individual stops working for the company's needs, and that company starts working for that person's needs.
 - ✓ As a person stops running a company, and starts owning a business - their time commitment will decrease.
-
-

DETAILS

First off, there is a common misunderstanding that I come across all of the time that:

The objective of a business is to sell a specific product or service.

This is incorrect. The actual objective of a business is to create the greatest profit and wealth possible. The specific product or provide a service is not important - the focus is to create revenue, minimize expenses and achieve the greatest profit and create the maximize amount of wealth.

For a corporation, by US corporate law, the business is required to make decisions that will maximize profit and wealth for the shareholders. The specific product or service that the business will provide is chosen by the leadership and depending on the situation - both internally to the team and externally to the environment - can be changed at any time.

So for example: it makes sense for a doctor to open a practice helping heal patients - there is greater potential to generate revenue than if the doctor was to try attempt to open a law firm, when they have not passed the bar.

A business that decides to pursue a product-based revenue model does not necessarily have to, nor should they, stick with one unique product and sell it - regardless of the profit made. No, decisions are made based on how profitable different options are - and the business decides which products to sell.

In the start-up phase of Symbiotic Solutions, INC., I had many encounters with people who do not really understand this concept. Often a conversation goes like this:

“What do you do for work?”

“I run a business.”

“What’s does the business do?”

“At this stage, I’m not sure - I’m putting together a team and looking at several ideas.”

“You don’t know what you do?”

“No, I do not see that being the first step necessarily of a business. At this stage, I’m finalizing the team players and looking at several potential avenues.”

“... huh?”

I have started to simply respond to the question of, “what we do”, with a simple:

“Whatever we want!!”

DRIVE

An idea can revolutionize an industry - from Henry Ford utilizing a production assembly line to Sam Walton managing inventory - good is in tradition, while great is in innovation.

Success is not from learning the rules, but from making and breaking them. The company that sets the standard for tomorrow will be the one that sees tomorrow.

At a previous job, every three or four weeks, it seemed, a person would come around and ask,

“Lottery?” referring to joining the office pool to purchase lottery tickets.

Regardless of the amount the jackpot, every week, the response was the same:

“No, but thank you for asking.”

*I'd rather be working for a paycheck than
trying to win the lottery.*

Bright Eyes

And I was sincere –although I was not interested, I still did appreciate being asked, it provided me a sense of being part of the team. I valued that the person kept asking, even though the response was always the same:

“Lottery?”

“No, but thank you for asking.”

“Oh, I forgot – you can predict the future.”

“No, I can't predict the future – I just invent it.”

A philosophy I had learned from my Alma Mate Virginia Tech,

Invent The Future.

Part of great success is in innovation, and part is in the team functioning together towards a common objective.

If the success of the project will allow members to advance towards their personal objective or vision - there will be a

high degree of internal motivation and interest in creating, developing and adapting the team to be highly effective.

One idea is presented in this book for an individual to create a compelling vision – their long-term focus that will guide the steps and direction as the progress. Having the right compelling vision motivates people to perform at their highest level. With the right motivation, knowledge and experience – anybody can become internally motivated.

There are many ideas on how to develop discipline, and I question that word motivation. From experience, I am most “disciplined” when I have internal motivation: a reason WHY I need to do an action and a VISION of how I will feel upon completing that action.

Addiction is attraction to a feeling – it is called discipline or motivation when that action is considered a positive or productive behavior. Discipline is when you focus on the short-term negative aspects of your actions; you are sacrificing your time to sleep. But the result of this action is employment – which provides income, there is a benefit.

Motivation is when you get up early and focus on the income, not on the loss of sleep. Discipline is negative, motivation is positive – your feelings will follow your focus. Focus on the positive and your life will progress towards more positives; you will feel better overall; its important to repeat the actions taken are the same.

SOLUTION

When I decided to leave a corporate position to pursue my dream to be a business owner, some of the first questions I had were:

What is the ideal way to setup an effective business?

Who do I need to hire first?

How do I bring on a CPA? Could they answer that question?

Where do I want to work?

The more I thought about it, the more I became convinced that:

The business model that I had worked under for many years was not the most effective way to organize a business.

I knew it would be foolish to take on too many tasks – especially in areas where I was not trained or familiar in completing – so, the business would have to include other people; hired, temporary or freelance professionals? What would be the best way to bring them on? Which people were required to be on payroll?

I had ideas, but no definite answers. I wanted to look at this question with no preconceived notions; look at the issue from all directions to see what innovative ideas could be found. Perhaps, the right solution would even provide a key competitive advantage to set us apart from the competition.

Of course, there is the cost factor – salaries, wages, and benefits – to bringing on employees. However, I know my time would not be best spent \struggling through a task, when a professional with training, knowledge and experience could perform it to a higher degree in less time.

The traditional business model, I felt was very inefficient. Top down companies require comparable time commitments, yet compensation is tiered per level. As you move down from the top, the financial compensation, responsibilities and ability to influence corporate decisions decrease. From working in several corporations, I have seen first-hand how this leads to resentment, unhappiness and frustration in employees; motivating people to search for other forms of employment or externally for coping methods.

If a person feels that they matter or they are increasing their standard of living through their direct actions, it creates a sense of fulfillment, motivation and purpose to advance the objectives. The surest sign of success in life, I find, is if a person is able to go home and relax – do nothing.

In a traditional corporation, one person or a small group set the overall vision and objectives. However, their interests are in increasing revenue and wealth for the company, if an employee is not directly benefited from the company meeting this objective their actions will not be consistent with the interests, vision and objectives of the company.

In companies where I did not agree with the direction they were going, I lacked motivation for the company to succeed – instead, I focused on my own success. I was not a team player when I had no interest in the team advancing. To stay motivated

and productive, I took actions towards my own professional objectives and provided the minimum to the company to keep it profitable. I had an interest in staying employed, but not in the team reaching their goals and objectives.

The amount of work you need to provide to keep your job is not very much – and is well below my potential. This created a lack of overall fulfillment: I was achieving my professional objectives, but there was frustration that my time, effort and focus were not being utilized in the most effective way; this had a negative effect on both the company and me.

Besides not being compensated directly at the company's success – I did not know what my actions were doing. What were the objectives? Profit for the top? How does that benefit me? With this lack of incentive and feeling that other employees could sense it, I constantly felt that I was on the verge of being fired; this created very real stress: both physically and mentally.

When setting up the business, these were the ideas on my mind,

The solution?

As you continue, you'll see. By the end of the book, not only will the idea be explained in detail, but also action steps towards it, guides as you progress, the overall vision explained and strategies given for today.

Chapter 5

CYCLE

A musician must make music, an artist must paint, a poet must write if he is ultimately to be at peace with himself. What one can be, one must be.

Abraham Maslow

HOW do I achieve, relax and profit more today?

This book provides seven specific steps that an individual can take to move towards their perfect life. The focus is not to get to a destination - but to continue in motion; to cultivate internal motivation and fulfillment to keep taking actions on your unique path. As soon as a person feels comfortable, complacency settles in – and the excitement that they felt dissipates.

Steps are given for a person to first focus on their personal life and to create a compelling vision that will guide the steps that they uniquely choose. Then, as they progress to decide which actions lead them towards their perfect life.

As progress is made, wisdom is gained and the actions change – instead of deciding the plan at the beginning, this system teaches to adapt to the present and focus on the future; to keep an eye on the destination, and another on the step. Much like you drive by looking at the road and glancing at the instrument panel, the strategy to increase productivity is to focus long, yet decide short, quickly and in consideration of the long-term objective. A person advances more rapidly as they lose expectations and gain confidence in their moral compass, priorities and expectance of success.

Until you know yourself, your actions will be slowed by hesitation – what short cuts are allowed? What lines are not to be crossed? The better you know yourself, the quicker and more confidently you will respond in new situations. If you have to decide what makes sense for you – it points to a deficiency of governing values. These are the values that are important; the principles that you consider when making decisions.

If you make a choice that is not consistent with a governing value, it creates cognitive dissidence – an action taken contrary to a belief – and can cause actual physical pain; an upset stomach or nausea. An example is a man valuing honesty telling a lie and feeling regret.

If we do not know what matters or where we are going, sure, any road will get us there – but more likely, we'll never leave the garage. This plan will both get you out of the garage, and

onto the correct road – at the proper speed. Until you start however, nothing will change: action begets action – words beget procrastination.

Really, I can't make you do what you don't want to do – but I'll close with the words I was told by a doctor after refusing an optional procedure because I felt it was expensive:

Its Your Life.

P.S. I took the words to heart, and did the procedure. My life changed drastically because of it – in a positive way. In a sense, I felt that I was given another new chance at happiness, peace and to live a life of excitement following my dreams.

STEPS

The seven steps and their order are very specific, with each step dependent on the previous one.

The overall cycle focuses on developing knowledge, experience and wisdom in the individual. This is the result of two other cycles: the personal and professional cycles. Combined, they form the human condition; a process that each person goes through every moment as they balance their needs, wants, expectations and sense of acceptance. To focus too heavy on acceptance in your personal life, will create a need for expectance in your professional pursuits – where a focus on expectations in your personal life, will leave you complacent

and unmotivated in your work settings and pursuits.

It is only by finding the balance between these two cycles that, together, progress of the human is made. Much like DNA is in the form of a double helix so to do humans exist; the two helixes are the self and ego; constantly adapting to the present moment: we progress in a continuous path observing, addressing, learning, understanding and experiencing; living the cycles.

Depending on the objective a person is going towards will determine the steps. For example, a person who wants to achieve business success will first focus on stabilizing their personal life before beginning on their professional self. On the contrary, a person who seeks achievements in their personal life will first focus on their professional life, or source of income, first. In stabilizing this and controlling it, before putting focus and effort on their personal objective – goal, dreams or vision.

The idea is to first create a stable foundation and put in place methods to control it. If your personal life is a source of focus and concern, it makes it more difficult in your professional life to achieve your highest potential. Surely, you can achieve success, but long-lasting success is built on a strong foundation.

Personal Identity [Self]

1. Be Proactive
2. Create or Review Vision, Dreams and Why
3. Observe the Moment

4. Determine the Optimum Strategy
5. Take Action Step
6. Review and Understand Consequences
7. Focus on Sense of Why and Inner Feeling

Professional Identity [Ego]

1. Be Open to the New
2. Understand the Idea
3. Design the Perfect Solution – Personal and Professional
4. Build a Business that Matches Your Needs
5. Adapt to the Market, Industry and You
6. Remove Unnecessary Time Constraints
7. Continue To Move towards Your Vision

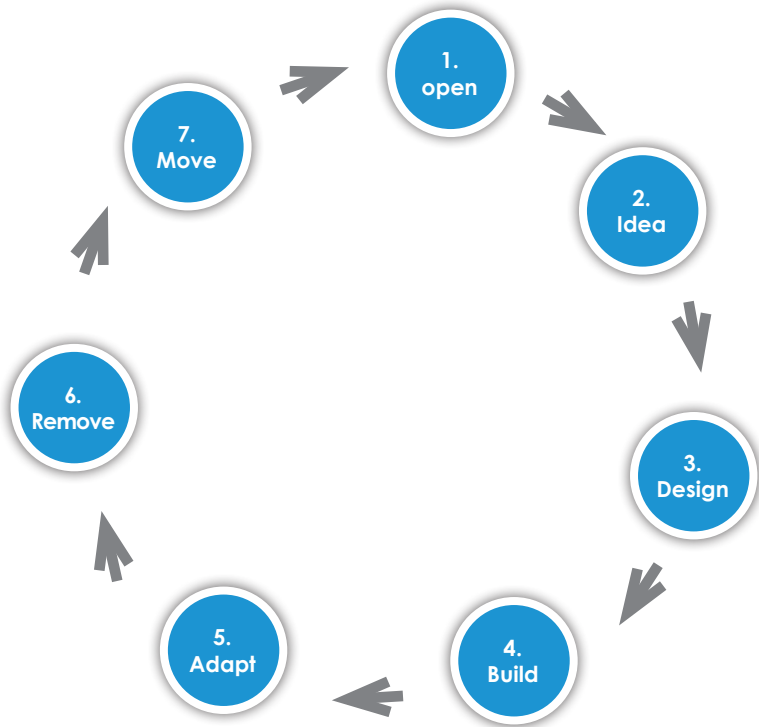


Figure 5-1. *The Continuous Cycle of Action Steps*

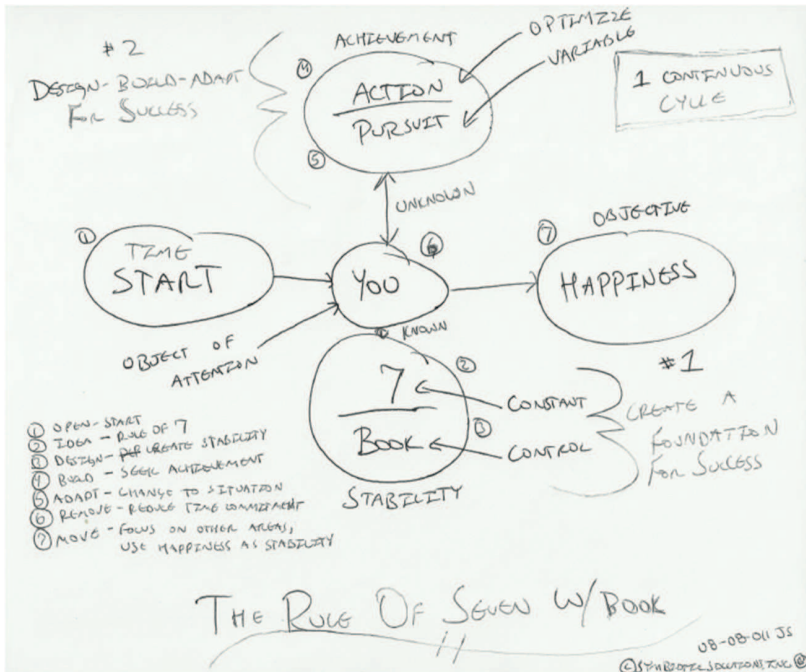


Figure 5-2. Cycle of Seven brainstorming ideas with this book as a guide

In this book, the focus will be on first stabilizing a person’s personal life and creating systems to maintain that stability; to create a strong foundation upon which success will be built. Next, focus will be on creating the perfect professional solution to your objectives: dreams, goals and vision. You will then create a team and all work together towards mutual success – while focused on your individual drives; a group of self-motivated individuals or the like free to innovate, adapt and optimize to benefit the group.

As the team progresses, you will focus on removing your commitment to the group – not your contribution, or necessarily responsibilities, but the amount of energy and time required per week. Instead, you will take this time to begin developing and learning about new avenues to explore, ideas to consider – dreams to pursue.

Perhaps, in your first round of the cycle, the focus was on creating a profitable business – on the second round, you decide to focus on a life-long personal achievement that you wish to accomplish. The business, you created in the first round, is bringing in revenue nearly automatically, and that becomes your source of source of stability upon which you use to focus on other aspects that interest you – it could be another business venture, or any other avenue you decide.

Very much, in college, I completed a cycle of action: I enrolled, took the classes, learned how to succeed, completed the degree and moved into the workforce; that round was focused on achievement in the professional. I was able to achieve success, in part, by maintaining stability in my living situation. With a strong foundation in my personal self, I was able to put my focus on achievement in school.

In the next phase, after college, I used the degree to get a job and create stability in my professional life. With this feeling, in my career, I put my time and effort towards a life-long personal goal I had: to have a song played on the radio. I went seeking achievement in my personal life. And, within a period of about 6-months with focus on this dream and a sense of professional stability, I was able to write, record and produce an albums worth of original music – and later, with the addition of two songs, completed the score to my first opera.

I did achieve in my personal life, however, but by bringing expectations into it – it also permeated into my personal relationships at that time. Rather than having acceptance, I expected certain things to occur. In a relationship, expectations create problems – the greater the difference between reality and expectation, the more the suffering – the relationship deteriorated and would end.

I grew wiser, but through pain, not success; I did achieve, but it was also at the cost of the relationship. It created suffering for others. The key to success in both of these examples, the degree and music, was the same:

A strong sense of stability that I was able to maintain, limited distractions to focus on completing the objective and motivation to achieve.

The difference, however, was that expectations in my professional pursuits resulted in strong personal relationships based on acceptance, where personal pursuits resulted in weak personal relationships. Love is often described as acceptance without expectations – accepting and loving my professional self more than my personal life put expectations into my relationships resulting in negative consequences.

It is possible to achieve in a personal sense, but either view it as a professional pursuit or personal hobby without expectations of achievement. Writing the music was seen as a personal accomplishment, I personalized the achievement of it and there were negative consequences to this action. I still enjoy creating music, but now it is a balance in my professional life.

Where I create in my career, in music, I destroy – I use music as an emotional release.

Professionally, I have two concurrent achievement focuses: running a corporation and writing music. Through these two avenues, I balance the ego, in my life – either creating or destroying it, as necessary, to function most effectively.

HOW

A person will not complete the seven steps and automatically achieve their perfect life – it is only by continuing on this path that they will continue towards their ideal life. Wise action is joy; inaction is suffering. This does not mean reckless action is encouraged – walking away or deciding to abstain from an action with a perceived negative consequence is action; the action of restraint. It may not bring joy, but perhaps it also doesn't bring suffering. There is inherent value in that; in not being unhappy.

There are three feelings that people experience – pleasant, unpleasant and neutral. Better a neutral feeling sensation – than a negative one. While thought is beyond our control and all we can do is accept it - action, both in words and actions, we can control. And depending how we choose they have the ability to bring many more feelings; to make or break us as individuals.

These steps will be discussed in this book as they relate to the business model proposed – but in practice, this cycle can

be utilized for any challenge or opportunity. The detailed steps that make up each part of the more seven steps form a specific problem solving model – that functions by utilizing the previous step, and preparing the system for the next task. When done in order, they are effective, but if changed around would be useless. It is both in having the steps and the order where success occurs.

The goal of this book and contact is to clearly explain this process and how to successfully implement them directly into your life. This system focuses both on the person and the business; the inherent interaction between the personal and professional that every person must learn to balance.

Nothing feels more exciting and inspiring than being around a person who is motivated, excited and confident; they brighten the room and bring up all of those around them. This method is designed for you to too to brighten up the room, or if you already do to take you to even higher levels.

We are offering an alternative to the traditional business model; from the standard top-down institute to instead a quickly adaptable and responsive network of global businesses and international freelance professionals. Companies are not hierarchical but completely flat - and instead of individuals taking orders, the focus is on professional responsibility and effective communication.

Each person benefits directly from the success of the company; every time product is sold - the revenue is divided amongst team members based on a percentage. The team has a common objective - and systems in place to motivate everyone towards that objective. This business model encourages innovation.

To show exactly how to implement this system, a sample corporate charter is included, as well as a corporate charter template that will be used for the actual company. In the charter template there are spaces for the CEO to insert team member's names, the specific product to be sold, how the system will operate, the compensation percentages and exactly what each member is guaranteed.

This book will explain how to design, build and adapt the company, and provides arguments for innovating, optimizing, systematizing and owning the business.

For specific ways to systematize operations, several ideas are provided in *The 4-Hour Work Week* by Tim Ferris. In it, he explains how to remove yourself from the business model - so that it operates independent of you. This allows a person to reduce the amount of time spent on a weekly basis to oversee the business.

Instead of running the company, the objective is to own - to have the business function with minimum input, yet provide maximum revenue.

DIRECTION

Vision is not required to take a step – effort propels you; the direction is important but beginning to move is more important. If there is no direction, action will create one – just anything to get you moving. A step is a movement between

two points – drawing a line between these two points shows you what direction you are travelling.

Now, that you have direction, you have vision where you are going – the next step is to focus on where you want to go and redirect yourself in that direction; use your next action step to take the steering wheel and adjust your course towards your focus.

When driving, if we stare straight into the distance the vehicle will continue straight, as long as it is in alignment. If the car drifts to the left or right, corrections will need to be made – but if it is balanced, it will continue straight. When we look around, however, we can become focused in other directions. As we focus on objects or points of interest, we begin to change direction towards it.

When I police officer pulls a car over or stops to look at an accident, they make sure to park in a manner that if their car is struck by a passing vehicle – the pulled over car, occupant and officer will be out of harm's way. Its natural, for passing motorists to look with curiosity and their vehicle to drift towards the distraction. If, it is your goal to change course, that is fine – but if not, we quickly can become off-track and a danger to those around us. Only until we pull ourselves away, and refocus on the distance are we able to get the vehicle and us back on track.

I've found that one of the keys to staying on track is to not look around at others, but to stay focused on where you are going and how you are maintaining; the dashboard: fuel gauge, speedometer, engine temperature. Do you have immediate needs to address? Are you too focused on your career and your

engine is overheating; in danger of burning out. Or perhaps, you are losing track of why you are focused on the future – your fuel tank is running low and your vehicle may stop all-together.

With focus on the future, but awareness and healthy curiosity of your present moment – it is possible, and enjoyable, to progress in a sustainable manner towards your perfect life, dreams and goals. And with experimentation and practice, I have found out what I need to maintain the correct course if I begin to drift off path. Each person is different, but there's a good chance you already have a good idea what you need to stay in balance.

As you take more actions, drive more, it becomes easier and more comfortable. Slowly, you begin to relax and enjoy the journey while remaining in-motion.

PERSONAL

Once you have decided that you are open to change and have learned about the idea, the next step is to begin designing your perfect life – both personally and professionally. If you are in a relationship, what common aspects do you both have in your visions? How can you achieve more success together? Get creative, brainstorm – have fun with this. That is the point.

While it is an incredibly rewarding process and life-changing in many ways – it also is fun to dream and to dare and do the impossible. In fact, if you are not a little overwhelmed with the

dreams that come out of this – think a little bit bigger; dream a little more.

Step One is to take action; instead of making goals and lists of tasks to complete and objectives to meet – the idea is to start taking action immediately. To begin taking action creates the habit that will lead to more action; rather than waiting for the situation to be perfect or to have the perfect plan, with the planning in Step Zero, you are ready to start moving.

The purpose of movement is to learn and become comfortable with change and the unknown. Rather, than staying in what is comfortable – expand through action. Create a stable based through focus on your goal long-term, and decide on the proper action in the short; if a choice is not moving you towards your long-term focus, simply change course and see the resultant.

Step Two involves maintaining the feelings that you cultivate in Step One; focusing on controlling your mindset to keep the base that you have built. First, stability is created, and then in this step methods are shown to control its naturally changing conditions; as, the circumstances and situation changes, you will naturally lose focus – when this happens, realign with your goals, dreams and vision and change course towards them.

It is not expected to constantly be moving in a straight line as you progress; no, instead by being about to steer as you drift into a new direction you are able to handle any situation and maintain your foundation; your inner strength and resolve – to be the eye of the storm, even when all around you it appears chaotic.

PROFESSIONAL

Once you have the design completed, the next step is to build it. In this phase, the focus is on gaining experience through direct action. An idea may seem great – but without putting it into practice, there is no guarantee on how it will actually function. It is only in doing that we gain experience.

It is the experience of success and failure – and the lessons learned, in both. In fact, I would be hard pressed to call anything a true failure. The only failure, I see, is not learning from the outcome. Rather than being concerned on a predetermined outcome – allow the system to function naturally; you will learn more than in controlling or setting criteria.

Step Three, in this book, involves designing your perfect professional fit – starting with exactly how you want the world to see you. Using the ego as a guide, a person forms a legal corporation. This will become their false-self that they rely upon when making business decisions. Rather, than being bounded by a personal moral code and governing values, a person is legally required to make their decisions for the benefit of the shareholders.

As they are the only shareholders, by law, they are forced to maximize the wealth and revenue that the corporation sees. Essentially, they must make as much money as possible for themselves, or face the federal justice system. Moral codes are not applicable, but instead legal guidelines form the boundaries upon which decisions are made, and choices weighed.

Step Four is to take this entity, the corporation, and to create a team around it. In this phase, the new CEO seeks out or is contacted by a Coach (Business Advisor), a Personal Assistant (H+WBM) or a person selling a product with an idea for a product to sell.

When the team is solidified through contract, the individual takes the team and corporation and begins to sell product; the business is in operation in Step Five. The CEO and Coach function together to adapt the business model to the market, landscape and team needs. At this point, the focus is on taking a design and adapting it to increase effectiveness, to maximize revenue and minimize expenses.

COMBINED

In all situations, no matter if they are consistent with your hopes or expectations – you have the ability to gain experience. This coupled with knowledge results in increased wisdom – the ultimate goal to acquire. An experienced mind, and a knowledgeable mind are impressive – but a wise mind is the pinnacle of what a person should aim for in life.

Combining your knowledge and your experience, you are gaining wisdom; not just in knowing how a system will respond but in having an idea either why it does, or being able to predict effectively new systems without having to test them directly.

In the final phase of the cycle, the knowledge gained in the first two steps combined with the experience gained in the next three steps yields wisdom. At this point, the team members, primarily the strategist, CEO, will begin to systematize the operation – put into place ways and means for the business to operate independent of the individual team members. This is Step Six.

As more and more systems are put into place, the time and effort commitments of team members will decrease. In the contract, the strategist is only required to be available for consultation to the other team members for two-hours per week. And, this requires a meeting authorization prior to allow members to prepare. While it is a team effort, each member has a specific role that does not require direct physical interaction. Responsibilities can be performed regardless of physical location.

The final step, Step Seven, is where the CEO decides the point at which the business is self-reliant and he ceases to focus on minimizing time commitments, and begins to look towards the start of a new cycle – Step Zero – with the current business as a source of stability, upon which the next cycle will be built upon. This step is at the discretion of the individual.

Chapter 6

FOCUS

What you focus on will thrive.

Author Unknown

HAPPINESS and excitement are a choice; don't be reactive - be proactive; don't wait – facilitate.

In early 2011, I met a friend for coffee. At the time, I was feeling very overwhelmed with the situation I was in, and not sure how to proceed. I wanted to vent – to tell someone how horrible my life was, but I knew this was not the right action to take. Still, I was at a loss for how to proceed.

We began talking and I tried to be cheerful and not bring negativity into the conversation, but he became concerned and expressed compassion at the situation. He then asked me a question that changed the direction my life was headed.

“Tell me what’s good in your life.”

It had been so long since I thought about anything good. It seemed that everything was negative – I had not even thought that nothing is all black or all white; every situation is gray; a combination of both the good and the bad; pros and cons.

I thought about it; struggling to say something – finally responding,

“Well I know that I got this far by figuring it out on my own. I feel that whatever life has in store for me, I will be able to figure it out and be better because of it.”

As I said it, I began to feel a little pride at this observation. I indeed had gone through a difficult situation, and was still going through it. I had forgotten that I was going through it - I was not stopped; I had not quit; I had not given up or had someone solve my problems for me. No, I had figured out how to get that far, and I really was ok.

I learned that it doesn’t matter what we are going through, just that we are going through it. I didn’t even need to think about keeping movement or action, naturally, I was taking action just in the act of surviving.

As I began to focus on this, the feeling of being self-reliant, a trait that is important to me, begin to rise in me.

I added, “I know what my dream job is now – and that its out there.”

“I know I can run a business.”

“I am in control of my life.”

I began to smile. For the first time in months, I began to feel excitement about the future.

He needed to run to a lunch meeting and started to get ready to leave. He began speaking, “I guess the only advice I would give you is....”

I stopped him, “No advice is required. Thank you. I know I will figure it out. Great to see you.”

After that conversation, I began to regularly remind myself of the positives in my life. I was aware of the situation – and knew that there were both pros and cons. But I decided that my effort would be towards the positives – to focus on what was right.

Found in *Reader's Digest*:

THREE WORDS

Every ten years, in a Buddhist monastery, the monks were permitted to speak three words.

At these times, the monks could say any words – regardless of subject. The purpose was to reflect on their practice. Besides these three words every ten years, no other speech was allowed

in the monastery.

On the day that the three words were permitted, the teacher approached one student and asked him to kindly speak his three words.

The monk replied, “Food is bad.”

And that was it. For ten years, the monk did not say another word, just continued his practice.

Exactly ten years later, the teacher again permitted his pupil to say three words:

“Bed too hard.”

Ten more years of silence passed, until once again the teacher approached the student.

“Three words”, said the teacher.

“Floor very cold”, replied the monk.

And then in a sudden outburst, the monk threw up his hands – “That’s it. I quit. This is too hard!”

The teacher shook his head, “I knew you would quit – all you ever do is complain.”

Rather than subjugate my mood to the external environment or emotions of others, internally I control my happiness. It comes from a place that no one can control or affect. No matter

what happens in life, the only person that can hurt me – is me.

I wrote a note on a piece of paper, and leave it in a place where I cannot help but to see it occasionally. It reminds me of this idea. The note says –

***There's Only One Thing, I Find, That Can Hurt Me –
ME;***

Blaming The External Only Increases The Internal.

When I wake up in the morning, I remind myself that:

***I am happy. I am healthy. I have good physical health,
and good mental health.***

I am great. I have everything I need. I love my life.

Some mornings, it does not feel true when I say it the first time or second time; but by the fifteenth time, it finally sinks in and becomes true.

Be positive and love your life.

YOU

Everyone will be different in how they prepare.

Before taking too many action steps - I feel its essential to know what you are going towards, what lessons other people have learned from experience, and to get your house in order.

Be Prepared.

Lord Baden-Powell

How many businesses do not achieve their highest success because the leadership and workers are distracted by issues outside the office?

Every moment spent worried about the personal: an upcoming bill, a cluttered house, or anything else personal - is a moment not spent focused on the professional.

Before beginning a business - which requires time, energy and effort - focus on getting into a secure, stable and positive environment in your personal life.

During my third year of college, one of my roommates decided that he wanted to start a handyman service. We sat down, with our other roommate, and spent a couple hours creating a flyer for the business, *Ryan's Handyman Service*. Printed out a

stack and divided them between the three of us.

Over the next couple hours, we then went around the local neighborhood putting flyers into mailboxes – until all of the flyers were distributed.

We felt so proud – and so accomplished in our endeavor, up to this point.

Returned to the apartment, and began waiting for the phone to ring announcing that we had an interested potential customer.

Waited, waited, waited – but nothing.

After a while, we start to get a little confused – not one call? Checked the phone line – picked up the receiver. Nothing. Our phone line had been turned off. We had not paid the bill and our phone service was cancelled.

The time and effort we put in to creating this business, brand and marketing was all in vain – our potential customers had no way to reach us; even though we were open for business.

Point: focus personal, then professional. Get your personal life in order before starting a business venture. Build a stable base in your personal life upon which to build a successful venture in your professional pursuits.

Around that same time, late 2001, I was delivering pizzas a couple days a week. I had money for rent and food already, so this was more for a little disposable income. While it was nice to have extra money, it was not a necessity and I did not take the job too seriously.

One Sunday afternoon, I arrived just as I was scheduled to start working. Normally, I would get \$20 at the start of my shift to provide change to customers. However, that particular day, I got in just as an order was ready to be sent out. In the hustle to make the delivery, it did not cross my mind to get the money for change. I left the store with a hot sub and no change.

Got to the person's apartment, rang the doorbell and waited.

The door opened; I gave the customer the food and he handed me a \$20 bill. The total was no more than \$10; he was due around \$10 back.

I did not know what to say.

I sheepishly replied, "I'm sorry man, I don't have change."

Silence.

"Here's your food. How about I go back to the store, and I'll be right back with the difference. I apologize for the inconvenience."

By not being prepared, I had to make another trip back to the store to get the bank – and then, return to the gentlemen's residence to give him his change; haste makes waste.

Returned to the store, "Hey John, need a bank – I didn't have change for the last customer. I need to run back out there. And hey – that was Michael Vick wasn't it?"

"Yup..."

I grabbed the cash bank – and a piece of paper and pen.

Returned with the change.

Knocked on the door. “I apologize. Here is the change – do you think I could get an autograph?”

He laughed, “Ok.”

I handed him the paper and pen – “Could you make it out to Eric?”

He obliged.

He got his change; I got an autograph. I would give the paper to my Dad, Eric, for a birthday present that year. However, in not preparing, it created a possible hassle for Vick and cost me in lost deliveries and gas.

Not preparing creates more challenges; possibly opportunities, but, possibly obstacles too.

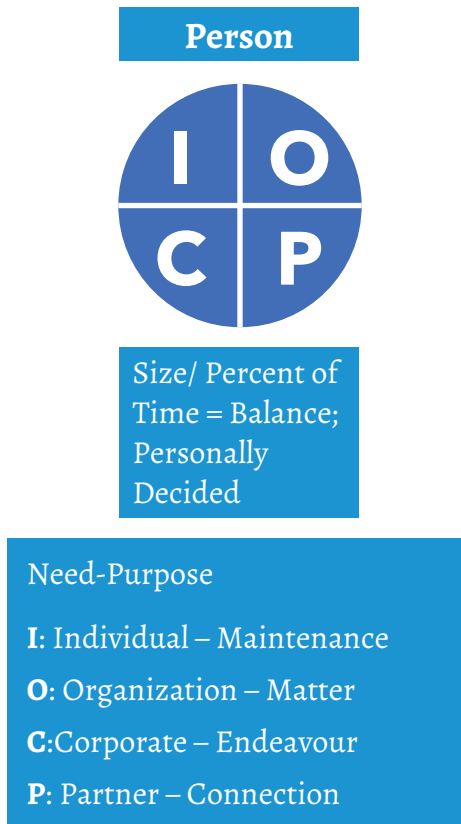


NEEDS

People have four basic aspects that must be addressed to maintain and achieve a high level of fulfillment in life. These areas include a way to elevate themselves, a way for them to feel that they matter, a connection to another person and personal maintenance to keep the system in balance. Depending on the

person, one of these areas or a combination will also provide them with a sense of recharging. It may be that being alone is natural and with others takes effort; therefore the individual stage provides the energy to succeed in other areas.

Figure 6-1. Four Aspect Needs of a Person



In a person's professional life, they address the need to achieve and to matter. These areas are called the corporate and organization, respectively. In the corporate aspect, a person is putting effort towards increasing their quality of life; this area is profit motivated. The other professional area is not profit motivated; instead, is focused on working towards the greater good. This area provides a person with a feeling that they matter. In terms of the internet the first area the corporate need is a dot.com while the organizational need is a .org.

However, the corporate and organizational needs can be addressed in one job. For example, it is possible to work towards financial gains while having an impact in a way that provides a sense of mattering. If the job does not meet both requirements, then a person may work a traditional job and also volunteer in their free time. In this option, there are two specific styles that a person functions under in each situation. These are robot and corporate; the other two areas human and organizational are used in a person's personal life.

In a person's personal life the two areas that need to be addressed are a connection to others and a way for a person to recharge and maintain a sense of personal balance. Figure 6-1 shows several areas where a person must focus time and effort to feel a sense of overall fulfillment. These are more specific; in general the aspect is called the individual needs and is completed in the style of organizational. This style relies on a methodic approach that uses subjective feelings and planning to address all areas, and still allow a person to make decisions based on how they feel.

The other aspect area is the partner. In this need, a person has a relationship to another that provides them with a sense of

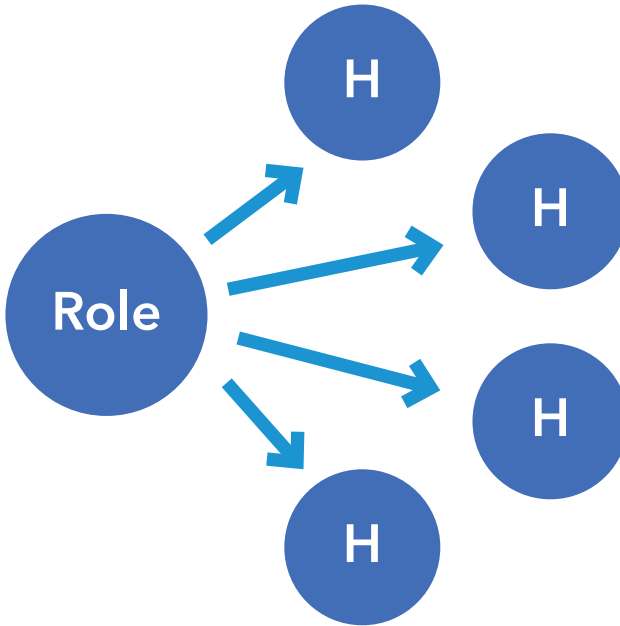
being connected. It is not necessarily an intimate connection, but gives a feeling that they matter to another person. In therapy, I heard that the biggest benefit is not necessarily in the talking – but in the repetition of having the therapist in their life, listening and caring. From experience, I felt that was what I looked forward to the most in the sessions – the human connection I received.

The human connection is what provides healing to the wounded; the feeling that they are important to someone. This is different than the organizational need where their actions are towards the overall greater good; this area provides the feeling that a person has an interest in them. It could be a life coach, a platonic life partner or a personal assistant. In this area, the style is human: the person uses their heart first, with their head providing a check on their actions.

In the professional role of organization, a person uses their head first, with their heart being a check. In the corporate aspect, the robot style is used – all head, no heart. Their interest is exclusively in creating the greatest sense of revenue and wealth. In the last area, the individual, organizational style is a combination of the head and heart.

When all areas have been addressed, and the correct styles are utilized a person will feel a sense of peace, motivation and balance, overall, in both their personal and professional lives. When a person is able to have regular activity in all areas, rather than seeking externally to feel happiness, peace and purpose, they will cultivate it internally.

Figure 6-2. *Personality Styles*



Personality Style - Role

H: Human – Partner

O: Organizational – Individual

C: Corporate – Organization

R: Robot – Corporate

- Human – Focus on Heart, but still Use Mind – Especially When Dealing With Others To Handle Conflict and Relationship Build, Partner Role, Functions In Personal Life
- Organizational – Combination of Heart and Mind, Focus On Heart, Detailed, Planning, Methodical, Used for Personal Maintenance, Individual Role, Functions In Personal Life
- Corporate – Focus On Head and Heart, Purpose is Maximum Effectiveness While Still Relationship Building, Organization Role, Organized, Professional Yet Still Able To Be Subjective When Handling Personal Situations, Functions In Both Personal and Professional Life
- Robot – All Head, No Heart, Very Detail and Results Oriented, Focus Is Exclusively On Optimizing Output – Revenue, Wealth, Product, or Service, Relationship Building Is Done Through Shared Completion of Objective, Corporate Role, Functions In Professional Life

LIFE IS INCOMPLETE WHEN SINGLE - HEART,
INTUITION AND MIND ARE NOT COMPLETE. INSTEAD
DOUBT, FEAR, AND CONFUSION TAKE THE PLACE
OF CONFIDENCE, COMFORT, SECURITY AND THE LIKE.
DECISIONS MADE ARE NOT CERTAIN, AND CHOICES
TOO OFTEN SEEM TO BE SECOND GUESSED AND MADE
IN HASTE. THEREFORE THE ROLE OF THE COUPLE IS
NOT FOR PROCREATION, AS SOME WOULD BELIEVE,
BUT FOR THE ABILITY TO MAKE BETTER -
DECISIONS. TWO MINDS; TWO HEARTS; TWO LIVES
AT THAT MOMENT FUNCTIONING AS ONE - BEATING IN
RHYTHM NOT TO THE SOUND OF OTHER FOOTSTEPS -
BUT TOGETHER, IN HARMONY, THEREFORE MUST
WE NOT SEARCH FOR THE RHYTHM OF ANOTHER.
OF THE TEMPO THEY KEEP; OF THE BEAT OF
THEIR HEART, MIND AND SOUL - AND MUST WE
CONSTANTLY DAMPEN, EXCITE, AND OBSERVE
THAT BEAT UNLESS IT GETS OUT OF SYNC - AND
INSTEAD OF AMPLIFYING AT THE NATURAL FREQUENCY -
BECOME DESTRUCTIVE - DESTROYING, RIPPING APART
ALL AND EVERYTHING. THEREFORE TO STAY AS WE -
MUST WE NOT TOGETHER DESIGN IT (OUR LIVES),
LIVE IT (OUR LIFESTYLE), AND ADAPT IT (OUR
MOMENTARY CHOICES AND DECISIONS). THERE'S
NO OTHER WAY, IN MY OPINION. JS 10-11-10

Figure 6-3. *The Importance of a Life Partner*

IMPORTANT

Before going to bed, take a mental snapshot of the next day – what do you need to accomplish or want to get done. Not a list of items, but one thing – the most important thing.

When you wake up, where do you want to put your effort?

Often I find that in the waking hours, I jump out of bed when I have a reason, but if there is no immediate purpose, I am sluggish in getting the day going. Using this reason, the why – the way to jump out of bed – start your day in action. As you progress towards your first destination of the day, have paper and a pen nearby. Ideas for tasks to complete will start to come out.

In a person's life, they have various roles that they fill: son, father, brother, friend, professional, hobbies, life partner. Where are you in each of these roles? What is the next step for you to take – how can you be proactive towards your objective in each respective role? For example, as a brother, I may send an email congratulating a family member on an accomplishment or a note to say hi. As a life partner, I may make reservations at a nice restaurant to surprise my spouse. And, as a professional, I may contact a supplier to discuss moving product. ETC...

As I progress towards my first destination of the day, on foot so that I am able to write, or on public transportation I continue

refining this list - ideas as they arise are written down. Sometimes they change, but often I find that the reasons I had in the beginning or expectations of what I wanted or needed to accomplish, look nothing like the agenda when I arrive at the destination.

Turning this into a habitual action, everyday, leads to increased actions and achievements, and more meaningful relationships. By addressing each aspect and being proactive, coupled with a strategy – I accomplish in several areas at the same time while maintaining a sense of balance.

Items such as exercise and recreation, I leave off of the list – these items, I do not like to plan. Let life unfold and see what feels natural. I enjoy mountain biking – if I begin scheduling it into my day – it will stop being an outlet, and start being a requirement. Rather than a release and chance to live without constraints, by having guidelines, it takes away the spontaneity and enjoyment. Plan your responsibilities, let fun and all else occur naturally.

While I am going through the day, I often keep a backpack with a notebook or notepad and pens on me; as ideas come to mind, I can make a note of them – if I see value in it. Most of my ideas occur while I am in motion.

One of the important items that come out of the list is how to handle emails. The best strategy I have found is to use the list that I have created in the walk or ride to the internet café or coffee shop. I use the agenda list as the tasks that I need to complete first. Often, this is done by simply going down the list and checking items off. Its very systematic and I can complete in twenty minutes what used to take hours of

thinking to accomplish.

For many years, I would simply open the email account - see what I had received and then respond to it. Checking emails was such a time drain. Now, what I do is write a list of exactly what emails I am going to send - and normally, exactly what it will say - and what research needs to be done, before I sit down to the computer. I'm no longer getting distracted by internet advertisements, spam and what's going on around me - I now have a list of exactly what I am going to accomplish on the internet. I can quickly go down the list and check off each item.

The amount of time I spend on the internet has drastically decreased - and I feel much more productive - not reacting to emails, but being proactive. Once the list has been completed - I will open new emails. Of course, if I have received an email from a person I was planning on sending one to - then, I will check that - but all other email gets put to the end of the priority list.



UNITASK

Is the easiest thing to do – just simply put like with like. As you do, things will come out – natural patterns. From there, continue to simplify by putting similar items together. As you do the natural systems will start to appear? Do not look at the whole picture, but instead at the most immediate action you can take. Pick up an item, for example, move it to a location that has items similar to it. Continue.

As you go through this process, automatically, the piles will begin to show differences in the items. Once the initial pile of objects has been sorted, begin finding locations for the smaller piles, how do they natural sort out? Where is the order in their systems – where are the characteristics – is it beneficial to continue sorting them, or at this point are they in a system that is effective for their task.

For example, if you are sorting recyclables or reusable items, and you have a pile of plastic bottles. Perhaps you decide to break them down into milk jugs and soda bottles. Now, continuing with different brands of soda bottle or maybe a line not to cross. But at this point, you have two function groups.

Find a way to store them out of sight, and continue on to the next action step. This is the simplest way to complete the task of cleaning a house. Instead of making a list, just begin, as you clean, places will become eyesores and require attention – address them. Once, they are complete then move on to the next place to focus.

This strategy is effective in organizing anything, not merely items – ideas also can be organized this way. Put all your ideas on a piece of paper and then begin to organize them. The bigger picture will begin to emerge. Perhaps, several of the ideas center around one central theme, while the remaining items form separate areas. Instead of having fifteen separate thoughts, maybe it is only five with one idea having several components or details; instead of focusing on several areas – concentrate your effort in one area at a time.

Chapter 7

OUTER

I don't know the key to success, but the key to failure is trying to please everybody.

Bill Cosby

RATHER than leaving success to chance, put yourself in a position to succeed. This includes your surroundings – what is around you; does it lead to increased productivity, happiness and inspiration, or is it dragging you down? As much internal motivation we have, and as much as we develop ourselves, until we are in an environment conducive to success – the amount of achievement we realize will be limited. Of course, a high degree can, and has, been proven to be accomplished, even in the direst of situations; but, rather than fighting against your environment, adapt it to your benefit.

There are several strategies that a person can use to create a situation that naturally leads to success. Small changes can lead to huge differences, and huge differences can lead to more action, fulfillment and dedication to your vision. These ideas are meant to remove the distractions that take you away from your path; and, put you on a track to seeing and realizing your dreams, goals and vision. Rather, than waiting for the situation to be right; all the pieces to fall into place around you; learn and begin to create your success. If you are reliant on the external or being held back from your objective, address the issue. It may take time, and it may feel unpleasant in the immediate, but if you continue to look at the long-term benefit, the feeling you receive when taking action towards something that matters to you, develop a sense of wavering motivation.

Sacrifice and dedication are terms that imply focusing on the present; focusing on your current situation or what you feel you need to give up – look forward, where are you going and what purpose does this action serve. Rather than looking at the negative, perceived, of having less now, look long and how your choice will lead to more later: more fulfillment, more peace, more excitement and more purpose. Instead of complaining about today, celebrate tomorrow while staying grounded in the present.

Create a situation that leads you to focusing long; while, remembering that the only thing you can change is the present. Control your environment as much as possibly while accepting what you cannot affect. Acceptance is a key to peace; action is a key to happiness; motivation is the key to progress; and your vision of tomorrow guides your steps of today – it does not matter how many steps it will take to get your destination, just that you continue taking them.

The best way to surround yourself with positivity, stability and promise is to cultivate it internally, display it externally – and allow it to return to you. Rather than waiting for the world to provide you with motivation, develop it internally and take charge of your future. You are important, there is a dream inside of everyone – now, make the time, place and you right to realize it. The only thing stopping you from progressing, is you – inaction breeds dissatisfaction, action leads to motivation, fulfillment and excitement.

FINANCES

Do not let money stop you from pursuing your dreams; realize your resources and find ways to achieve success within your means. Money is not an excuse against business, but an opportunity to develop a sense of resourcefulness that will provide benefit as you progress in your business venture.

To start this business, where do you need to be financially?

Is it not necessary to have every credit card paid off, a certain amount of savings in the bank, or large amounts of built-up equity - to begin? No - definitely not necessarily, but if any of these things instantly made you think of them and worry - something needs to be done about that before getting much farther. The CEO is responsible for financing this project. The amount of money that they can use to bootstrap the operation is completely up to them - the more money, perhaps the more

advertising they can pursue. However, the actual cost to get the business going is minimal.

I struggled to live within a budget for years when I first moved out west; the cost of living in San Diego was much higher than I had expected. I had managed for the first several months fine - but after occurring medical bills and the purchase of a new car - I found myself living paycheck to paycheck. All I could think was,

How am I going to get by?

I tried cutting expenses; including ending the lease on the cottage I was renting at the beach. Having a place at the beach had been a lifelong dream of mine, so this was very hard to take - I lost my dream. I had it and then I lost it. At the time, this was devastating for me, but as I learned to dream again - I started to see the wisdom in the experience.

I moved into a townhouse with two other individuals and with the saved rent money - had a small monthly cushion to begin paying off debts. Still, I was very paycheck-to-paycheck, so I decided to take a second job. In addition to the fifty hours a week, I was working at the day job, Saturday and Sunday nights now became work nights too, delivering pizzas. I enjoyed the job and the group of employees was fun, plus, the extra income gave a small monthly financial cushion.

But after a couple months of the second job, I started to want those evenings back again. I also started to notice something - the nicest cars in the parking lot were the driver's cars. They had new ones, SUVs and sports cars. This is not a knock against anyone - just an observation, I also had a nice car, over

\$10k used, purchased only a year prior.

I started feeling that the reason I was working this second job was not the credit card debt (although certainly I had that) - no, I was spending the weekends driving around in a \$10k car - because I owned a \$10k car. I was putting excessive mileage and wear and tear on it, basically, doing circles around San Diego; depreciating the value of it.

At the time of purchase, the reasoning was that this particular manufacturer and model had a high-resale value: so, I looked at the purchase as both reliable transportation and an investment. And it was reliable for several years - both in transportation and as a steady drain on the wallet. I felt a sense of relief the first month where the delivery money covered the car payment and insurance extra expense of the vehicle. Several years later, I would pay off the car and then sell it within a year - at just a fraction of the purchase price.



INVENTORY

The CEO will be bootstrapping this operation so there is value in keeping costs down.

What do you currently have at your home, office or nearby that can be used at any time?

- *Computer*
- *Filing Cabinet*

- *Printer*
- *Separate Phone Line*
- *Internet Connection*

Do not purchase any of these items if you do not currently own or have regular access to them. The point is not to get what you feel is lacking - but to understand what you already have to for operating.

Perhaps you intend to use the printer you purchased several years ago that's in storage in the attic. What if you need it one day for an urgent presentation only to find that it was donated the year before? What then?

Do not leave success to luck - be aware of what you have.

My first semester of college at Virginia Tech, I created a sandwich shop in my dorm room - after buying too much bologna during the local grocery stores 2-for-1 sale. In the store, my eyes were bigger than my stomach.

Rather, than have the meat go to waste - I turned it into a business opportunity.

Created a small flyer that was put on the door with the meal specials - as I recall one sandwich, two sandwiches and a sandwich and soda were the specials - and so began Jamie's Bologna Sandwich Connection.

At the time, I was not too aware of pricing goods - and to keep demand up offered the sandwiches at a really affordable price.

The business brought in a couple bucks here and there - in part because of the convenience factor, but also due to an unintentional naming of one of the specials the same as a recreational college drug.

A couple weeks into running the business, a fellow student and I were discussing it and decided to do a price-point analysis to see the cost of producing a sandwich. Ran the numbers, and it turned out that the business was actually losing money on the sandwiches but bringing in money on the soda special.

Decided to keep prices low, but with the diminishing returns on the special, eventually raised the sandwich prices - at that point, lost remaining business to the burger restaurant next to the dorm.

By that point however, I was done making sandwiches. Decided to close up shop - but overall the sandwich shop was a success and provided a little bit of disposable income for that first semester - and had no start-up cost. As sandwiches were sold - inventory was restocked, as required - and so no personal funds needed to be put into the business.

Looking at the business model that was used, although a tangible product was sold, bologna sandwiches, and the business was service based: When a person wanted food, I was contacted, and I then provided them a service - me personally making them food. Once the start-up phase of the business was complete, my focus switched from running a business to being a personal chef role.

In terms of the roles in this book, I see that I was functioning in too many positions - strategist, producer, contracting agent,

and as my own health and well-being manager. Other college students provided coaching - teaching me business theories - but I was the one putting in the work and making the final decisions.

I felt great to bring in money directly because of something I had produced, but the energy drain was too great - while the business, for much of its life was self-sustaining - with that business, I was not.

Something had to change - I ended the business; losing the revenue, but regaining my peace of mind.



CLEAN

Happiness is a clean house; insanity is an organized house.

Having a clean house is not about having every piece of paper sorted - its about getting the clutter out of sight and put in a some-what thought out location. Sure, I have a junk draw; and no, it's not organized - but it keeps everything in one place where I can easily to get to it and the items are out of sight both to me and when guests come over.

In the beginning, it may take an afternoon or day, maybe even several days to simplify your house. But the direct benefit is worth it. Rather than being a source of worry, it becomes a sense of pride and you become more effective in your actions; rather than fighting against your circumstances - you design

your surroundings to benefit you.

By having an idea where items are located, when something is needed, time is not spent searching, but in finding and then taking action. When the task is complete, return the item to storage – preferably out of sight so that it does not become an object of attention as you go about your day, working or focused on a task.

Often, when I am struggling to make progress on a project, I look around and observe that my surroundings are out of order; the house is dirty, dishes piled up, floor needs to be moped, ETC... I have two choices, I can either continue to attempt progress, or stop and straighten up the house – before resuming. Once, I am at a place to pause the current task, clean.

The other benefit I find in cleaning the house is that while I am sorting and straightening up, I often get ideas and make connections on projects that I had not considered before. I make a note of these items and continue on the current task, when it is time to resume the project – I am motivated, have higher productivity and fresh ideas to consider.

The feeling of peace that a clean, simplified house brings me is motivation to keep it that way - and quick pick-me-up if I start to feel down. More than once, I've felt myself beginning to feel stress. Often, a quick survey of my home shows that it needs to be addressed. After cleaning, I often feel calmer, focused and with an idea of the course of action to take. For this reason, if I need to cultivate any of these feelings, even if the place is relatively clean – I will spend a little time straightening up just for the boost in productive I receive.

A clean home also gives me a feeling of pride which carries over into all aspects of my life. Clean clothes have this same effect, I've found. With pride and peace, I sleep easier - the added benefit of a refreshing sleep cannot be taken lightly.

If you live with others, maintain the common areas and your space, and accept that everything else is out of your control.

PLANT

Find a small house plant, I personally prefer an aloe plant - I feel it's a symbol of health and vitality, it's a reminder of nature and is easy to maintain. Put it in a location where it will be one of the first things you see in the morning, when you wake up; your bedroom is ideal.

When you wake up in the morning, one of the first things you will notice will be that plant. The point of a plant, for me, is that it provides me a direct indication of my physical and mental health - for times when I get too focused on something, it's a simple visual to keep balance.

Also the connection to nature - I find keeps me grounded as a person.

It takes time and effort to keep a plant alive and green - again. I prefer aloe; it's easy to maintain.

A plant is life - and life runs its course. Eventually, no matter

how much time and effort you put into the plant it will be brown. I just take that as a reminder that I too need to be aware that life is change - and rather than get upset or worried - it is just a reminder that change is inevitable, and much as you would then get a new plant - at points in our lives, there are times when change is required to stay vibrant.

While I was living in San Diego, I started to purchase several inexpensive tropical plants for inside the house. There was one in particular that was especially full of color - and was very easy to maintain.

At the time, I was focusing on finding balance in my life for optimum health - physical, spiritual and professional.

As a reminder, I wrote a list of several things to keep an eye on - were the window shades drawn? Did I attend meditation that week? What time am I getting to work? And so on. And each question worked well - but by far the quickest indicator to me were the house plants. Every day, I could not miss seeing them. And as they stayed healthy, I found that so did I.

Of course there are many keys to maintaining health and well-being - but, I feel, without a doubt that plants in the home are one part of it.

REMINDER

Eventually life will give you challenges in your life and career at the same time, at that point – a relationship can provide this source of stability.

Whom do you admire and how do you remind yourself of them?

In late 2007, I went through some personal challenges: a health scare, losing the beach cottage, rising debt and a feeling of being overworked and isolated - in a city 3,000 miles from family and what I knew. It was during this time, that I was given a broken gold watch from my father; it was his mother's - my grandmother's. I took the watch and put it in the top pocket on my backpack.

Since then, there it has remained, almost constantly. Almost everywhere I go, it is with me. The first several months of having on me – every day I would focus on it as I began new routines, and started a new chapter in my life. With my personal and professional life volatile at that point, I found a source of stability not in the object – but in the reminder of family.

When living in South America, I wanted to be careful with it - so I left the watch in the room I was renting. I put it out of sight but still in a location that I could see when I woke up. Many mornings it gave me comfort knowing that it was there - even though I couldn't see it.

SWEAT

Start to get in the habit of sweating as least once a day. Maybe at the gym, on a walk, running, yoga, biking - its up to you. After 30 minutes of steady cardio, your body naturally releases a chemical called dopamine. This chemical gives a feeling of euphoria and calm. It does not need to be much, for health it is recommended to exercise for 30-minutes just three times a week.

SOCIALMEDIA

This goes back to the idea of what you focus on thrives and creates direction in your life.

What are you focused on these days?

Before social media, I spent my free time between friends and following my personal dreams – writing music, snowboarding, exploring the wilderness of Virginia. But after social media became main stream, I found that the time I had spent following my passions was not spent following other people. Instead of living my life, I became a spectator on others. In retrospect, social media is not so different than reality television – you just happen to know the actors. I focused my life towards other people, and not my personal goals and my personal productive plummeted.

What I've found works for me is to avoid Facebook, use Myspace for my hobby (music) and LinkedIn for professional to contact me – however, I rarely make the first move or reach out to others over that site. I see value in Twitter being a one-way message board. I deleted all of the people I was following so I no longer get updates on others – and instead just put occasional updates that are business related to the people that are following me. Connected to the LinkedIn account, it also provides people a way to verify my identity and see a history of activities.

Focusing on my goals, dreams and vision again has energized progress, and lead to increased actions, motivation and success. Rather, than telling people what I am going to accomplish – I just accomplish; rather than seeking approval on a message, I approve of myself and my performance, and most importantly rather than being a fan of others, I, again, am a friend to people and a fan to myself. Go me! LOL J :D*

TOXIC PEOPLE

I did not realize the importance of surrounding myself with people who believed in my abilities and are following their own dreams and personal visions, until I removed the toxic people from my inner circle.

It was not necessary to confront the people who questioned me; who spoke of support but acting in contrary ways; and, whom I just felt I was not able to share my excitement with; for fear of losing it. But, I needed to distance myself from them

and instead focus on the positives in my life and the personal vision I had for myself.

I completely believe that the people around you will either make or break your success. I read that we are the average of the five people we interact with most. If these people are negative, always talking small and with no goals or drive - as motivated as you feel you are - they are drains on your excitement and energy that can keep you from achieving your full potential.

It was a night and day difference when I decided to stop fighting against several people who had small visions for me - and accept that I cannot change them, and they have the right to their views. I need to move on in my life.

It was very difficult at times, and I really struggled with guilt until I heard a talk by the Houston-based preacher Joel Osteen on toxic people.

In it, he asks:

What's worse - hurting someone's feelings or not reaching your potential?

Also, will they reach their potential when they are reliant on you for joy, instead of finding it on their own, internally? Which is a better friend: a crutch, or a propellant towards your highest potential?

APPRECIATE

Allow others to assist you and show them appreciation.

When a person asks to assist you or give you a helping hand, there are two parties involved: you and the person making the request. If the request is genuine, the person is sincerely asking how they may be of assistance. For years, I would simply respond that I do not need help; I can handle it on my own. And, that is was true. I did not need assistance to complete a task, if I did, I would ask – but for the most part, I would figure it out on my own or struggle attempting it until I gave up and then went searching for assistance; but being hard headed it was rare that I asked for assistance.

I am a very self-reliant person; it gives me a sense of pride to know that I am both in charge of my future and capable of handling it. For this reason, I traditionally refused any assistance. However, one day, I started to think about it and realized that I was taking a selfish approach to this repetitious behavior: I was ignoring the other party. I was only focused on my need for self-reliance, not the interest of the other person; perhaps, they had a need to matter that I was with holding from them in my stubbornness.

I was only focused on my needs – instead, I decided to look at other people's needs as well. Granted, I cannot guess a person's motives, but I decided to allow people to do nice things for me. Allow people to receive the benefit from helping others.

In Asian cultures, it is considered rude to refuse a gift. I understood then the reason for this: refusing a gift is

withholding a need from a person. Just as a person needs food and water, there is also a need to matter.

As we put out to the universe, so it is also returned. Love to the world is returned as a feeling of love to ourselves, anger comes back as anger and when we meet the world's needs also the world meets our needs. The successful book and movie *The Secret* was based on the idea that we receive what we focus on; in a roundabout way this is true – but more correctly, what we focus on putting out is returned to us. If we focus on justice and fairness, so it is returned. And as we focus on how we can meet other's needs for us, also our needs are met.

In 2004, I travelled to Europe to visit a childhood friend who had recently relocated to Prague. At the time, I had just completed college and was figuring out where I wanted my life to go. The trip happened to coincide with the United States presidential elections; my travels in Europe at the same time as the Presidential debates were occurring.

Everywhere I travelled, it was the same basic questions –

“So what do you think about George Bush? How are you going to vote?”

The voter apathy I saw in the States was in stark contrast to the interest I experienced in travelling Europe. Everywhere I went it was the topic of conversation; both on the mind and tongue of nearly every person.

While in Prague, I went out to dinner at a local pub with my friend and his girlfriend. We were enjoying a laid-back evening when the room got quiet and the television in the

corner became the central point of focus. Volume was turned up; the United States Presidential debates were beginning.

I then spent the next hour watching the debates in Czech and observing the reactions of the patrons; glued to the screen, they were fixed on the debate. The experience changed me.

In returning to the States, I began to learn more about the issues; eventually leading to a book by the author John Perkins, *Confessions of an Economic Hitman*. I became fascinated by the topic of economic development and globalization.

Two years later, I would be living in Virginia, preparing to move to San Diego. At the time, I was renting a room for an old college roommate. Our other roommate had expressed an interest in global policy – and I mentioned the book by John Perkins. He purchased it and also became fascinated by it. As it happened, around the time, I learned that the author would be giving a talk at the Library of Congress. I decided to attend, and as a show of appreciation towards my roommate, I brought along his copy of the book to get autographed.

I went up to the talk, and afterwards stood in line to get the book signed.

“Hi, and your name is?”

“Oh, my name is Jamie but could you sign this book for my friend Raph. He wasn’t able to come up here – he wants to change the world. Its spelled Raph – like the painter.”

“Sure.”

He signed it.

“Thank you.”

I took the book and began walking away.

About ten steps into my departure, I heard a voice,

“Jamie!”

I turned to see John looking at me.

“You change the world too.”

“Right on John. Right on.” I said, as I felt myself sigh on the inside – what a responsibility, but also what a powerful message – I too was capable of changing the world too; I had value. I could matter.

I went to the talk to meet the author, and show my friend that I valued him; in return, I learned from John Perkins that I too had value. I would focus on that conversation – those five words that would change my life and give me both direction and a sense of value.

CLOCKS

How slow time seems to go when we stare at the clock - the moment's ticking off; seconds turn into minutes; minutes

to hours; days to years. Yet, when we are busy, we become focused on the task and do not look at the clocks around us, unless they are close to our direct line of sight.

When we glance at the clock, we are surprised at the time – either too much seems to have passed, or not enough; but rarely do we know exactly the time when we become lost in work. I've found that the best way to get into this mindset – the mindset of focusing on the task and not time – is to hide the visible clocks in the space, and surprisingly, to put a calendar in the bathroom. The reason for hiding the clocks is obvious, by not knowing the time – you lose track of it.

The benefit of having a calendar is in the reminder; when you take a break to use the restroom, you recharge your motivation as you are reminded of the reason you are focused on the current task and your vision for your future. The vision that is driving you – perhaps it is to get the business going so you can travel to the Bahamas. Find an 18-month pocket calendar with pictures of tropical beaches and put it in there. Then when you take a break, you will see the calendar and remember the reason for your efforts.

Along these lines, besides just the calendar – put up reminders around the house that remind you of your vision: your focus, a postcard on the refrigerator, a picture by your computer monitor. But there's no need to put reminders everywhere, while it is important to focus on your future – leave space for your present.

RANDOM

How quickly habits seem to form. Perhaps it is the ease of repeating a familiar process that leads us away from the random and to the known. I know that I have fallen into the trap of repetition and time continues while I remain perpetually the same. I, at first, feel comfortable – but that comfort turns into complacency; resulting in staleness to life that robs me of the joys of a new day. This lack of excitement leads to less experimentation.

However, the cure is simple. Just try something new to you. Nothing huge is required – no need to sign up right away for skydiving lessons or bungee-jumping at the Grand Canyon; but a simple modification to your routine is all that matters. Typically go a certain way on your commute into work – what about finding a new road that doesn't add time but a change in scenery and trying it. No need to plan; just spur of the moment decide to be spontaneous. When life gets stale, on our routines we will bail.

There's an internet café here in Mexico that I have found. It has a good atmosphere, the staff is incredibly nice and connection speed fast, plus being near two grocery stores, I often find myself walking over to it. The route is simple – take the short cut to the main road, Bella Artes, left on Lopez Portillo – about five blocks and its on the left.

Along Lopez Portillo are several small restaurants, taco trucks and food vendors. For months, I would walk past all of this and go straight to the grocery store or internet café.

One day, I was walking by one of the restaurants specializing in seafood. They had a sign up that the daily special was two Tostados de Ceviche for 15 pesos. I first off had never been to this restaurant and had never had tostados, although I enjoy ceviche. I had been feeling a bit stuck in my life and decided to do something different. I stopped and ordered the special. One of the most amazing meals, I have ever had.

After the meal, I felt a burst of creativity and inspiration again. I felt connected again to the neighbor and the reason that I was taking action. I felt refreshed, the dust gone – oil on the wheels – I became productive again and continued my personal growth. The cost was about \$1.35, yet the benefit to me is immeasurable – besides the increased productivity, the wisdom of how to overcome this obstacle I can use in the future when the issue arises.

MEDITATE

Meditation is not about religion or spirituality; it is simply a moment spent between you and your thoughts. There are various methods, but the idea is the same – observe your thoughts as they arise and fall. Instead of getting attached to the thought and the feeling associated with it, allow it to be without expectations, prejudice or need to change it.

Pushing the thought away puts focus on it, diverting your attention to the thought – strengthening and prolonging it. Your mind wanders away from the serenity you are cultivating to attempt to change this idea. Instead of fighting your

naturally arising ideas, just acknowledge that you are thinking and return to the object of the meditation – either something tangible, an idea or your breathe.

In time the wandering chaotic mind naturally begins to give away to a calm mind that does not instantly connect feeling with emotion, but becomes aware. Anger starts to lose its power when you stop responding to the thought and remain calm mentally even with this arising feeling. Be in the middle of a storm, yet remain calm; become the eye of the storm; remain focused and at peace to be a source of reassurance and comfort.

Meditation can be done in myriad different ways. When I began meditating, the first group I joined did a silent meditation for twenty minutes. The next group however, did a guided meditation for thirty minutes.

I enjoy daily minute meditations. At the end of the day, I find myself refocusing and quieting my mind by washing the dishes and straighten up the place.

When doing the dishes, I do them by hand. Even though I have had access to a dishwasher, I choose to do them by hand. I focus on the task; turning on the water, putting soap on the sponge, and cleaning each piece separately. When my mind wanders, it is never for long. Steps are short and as thoughts arise, I simply refocus on the dishes - the object of the meditation.

This same idea is experienced for some in gardening, painting, sports activities – any time there is an object to focus on, and you have to give it you undivided attention.

The skill to focus on the task at hand becomes strengthened over time; washing the dishes creates an inner peace that goes into all aspects of my life. The feeling of peace that is cultivated in this process brings more peace in my life overall and an increased ability to focus.

PAPER

The benefit of keeping paper and pencils/ pens around so that you can write down ideas as they come – rather than trying to remember them. I experimented with a small pocket voice recorder – it was very convenient – but that was also the drawback. I could put down any thought as I was having it, and so I did.

While a notepad requires time to open and write the idea down; speaking as you are thinking may be beneficial to a doctor or lawyer in writing a memorandum, but to a thinker leads to constant recording – and tapes filled with half-thought out ideas. Not to mention, to play back the tape later to be reminded of ideas is tedious. Perhaps there is value in a voice recorder to a person driving or if the recorder is able to produce a written transcript.

Paper is invaluable to keep on you. As thoughts arise, see which ones make sense to remember and which ones are merely leading to other ideas. You cannot prepare for creativity, and it is when your mind is on another topic or in another task that the connections are made on something non-related. When this happens, make a note – and continue with the task at

hand. When the time is right to take action, you will know what to do and you will already have an idea how to achieve it; what needs to change; or what stroke of genius you have just covered.

With the ideas written down – what connections do you see? Natural patterns will emerge and some thoughts will repeat. This does not necessarily give them credibility but is something to notice. Instead of being just a thought, you now have a visual message to yourself; a reminder of an idea.

Plus by getting ideas out – it gives you room to have more thoughts. It sounds strange, but as you write down ideas more will arise to take their place; some are beneficial, some are not. But either way, the way you are able to get on paper, the more material you have.

When working through a challenge, I find that writing it down and the thought process on paper often leads to a clear idea of the situation, possible action to take and most importantly gets it out of my system. Rather than having this thought stuck in my head, repeating, it has been released and examined. Diary writing before bed can be so therapeutic for this reason: you are purging your mind of the thoughts of the day. When you wake up the next morning, you will be refreshed and ready to take the next step.

NOTES

There are several aspects to the individual that, I find, require nearly daily attention to stay at a high level of functionality. These include:

Food, Exercise, Vitamins, News, Actions, Planning, Music, Meaningful Friend, Charity, Recreation, Games, Comedy, Spirituality

For each person, the list will be different – but in experimenting, I found these aspects of myself to require daily attention; as I focused on addressing them each day, no matter the amount of time, I became able to create a greater degree of separation between the personal and professional lives, I lived.

As some items are more important in my work, they would be completed there – while others aspects, such as comedy and spirituality, made up my personal life – when I was doing these tasks, or giving them attention, no matter how much time, I was in my natural mindset.

I was out of the work setting, and in a more relaxed mindset. People have needs – IOCP – and different mindsets – HOCP – as I performed my human tasks – such as comedy; I naturally would drift into the organizational mindset away from the cold robot personality. I feel a change between the two areas, and while I still occasionally have work-related thoughts, I feel myself less focused on it; resulting in less thoughts and a quieter mind.

The effects of Marijuana, calming, sedating qualities, are caused by a reduction of thoughts to the brain; in much the same way, the feeling I receive, almost immediately when I start watching a comedy or laughing with a friend, is the same. It is a very relaxing part of my day – and provides a recharge that makes me more focused and effective when I am focused on another avenue – such as planning or action. By learning to unwind, I find myself being more productive and more balanced overall; both, essentials to long-lasting effectiveness, success and overall fulfillment.

To remember what areas to focus on daily, I made a note on a small piece of paper and taped it near my computer monitor, where it is not in direct sight – but still I see it occasionally, and know that it is there. It reminds me to focus on other areas – and where to spend time.

In much the same way, there is a quote from Siddhartha Gautama, the first awakened one – the first Buddha – that has significance to me. It provides a strategy to live your life. I hold the words close to my heart. I have the quote taped on the refrigerator and, when I travel, occasionally will write a copy to keep in my wallet. It reminds me of my governing values – and how to live my life. If there is a quote that touches you – provides direction in your life. How do you remind yourself of it?

When visiting my parents, I see the magnets they have on their refrigerator. There is one in particular that comes to mind:

Life is the sum of all your choices.

Albert Camus

FRIENDSHIP

The only boat to sail on is friendship.

I read an article online, that explained the four keys to true friendship; the meaningful kind – that both is a kick in the teeth when you need it, and a pat on the back when you deserve it; the kind that both redirects you when you go off course and accelerates you as you find your path; in my view, the only kind of friendship to cultivate. The keys are:

1. **FIRE** – How do you handle conflict resolution?
2. **LOYALTY** – How does this person talk about you when you are not there? Do they stand up for you?
3. **TIME** – How long have you known and interacted with this person?
4. **LAUGHTER** – Do you laugh together with this person?

If a person has these four things in a friend, the relationship will grow deeper – and one of the true treasures of existence;

the human connection will grow stronger.

I met an older lady at a public meeting I attended in early 2010. She approached me in the parking lot – and we began talking. I will not get into details – but she had personal struggles that she was working on; and, wanted to share them.

We talked for around thirty minutes – one of her concerns was a loss of dream.

I replied, with an idea that got me through losing my beach house and my life changes:

“When one dream dies, dream another dream.”

We left the conversation at that – both of us feeling inspired. We decided to continue the conversation at a later date, in a more relaxed situation than a parking lot.

Over the next two weeks – I was very busy, plus I meet a woman about my age and had decided to pursue a relationship with her, so the conversation I had planned with the older lady was not followed up on.

I received an email from her about three weeks after our talk in the parking lot.

“Hey – lost your email address. It fell behind the computer. Just found it. How are you?”

I replied, “Doing fine. Good to hear from you. How about we plan on getting together?”

“Ok, here is my phone number. Give me a call and we’ll set something up.”

I called her later that day.

The conversation started with pleasantries; light conversation – basic getting to know you, background and recent events. When she asked me a direct question:

“How come you did not contact me sooner?”

“Oh, I’ve just been busy.” I replied, a bit of the truth, a bit of a lie. After, our conversation in the parking lot – I both was interested in continuing our talk, but unsure about a person who I felt may need me; not be talking to me out of enjoyment, but need.

“I don’t believe you. Why didn’t you contact me earlier?” She repeated.

“...”, I paused, was a going to take a chance – and possible create conflict, or find a way to avoid the question.

After nearly a minute of silence,

“... I met someone else.” I replied.

“That was quick, and then you just changed your mind. I wouldn’t want to date anyone who was so impulsive.” She replied.

But then – we continued talking. In the conversation, it was

revealed that the age difference was so that a relationship was not going to be pursued, but we created a friendship. It was the first time anyone had made me answer a question truthfully; rather, than the ease of looking away or a comforting lie – she forced me to be honest; it created conflict, and, then, most importantly – we resolved it.

We would not talk again for nearly a month; until one day, I felt a need to reach out to people around me and I called her. The conversation lasted several hours.

After that, we began to talk on a regular basis. The turnaround in my life was amazing. After nearly three years on medication, I began to secretly stop taking them to see the effects. What I found was that this person filled a need that the prescription drugs had suppressed; the need for the human connection. Within three months, I had completely stopped taking medications and had changed into a new person; I had confidence, meaning and I felt a sense of value in myself. I was valued and appreciated in this relationship.

We would have several conversations that led to conflict – she was very set in her ways; she had strong religious views, as do I. But these conflicts, did not push us apart, but brought us closer as humans. We would spend as much time as needed to work out the problems, and never left with angry or pent up feelings; in fact, I found myself feeling more whole and healing after our interactions.

During this time, she also reduced her time in weekly therapy from twice a week to once a week to completely stopping it, at her therapist's suggestion. The benefit to both of us was great. It was life-changing.

I began to look at my other friendships in a new light also: which people valued and appreciated me; who was honest; who was loyal – when I was not there, how did they talk about me – and with whom was laughter shared. It is not just in conflict resolution, but being able to share in laughter that we heal. Laughing releases chemicals that naturally renew the body; it is essential to being whole and being happy.

THE MUSHROOM AND THE BAR

Mushroom walks into a bar.

“I’m sorry; we don’t serve your kind here.”

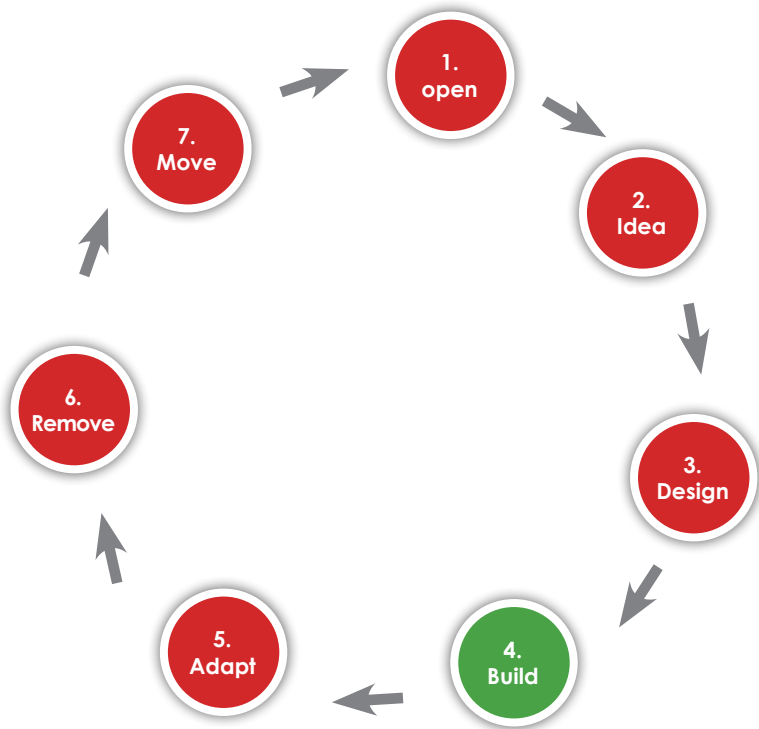
Mushroom replies – “Why not? I’m a Fungi!”



GAIN EXPERIENCE: OPTIMIZE THE VARIABLE

You gain strength, courage, and confidence by every experience in which you really stop to look fear in the face. You are able to say to yourself, 'I lived through this horror. I can take the next thing that comes along.'

Eleanor Roosevelt



Chapter 8

GUIDE

*Have you seen the charts? It's a hell of a star
It could be turned into a monster, if we all formed
together as a tea*

Pink Floyd

THROUGHOUT history, large undertakings have been performed by groups of people – not acting separately but combining into one.

Some projects are too great to be left to individuals, they require teams to complete. With this idea, the Corporate Charter in this book is a living document that is meant to define a new type of team – unofficially called a Legal Gentlemen's Handshake. This team is guided by one purpose – the maximum creation of revenue and wealth for all interested parties.

Using a variety of roles, the group is self-sustaining, and able to handle changing circumstances – both external to the group

and related to the inner dynamics of the team. Each member is encouraged to decide exactly what they need to get out of this contract, and to put that in writing; and, in the contract. The success of the project is in each team member being internally motivated towards to the overall success of the team. Indeed, when one member succeeds, the team wins; and, also when the team is profitable, then revenue is divided amongst all team members.

To keep this system functioning at a highly effective level, another position is utilized: the Health and Well-Being Manager (H+WBM) This person or group of people is responsible for observing, maintaining and advising the CEO and team members in methods to maintain their physical, mental and spiritual health as the project progresses.

It is not realistic to design a team focused solely on revenue, and not be aware of the possible burn out factor; the team too focused, or one member, primarily the CEO, being too focused on the success – and sacrificing their health for the group's success; to over-work personally for the collective gain.

To guard against this behavior – which is destructive to the team in the not so long-run – the H+WBM is tasked with observing and maintaining the personal health of the CEO. They are more than just a personal assistant; they are a partner in health; another person who can observe the group from outside, their position is salary based, with no profit motivation, to take the actions necessary to keep the group functioning.

The success of the team is not in one person taking the load on their shoulders; no, with the different tasks, this would not be possible even if they desired it – but instead to have the team

united for a common objective, internally motivated towards their own personal visions, aware of the venture guidelines and how to both begin working, and a simple exit method if they that their commitment to the group is over.

Time and focus was put into this charter not to constrict members, but to find solutions that benefit every member – to maximize the benefit of success to everyone. Even the revenue division plan is meant to create an environment where success is mutual; not exclusive to the individual. While the person may succeed in their task, the group benefits as well.

COMPENSATE

To begin the project, the CEO and or Coach must either locate a product by which to sell, or agree to sell a product being offered by a producer. There are no restraints on specific products that are acceptable for the CEO to sell. The final decision will be made by the CEO. The amount of research that goes into determining the market and industry is at the discretion of the CEO - no research is required, per corporate charter.

When you approach a producer, there is a big difference in how they will respond if you say that:

- A. You want to resell their product, but will not tell them how or to whom.

- B. You found a market they are not reaching, and instead of them changing course, you will sell to this market and provide them a percentage of the revenue, in addition to cost of product – all at no charge to them.

In Peru, Pepe fought for Symbiotic Solutions, INC. to get the painting contract because he felt that there was value to him and the distributor. He wanted to bring in a company that could develop an e-commerce business model to increase sales at no charge to either of them.

However, you will not necessarily be handed projects, sometimes you will need to figure out how to benefit others first and then determine how you too can benefit from the arrangement. The key I find to marketing is to focus on providing a value benefit to the customer first. Once you have found this, see how to provide a benefit to yourself. But first, make sure there is a clear and needed value that can be sold.

Instead of producing or reselling the product you want to sell, pick what the customers will purchase and provide that to them. Business success is not when you achieve your wants, but when the customers achieves theirs. You may want to sell the coolest product you've ever seen – will anyone want to buy it? I would rather be financially secure selling #2 pencils then excited about selling jetpacks to the moon (which WILL be very cool) with no customers.

With enough research, you will find the product that meets both the customer's value wants and your needs.

PRODUCT

The CEO is responsible for providing the start-up funds, and therefore decides exactly how they are used. It is expected that the CEO will consult with the coach prior to confirming the product to sell, however, this is not necessary.

The other possible benefit of consulting with the coach is that they may already have an idea of a product to sell. Instead of selling it themselves, which is time consuming – they are seeking a CEO to market and sell the product, their role being in an advisory capacity;

It is important that the CEO provide funding for this stage. It is important that each decision they make with financial implications have a direct impact on them, and the value of the company.

FUND

Rather than having large start-up funds provided by VC or through a loan, each decision will be much more thought out and action taken when a clear strategic advantage has been determined. Of course, this is not guaranteed and the CEO may act on a whim [and this is encouraged in some instances], but responsibility and making wise decisions is the reasoning for this policy.

It is important that the CEO [Strategist] be responsible for all funding. The source of funding is at their discretion - however, by bootstrapping the operation the motivation is towards smarter, and better thought-out strategic actions - rather than throwing money at any perceived opportunity, decisions have clear financial consequences.

In the state of California, a Corporate Officer is required to collect a salary - this provides the CEO [Strategist] with income to cover living expenses if the business is bringing in revenue.

Also as the person at this stage will be a corporate entity and not an individual, money invested will affect the share prices and worth of the corporation; money taken out and put in - through revenue or funding - changes the value of the shares.

In producing this book, I had to max out all of my credit card, sell my vehicle, move into a cheaper residence, cash in my retirement plan and live on under \$400 a month total to fund this operation. I considered pursuing a line of business credit or angel capital, but decided against that route.

By bootstrapping, I was forced to act – finances were a fixed resource. And, I also had to develop an innovative way to produce, distribute and sell the book and contract. The idea that I created, from necessity, I used after funds had started to come in to increase the sales of the book.

By living lean and developing effective systems, I had a business model that led to long-term success. Rather, than experimenting with ideas by throwing money at them, I found a non-traditional way for success – one that would differentiate me from the competition and provide a competitive advantage for this project.

GUARANTEES

The guarantees are important to internally motivate each team members. Each interested team member needs to be honest and decided exactly what they need to get out of this venture to motivated, not what they want or pie in the sky ideas – but what benefit they need to receive.

In putting together the contract with Lucho, he requested to be guaranteed representation from a United States based lawyer; that guarantee was included. I, operating Symbiotic Solutions, INC., had a need to be able to search all production facilities where product was modified, altered, produced or the like to verify the working conditions for the employees. That was included in the guarantees section.

Another guarantee that was inserted was that the CEO of the operation, Symbiotic Solutions, INC., only be committed to meeting with team members for two hours per week. This was also included in the contract; and provided personal motivation for the venture's success. This guarantee is the background for the title of the book. It is included in the corporate charter template.

It is strongly dissuaded that any team members compromise on a point that is important to them; each team member needs to want to sign the contract and be excited about what they will receive from the success of the venture.

*It was the greatest sensation of existence;
not to trust, but to know.*

Ayn Rand

As the project progresses, there will be guarantees to remove and add – this is expected and the contract designed for easy modification per the adaptation section guidelines.

LEGAL

Officially, the venture becomes legal upon signatures and initials by all interested parties.

It is suggested that the CEO use a lawyer to review the contract, specially guarantees prior to signature. This is a precaution to verify that the agreement is per law in the jurisdiction where the project will be operation, and provides peace of mind to all. There are several qualified contract lawyers on www.Elance.com that can quickly perform this service at a reasonable price. It is not required that a lawyer be consulted prior to signature.

At the signing stage the health and well-being manager is not required to be under contract. If one has not been determined

- the blank space for the H+WBM may be filled in with simply “TBD” [To Be Determined].

MARKETING

The marketing strategy is entirely up to the CEO. The decisions do not need to be approved by other team members. The creativity of the CEO is essential to finding new and non-traditional strategies to connect with the potential target customers. If the customers have not already been sold the product, there is a reason – the CEO needs to determine what the cause is and how to address this issue.

In the painting project in Lima, the customers that Symbiotic was looking at were located in Europe and Asia. I felt, from my limited research, that this market was ideal for the product and that there were enough people whom would find value in the product to make it worth the effort to focus exclusively on them.

The reason that they had not been sold to before, as I was aware, was that the product had been sold through trade shows and traditional art gallery routes. The growing Asian market was new and had not yet been integrated into the business model for the paintings. Symbiotic Solutions, INC. then was tasked with reselling the product to this region, at the benefit of Symbiotic Solutions, the painting distributor and the customers.

Rather than undercutting the current strategy of the producer – we created a system that functioned for the benefit all of us; to both advance everyone’s individual personal vision, and the team’s common objective: the creation of revenue and wealth for the interested parties.

SHIPPING

At this stage, the CEO and Producer need to be working together to make sure that the product is being delivered in properly to the customer. Per corporate charter template, the exact method of shipping and handling to the customer is at the discretion of the CEO. The producer’s responsibility is limited to shipping sold product to one local area for CEO. The CEO is then charged with getting it to the customer.

This is just one option, the contract and details can be modified if the team finds an arrangement that is more functional or simplified. The charter provides options and ideas, however, it is required that the team determine the their individual needs and adapt the corporate charter to them

VOID

If one member of the interested parties desires to cancel their role in the operation, they may at any time simple say one of

two phrases: No More or the equivalent words per their native language. At that time, the person saying the words voids their role in the project.

It is at the discretion of the CEO how to handle the conditions at that point; with regards to existing orders, compensation and other matters. It is advised that the team discusses this option at the beginning of the contract so that all interested parties understand, both, how to exit the contractual responsibilities and also so that all are aware of the result of voiding the contract.

The team may choose to modify the corporate charter in the beginning to detail exactly how a void to the contract will affect the various team members. This way there is no confusion, and each interested party members feels comfortable with getting into a contractual agreement; there, is a simple way to extract them from the operation.

ADAPTATION

Rather than completely voiding the charter, an interested party member can also adapt the existing contract. This option keeps the legality of the charter, and provides the means to modify the details. The reasons for changing the charter may be related to the product market, the competition or to address a need of the team. This is not relevant. Any interested team member, at any time, can request an adaptation and the team is required to address the demand.

Upon an adaptation request, a meeting will be held to vote on the change to the charter. It is required that the vote be unanimous to make an official change to the charter. If at any time, a member decides to void the contract that is also an option.

OBJECTIVE

The goal of the corporate charter is to take the idea of business as a win-lose competition, and recreate it with win-win solutions that benefit each member as much as possible without sacrificing the quality of the team; or creating challenges to other members. When one person succeeds, the team succeeds; and when the team succeeds, every member succeeds. The success of the team occurs when each member focuses on their personal compelling vision and how they can perform their role to optimize the effectiveness of the team.

Working with a common objective, the corporate charter is a living document that is not meant to put guidelines and rules on the interested parties, but instead to create a list of individual guarantees to motivate internally, revenue sharing to motivate collectively and details on how to start, stop and modify the team for the benefit of everyone; motivation is in the individual, success is in the team.

EFFECTIVE DATE

_____, __, 201_

MISSION STATEMENT

THE PURPOSE OF THIS CONTRACT IS TO MAXIMIZE WEALTH AND PROFITS FOR THE FOLLOWING PARTIES:

AND, TO ALLOW _____ TO HIRE A HEALTH AND WELL-BEING MANAGER AS DECIDED UPON BY _____.

PURPOSE OF THIS CONTRACT

THIS CONTRACT SHALL SERVE AS A LEGALLY BINDING AGREEMENT BETWEEN ALL THE PARTIES (“PARTIES”) IN THE SALE OF AGREED UPON PRODUCTS, AND SHALL PROVIDE LEGAL PROTECTION TO ALL PARTYIES TO THE FULLEST EXTENT OF THE LAW – IN PERU, THE UNITED STATES, AND WITH REGARDS TO INTERNATIONAL LAW.

DATE WHEN THIS CONTRACT BECOMES LEGALLY BINDING

CONTRACT SHALL BECOME ACTIVE AND EFFECTIVE UPON DATING AND SIGNATURE BY ALL PARTIES. SIGNATURES NEED NOT BE ORIGINALS AND MAY BE DELIVERED IN COUNTER-PART VIA EMAIL OR FACSIMILE.

DEFINITION OF INTERESTED PARTYS AS LISTED IN THIS CONTRACT

THE FOLLOWING INDIVIDUAL(S), ORGANIZATIONS AND/OR CORPORATIONS CONSTITUTE THE INTERESTED PARTIES:

PRODUCT

THE PRODUCT SHALL BE DEFINED AS:

[insert description]

METHOD OF SALE

THIS CONTRACT ALLOWS _____ TO USE ANY METHOD WITHIN THE CONFINES OF THE LAW TO SELL THE AUTHORIZED PRODUCT.

NONE OF THE INTERESTED PARTIES SHALL HAVE ANY LEGAL GROUNDS TO CHALLENGE, HINDER, OR, IN ANY WAY, MANIPULATE _____ INTO OR AGAINST USING A PARTICULAR LEGAL METHOD TO SELL THE PRODUCT. POSSIBLE MARKETING METHODS MAY INCLUDE, BUT ARE NOT LIMITED TO, THE INTERNET, RETAIL AND WHOLESALE OUTLETS, STREET FAIRS, THROUGH ADVERTISEMENTS, DOOR-TO-DOOR, CRAIGSLIST, AND OTHER SIMILAR MARKETING VENUES.

UPON SALE OF PRODUCT

UPON SALE OF PRODUCT BY _____ A PURCHASE ORDER SHALL BE CREATED. THIS PURCHASE ORDER SHALL THEN BE DELIVERED THROUGH OFFICIAL CHANNELS, AS AGREED UPON PRIOR TO ANY SALE TRANSACTION, TO _____. THIS PURCHASE ORDER SHALL HAVE THE TOTAL SALE PRICE OF THE PRODUCT, AN ITEMIZED LIST OF THE PRODUCT SOLD, A DELIVERY DATE, AND AN ADDRESS FOR _____ TO DELIVER THE FILLED ORDER TO _____. THIS ADDRESS SHALL BE LOCATED WITHIN THE COUNTRY OF _____. _____ SHALL BE RESPONSIBLE FOR GETTING THE PRODUCT TO THE CUSTOMER, BOTH DOMESTICALLY AND INTERNATIONALLY. _____ SHALL BE RESPONSIBLE FOR ALL CUSTOMS DECLARATIONS, ANY INSURANCE, SHIPPING, PACKAGING & HANDLING COSTS.

GUARANTEES

_____ SHALL BE GUARANTEED THE LOWEST PRICE ON AUTHORIZED PRODUCTS FOR SALE FROM _____. THIS PRICE SHALL BE NO LESS THAN 10% THE LOWEST PRICE THAT _____ SELLS THIS PRODUCT FOR WITHIN THE LAST __ MONTHS.

TO OBSERVE THE METHOD OF PRODUCT PRODUCTION, _____ SHALL HAVE THE RIGHT TO UNLIMITED ACCESS TO EVERY FACILITY WHERE THEIR PRODUCTS ARE CREATED, DESIGNED, MODIFIED,

PRODUCED OR IN ANY OTHER WAY INVOLVED IN THE PRODUCTION PROCESS. THE _____ EMPLOYEES SHALL BE GIVEN AN IDENTIFICATION BADGE THAT THEY MUST WEAR AT ALL TIMES. THIS BADGE WILL DISPLAY THE CORPORATE LOGO. IF _____ AT ANY TIME REFUSES OR IN AN OVER WAY HINDERS ENTRY OF _____ EMPLOYEES, WITH A CERTIFIED IDENTIFICATION BADGE, TO ANY FACILITY – THIS CONTRACT WILL BE INSTANTLY VOIDED; AND _____ WILL HAVE NO LEGAL RECOURSE UNDER THIS CONTRACT.

ALL EMPLOYEES OF _____ THAT ARE DIRECTLY INVOLVED IN THIS OPERATION SHALL BE GRANTED RESIDENCY IN PERU, IF THEY SO CHOOSE. THIS WORK SPONSORSHIP, WILL BE THE RESPONSIBILITY OF _____. _____ WILL BE RESPONSIBLE FOR PAYING ALL OF THE FEES REQUIRED FOR SAID EMPLOYEE TO RECEIVE SPONSORSHIP AND RESIDENCY. SAID EMPLOYEE WILL HAVE THEIR OFFICIAL PAPERWORK SUBMITTED WITHIN ONE MONTH OF ARRIVAL. IT WILL BE THE RESPONSIBILITY OF _____ EMPLOYEES TO RENEW THEIR RESIDENCY EACH SUBSEQUENT YEAR, IF THEY DECIDE TO CONTINUE THEIR WORK IN PERU.

ALL EMPLOYEES OF _____. THAT ARE REQUIRED TO WORK IN PERU WILL RECEIVE DIRECT HOUSING ASSISTANCE FROM _____. _____ EMPLOYEES SHALL BE PROVIDED WITH A FURNISHED PLACE IN THE AREA OF THEIR CHOOSING WITHIN ONE WEEK OF ARRIVAL. THE EMPLOYEE SHALL BE RESPONSIBLE FOR

PAYING THEIR OWN RENT, UTILITIES, AND ANY OTHER FEES ASSOCIATED WITH THEIR HOUSING.

ALL EMPLOYEES OF _____ WILL HAVE AN EMERGENCY PHONE NUMBER THAT THEY CAN ACCESS DAILY FROM 7AM TO 9PM. THIS NUMBER WILL BE PROVIDED NO LESS THAN THREE (3) DAYS PRIOR TO EMPLOYEES ARRIVAL IN PERU.

_____ IS NOT LEGALLY RESPONSIBLE FOR ADDITIONAL ASSISTANCE. THIS SCOPE OF RESPONSIBILITY DOES NOT INCLUDE FOOD, TRANSPORTATION, ENTERTAINMENT, MEDICAL CARE, OR THE LIKE, THAT IS THE INDIVIDUAL RESPONSIBILITY OF _____ EMPLOYEES.

_____ SHALL BE GRANTED ACCESS TO A LAWYER IN THE UNITED STATES FOR 2 HOURS PER WEEK. IF _____ DECIDES TO HAVE _____ CHOOSE THE LAWYER, _____ WILL COVER ALL ASSOCIATED LEGAL FEES, AT NO CHARGE TO _____. IF HOWEVER, _____ DECIDES TO PURSUE LEGAL COUNSEL OUTSIDE OF THE OPTIONS PROVIDED BY _____, _____ WILL NOT BE RESPONSIBLE FOR THE LEGAL FEES.

_____ SHALL PROVIDE A .JPG FILE OF EACH AUTHORIZED PRODUCT FOR SALE. .JPG SHALL HAVE A RESOLUTION OF NO LESS THAN 12.0 MP. THIS PHOTO SHALL BECOME THE LEGAL PROPERTY OF _____. UPON DELIVERY FROM _____. _____ SHALL

HAVE COMPLETE ARTISTIC CONTROL TO EDIT AND MANIPULATE THE JPEG IMAGE.

IF AT ANY TIME, _____ REQUIRES A PRODUCT TO BE CREATED OR MODIFIED— _____ SHALL SUBMIT IN WRITING OR BY EMAIL THE REQUEST TO EITHER _____ OR _____.

A REPRESENTATIVE OF _____ WILL BE AVAILABLE FOR CONSULTATIONS TWO (2) HOURS PER WEEK TO DISCUSS STRATEGIES OR FOR ANY OTHER REASON. IF _____ OR _____ REQUEST A MEETING, _____ ASKS THAT ALONG WITH THE TIME AND PLACE, AN AGENDA BE SENT AT LEAST THREE (3) DAYS IN ADVANCE TO ALL PARTIES FOR REVIEW.

FOR ADDITIONAL GUARANTEES, REFER TO ADDENDUM “A”.

STARTUP AND OPERATING COSTS

STARTUP FUNDING AND OPERATING COSTS SHALL BE COVERED BY _____

_____ AND _____ ARE NOT FINANCIALLY RESPONSIBLE FOR THE STARTUP OR OPERATING COSTS.

COMPENSATION

_____ SHALL PAY _____ FOR PRODUCT

PLUS ___% OF THE DIFFERENCE BETWEEN PRICE THE CUSTOMER PAYS MINUS THE COST _____ PAYS TO PURCHASE IT.

_____ SHALL PAY _____ ___% OF THE DIFFERENCE BETWEEN PRICE THE CUSTOMER PAYS MINUS THE COST _____ PAYS TO PURCHASE IT.

_____ SHALL PAY _____ ___% OF THE DIFFERENCE BETWEEN SALE PRICE MINUS THE COST _____ PAYS TO PURCHASE IT.

_____. SHALL PROVIDE EITHER A CHECK, WIRE TRANSFER, OR BANK TRANSFER TO EACH PARTY WITHIN 30 DAYS OF RECEIPT OF THE 100% FILLED ORDER, TO THE SATISFACTION OF _____. ANY EXPENSES INCURRED IN PAYMENT TO PARTIES SHALL BE WITHDRAWN FROM THE TOTAL AMOUNT OF MONEY SENT TO THAT PARTY.

_____ SHALL PAY A HEALTH AND WELL-BEING MANAGER A YEARLY SALARY. THIS AMOUNT SHALL BE DETERMINED BY EITHER _____. A CONSENSUS IS NOT REQUIRED. SAID DUTIES SHALL INCLUDE:

[insert description]

HOW TO VOID CONTRACT IN ENTIRETY

THIS CONTRACT MAY BE VOIDED AT ANY TIME, BY ANY INTERESTED PARTY, WITH NO QUESTIONS ASKED. THE

INTERESTED PARTY SHALL SUBMIT TO THE OTHER PARTIES ONE OF THESE TWO PHRASES, EITHER:

`NO MORE` OR `NO MAS`

THIS CLAUSE IS ONLY VALID FOR THE SIGNING REPRESENTATIVE OF _____; AND, NOT FOR OTHER PARTIES OF _____ TEAM.

UPON DELIVERY OF THIS MESSAGE TO ALL OF THE INTERESTED PARTIES, THIS CONTRACT SHALL INSTANTLY BE VOIDED IN ITS ENTIRETY. IT WILL THEN BE THE RESPONSIBILITY OF ALL INTERESTED PARTIES TO CONFIRM THAT ALL ARE OF THE UNDERSTANDING THAT THIS CONTRACT IN ITS ENTIRETY IS VOID AS TO THAT PARTY ONLY.

UPON VOID OF CONTRACT

ALL LEGAL PROTECTION AFFORD BY THIS CONTRACT SHALL BE REVOKED AS TO THAT PARTY ONLY.

ADAPTION OF CONTRACT

AT ANY TIME DURING THE LIFE OF THIS CONTRACT, IF AN INTERESTED PARTY WISHES TO CHANGE, MODIFY OR ADAPT THIS DOCUMENT, THEY SHALL CONTACT ALL INTERESTED PARTIES, AND INFORM THEM IN WRITING OR BY EMAIL OF THIS REQUEST.

A MEETING WILL THEN BE HELD. IT WILL START AT A PREDETERMINED TIME AND PLACE, AND NOT CONCLUDE UNTIL A UNANIMOUS VOTE HAS BEEN REACHED. THERE IS NO TIME LIMIT ON THIS MEETING. THE ONLY WAY FOR IT TO END IS FOR ALL OF THE INTERESTED PARTIES TO AGREE OR DISAGREE ON THE CHANGE, OR LACK OF CHANGE BY A UNANIMOUS VOTE. IF AT ANY TIME, IT APPEARS THAT A CONCENSUS CAN OR WILL NOT BE REACHED, AN INTERESTED PARTY MAY SIMPLY STATE EITHER:

‘NO MORE’ OR ‘NO MAS’

THEY MAY ALSO DECIDE TO RESIGN FROM THEIR ROLE AS LISTED IN THIS CONTRACT. AT THIS TIME, THE REMAINING INTERESTED PARTIES SHALL BE IN CHARGE OF FILLING ANY VACATED SPOT – WITH THE REPLACEMENT PARTY, REQUIRING A UNANIMOUS VOTE FOR THE NEW PARTY TO BE ADDED TO THIS CONTRACT.

RESIGNED PARTIES SIGNATURES SHALL HAVE A RED LINE DRAWN THROUGH IT ON SIGNATURE PAGE WITH A RESIGNATION DATE.

NEW PARTIES SHALL NOT OFFICIALLY BE AFFORDED CONTRACTUAL PROTECTION AND COMPENSATION AS OFFERED IN THIS CONTRACT UNTIL SIGNING AND DATING THIS CONTRACT. SIGNATURE AND DATE MAY BE WRITTEN ANYWHERE ON CONTRACT.

IN THIS WAY, THIS DOCUMENT IS ABLE TO BE ALTERED, MODIFIED, OR OTHERWISE ADOPTED AS THE SITUATION CHANGES – BOTH INTERNAL TO THE TEAM, AND EXTERNAL TO THE ENVIRONMENT.

THIS DOCUMENT SHOULD CONSTANTLY BE EXAMINED FOR WAYS TO MAKE IT MORE EFFECTIVE – IN THIS STATED PURPOSE:

THIS CONTRACT SHALL SERVE AS A LEGALLY BINDING AGREEMENT IN THE SALE OF _____ PRODUCT BY _____

SUMMATION

IN SUMMATION, THIS CONTRACT FUNCTIONS AS LEGAL PROTECTION TO ALL INTERESTED PARTIES; PROVIDES AN OUTLINE FOR HOW THIS SYSTEM WILL FUNCTION; ORGANIZATIONAL RESPONSIBILITIES; AND, PROVIDES GROUNDS FOR ADAPTION – AS THE SITUATION CHANGES; THE INTENT, OF THIS CONTRACT, IS TO BENEFIT ALL INTERESTED PARTIES - AND TO CREATE A COMMON GOAL FOR THE TEAM TO WORK TOWARDS - THE CREATION AND INCREASE OF THE TEAM'S COLLECTIVE WEALTH.

SIGNATURES AND DATES

[SIGNATURE]	[DATE]
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[SIGNATURE]	[DATE]
-------------	--------

[SIGNATURE]	[DATE]
-------------	--------

STARTUP CAPITAL AS PROVIDED BY ----- :

\$-----

ADDENDUM “A”

ADDITIONAL GUARANTEES:

1.

2.

3.

4.

5.

6.

7.

Chapter 9

EGO

"I'm not a businessman - I'm a business, man."

Jay-Z

FIRST draft of back book cover text written using the ego:

In The Rule of Seven, author James E. P. Smith, CEO presents, in order, seven steps for an individual to take towards achieving their dreams, vision and goals. One of the first steps, he explains, is to form a corporation for your false-self – the ego. This increases the separation between you and your professional life; removing the moral constraints an individual faces in business so that they may focus exclusively on maximizing revenue and wealth. Instead of denying the ego, he contends that by utilizing it constructively in your work life, you will realize greater feelings of excitement, fulfillment, and purpose overall – plus have more motivation and increased action. Combined, the seven steps form a process that any person can use to move towards their ideal life.

And, it is true I do feel those feelings – however, I can confirm it in the first person sense, a third person viewpoint does not need to be used. But there is the beauty of using the ego in a constructive manner. Instead of denying it or meditating it out, I found a way to channel my own ego to a venture that provides me with a future more in line with my personal vision for myself.

Forming a corporation was one of the most empowering actions, I have ever taken. To have a legal outlet that requires action focused on my benefit where I can use the ego, is freeing. While the sense of ego is strengthened, it is also being used in a positive manner, and controlled to one part of my life. I have found that my professional life has become more productive, and in my personal life, I can laugh at myself easier, relax deeper and enjoy life like I have not in years, if ever.

Make yourself.

Incubus

I am both the personal image of me and the projected image I show people; the combination of the self and the ego. Utilizing the natural forming ego to my benefit allowed me to optimize both parts individually – rather than fighting against my nature; I used it in a beneficial manner. Combined, the parts took me to new levels in my life both personally and professionally, and provided more fulfillment, excitement and inner peace than I ever anticipated.

INC.

Simple is the first word that comes to mind on the topic of forming a corporation.

One of the main goals when creating this system was to develop a simple system that any person could use to create a profitable legal corporation of one; themselves: to take people out of the traditional corporate structure - and allow them to take direct actions towards their ideal life; for people to take control of their future.

The majority of people work in services fields; however, for real time liberation a product-based business is much more effective. In a service based business, time liberation occurs when you raise fees and reduce hours of operation – but this can only be done so much, either one.

However, in a product-based business – it is not essential that you directly perform any tasks associated with the production of product – the revenue source; a reduced time commitment does not inherently incur the same revenue penalty in lost billable hours.

If you are currently in a service-based position, a simple way to transition to a product-based business is found in simply changing your job title:

From:

[PERSON'S NAME], [PERSON'S OCCUPATION]

To:

**[PERFORMING PERSON'S OCCUPATION]
by [PERSON'S NAME]**

For Example,

A Service:

Mr. J. Smith, Professional Engineer

Into a Product:

Professional Engineering by Mr. J. Smith

Instead of being defined by your job title, you are now beginning to create a level of separation between your professional self and your personal self.

Turning it into a corporation is done by adding Inc., Incorporated, Corp. or Corporation to the name and registering it with the state.

Into A Corporation:

Symbiotic Solutions, INC.– Professional Engineering

The process of creating the corporation included a discussion on strategy with a business professional and 15-minute phone call to a business specializing in corporation formations. The entire process took less than an hour.

With a corporation, there are several more choices a person may follow - a business is not constricted to one product so numerous different avenues may be followed in many different directions. U.S. Corporate law states that a corporation must function to create the greatest amount of wealth for the shareholders.

The beauty of this plan is that with a corporation of one - legally, a person must only take actions that create the greatest amount of revenue and wealth for the shareholders: themselves. Again, this is a Federal law. This is serious.

The means that the business uses to create revenue and wealth is not relevant, just that all of the CEO's decisions be towards increase for the shareholders. The specific method to achieve this objective, through sale of products or services, is up to the discretion of the CEO; all that is important is that the focus remains on the shareholders; and, acting for their benefit, in this arrangement: themselves.

The idea of providing a product is to remove the constraints of the old business model and replace it with an adaptable and effective model; a business model that encourages innovation. Creativity is not just expected, it is encouraged - a more productive system will make more money and possibly provide the team members with more personal time. It is up to the individual. That's a great internal motivator.

The objective of the corporate charter is to provide a template for putting together successful product-based business teams to assist in the success of corporations of one or one thousand; the decision up to you.

UNDERSTAND

When you feel ready to take a step towards your professional goal, contact a professional. There is no correct first place to start; any person whom you contact will either be able to directly provide feedback or guidance, albeit potentially at a fee, or refer you to the correct professional – possibly even provide a recommendation.

This is what happened to me, in 2009, when I went into my local bank seeking a business loan.

“Hello, I’m interested in discussing business loans. I’m new to this process.”

“Ok, what’s your business idea?”

“I’d like to start an engineering firm – I have experience, a license and would like to start a private practice.”

“Ok, I can help you – but first talk to this person. Just send an email.” She said, as she handed me a business card for a company specializing in personal and professional taxes.

“Oh... ok, thank you.”

I got home and sent an email to this company; got a response and we setup a meeting time.

At the meeting, it was not nearly what I expected.

“So you want to start a business.”

“Yes, I’d like to start an engineering practice.”

“Ok, but first who does your personal taxes?”

“Um... I do. I use a computer program from the store.”

She laughed, “Oh, you poor baby. That’s the first thing we need to do.”

“Umm... Ok, I’m interested in learning more.”

“Ok, about this business – you just want to do engineering?”

“Well, I do have other interests. I enjoy music and would like to do something with that one day.”

“Have you thought about a corporation before – it gives you more options. And instead of building separate businesses – you could build one that has several divisions. One for each of your interests.”

“So there is one business that can do several different things.”

That idea would lead to the realization that business is profit-motivated, not product or service based, also in the inherent power of running a corporation compared to a sole-proprietorship or D/B/A [Doing-Business-As].

She would also do my taxes that year and find that instead of the debt I had been paying, I was owed money by the government. This financial swing would be instrumental in creating financial security and reducing my personal debt so that I could pursue my professional interests – running a business.

This person would also become an important source of professional feedback and direction when I decided to take the step towards creating, developing and launching a globally recognized brand.



FORMATION

Once you have talked to a professional and have a good idea about what is best for you and your situation, and when you feel its right – take the step; form a corporation. Its very simple – and can be done with a 30-minute phone call to:

www.CompanyCorporation.com

You can choose either an S Corp or a C Corp –I recommend choosing a “C Corp”. This type of corporation can grow without limit and has the potential to be publically traded. That’s motivation to success.

After consulting with a specialist on corporation formations, I made a quick phone call; decided on a C Corporation and exactly one million shares for Symbiotic Solutions, INC.

By utilizing a corporation, compared to a D/B/A or other form of sole proprietor, the person is running a separate entity. This removes the constraints of making “moral” decisions – the consequences are not yours, but this separate entities.

Instead of being moral, my actions were, by law, required to be towards creating the greatest amount of profit and wealth for the shareholders (myself) per law. In essence, per law, I was required to make as much money as I could, in any way possible – within the confines of the law of the US, the country where I’m operating and possibly international precedents.

At the start-up, the corporation will have only one shareholder: the CEO. This person is providing start-up funding for this venture and making all the business decisions - they will control all shares. This provides motivation for the CEO as the corporation value increases, so do the share prices.

The corporation is not the person - and is a completely new separate entity. The name and reputation of the individual should not be inherently tied to the success of the corporation. For this reason, it is recommended not to include any part of your name in the corporation’s name.

For example, if I was to use Smith Enterprises Incorporated then the success of the corporation would be tied into my personal name and reputation. By using a name that is not directly tied to the individual, a distinction between the person and the corporate entity is kept - and the CEO is able to run a

business more effectively; with focus on maximizing revenue and wealth, without regards to their personal image.

WHEN THERE ARE NO LIMITS ON YOUR SUCCESS –
WHAT WILL YOU DO?

This book is not meant to build a corporation of 1,000 people or more – instead – to show an individual how to turn themselves into a corporate identity and function as a corporation of one using outside professionals, a team and other assistance.

The goal of this book is not to assist in creating corporations of 1,000, as much as creating 1,000 corporations of one; to free people to follow their individual visions and take charge of their future.

LOCATE

After creating your corporation – the next step is to learn ways to optimize its effectiveness.

Who is currently living a life similar to your vision?

Perhaps they have wisdom to share that can provide direction or insights to you.

In 2007, I began to focus on designing a new dream. I had lost the cottage at the beach and was not sure how to proceed in my life. Without vision, I could not take many actions – where

would I go. Not knowing the destination long-term, I focused on the more pressing matters and delved into the topics of spirituality, psychology and the like. I could not focus on the vision long-term until I addressed the short-term issues and had a clearer head.

With that being said, I took chances as far as attending various spiritual institutions, joining support groups, beginning therapy, working with doctor's to understand my health and exploring the ideas in psychology.

It was with this mindset that I reconnected with two old acquaintances that also had interests in these topics – most specifically psychology. We talked briefly over email and then during a trip to Virginia, I was able to sit down, respectively, with each one and get into the topics deeper.

It was in these conversations that I learned more about the lessons taught in Randy Pausch's *The Last Lecture* as well as the Houston speaker Joel Osteen.

I took these ideas and integrated them into my life to see how they what would happen. For example, Joel Osteen releases a Podcast each week which I would listen to at the gym. The talks are 30-minutes long and just the right length of time on the exercise bike for me to get both a physical workout and mental recharge.

RESEARCH

Listen to other people's stories.

What lessons or wisdom can you gain from them?

The point is not to learn the answers – but to formulate the right questions; you have all the answers you need. People cannot help with answers, but in providing the right questions. When getting advice or suggestions, I listen, take what I want and ignore the rest.

When crafting my ideal life, I was not sure what to include – what areas to address; how to develop motivation and passion in one's life.

I had a sense of it at one point in my life – but it was in moving out of a small town to live at the beach. While, it certainly kept me moving, it did not provide a deep sense of fulfillment. It was a self-centered dream with no focus on how it would affect others, both in my life and also in general. I wanted to develop a dream that was bigger than me – besides just focused on my needs; what bigger needs were there. I wanted to find a reason that made me matter.

It was around this time that the book *3 Cups of Tea* was released. The book discusses a mountaineering expedition near-disaster and how the rescued person decided to dedicate his energy, time and efforts towards the people that took care of him. The idea of focusing my time and effort on something outside of me makes sense.

What you focus on will thrive – so instead of focusing on how to improve yourself, or your deficiencies, focus on why you matter. What gifts, talents, passion and skills you have and how that fits in to the world's needs. Everyone has a place where their natural production meets the world's deficiencies; perhaps, it is to lead an organization, write a book, build a bridge, or simply to share your time and kindness with someone or a group of people.

Using this idea, I began to really look at my natural skill set and interests to see where I could contribute the most, and receive the most personal fulfillment.

While hiking the Alpamayo, I was thinking about that book – at one point it began to snow and I wondered if I too would have a similar experience. I did lose the guide when it became near white-out conditions, but it was only briefly, and then we descended to lower elevation where the snow was not falling.

Continuing on the hike, we passed a small school in a remote village. I asked the tour guide,

“How are the schools here?”

“They are not good.”

“I’m an engineer.” I told him.

He nodded, “I understand.”

We left the conversation at that. But the idea remained on my mind.

About a week later, I would be sharing a table at a restaurant in Lima when the topic came up again:

“I was outside Huarez recently, on the Santa Cruz trail, and we passed a school that looked like it could benefit from a bit of work. What do you know about the school system here in Peru?” I asked my table mate.

“Its not good – there are not enough teachers. Classes are too big. They need teachers.”

Learning a bit more, I began to understand the system and formulate design ideas that were both in line with my natural role and a need. A strategy began to take shape:

Perhaps besides people teaching English in other countries, a for-profit system could be created for teachers to do other subjects – such as math. Science may be difficult on a limited vocabulary – but math is number based. A reduced vocabulary may actually make it more effective.

Once I had an idea, the next step was to verify if it was realistic to accomplish or if I needed to consider in other factors.

VERIFY

At this stage, you probably have an idea or are gaining a sense of what area you want to focus on. Using research, you have gathered some information and are starting to understand

the big picture and where you naturally can contribute to answering a need.

But is your information correct?

Several months before flying to South America, I contacted a non-profit in Peru – Hampy. They had posted on their website an interest in individuals to assist with construction designs and business development in the Cusco area; where I intended to visit on the trip to Macchu Pichu.

I talked briefly with the person running the organization to get a better idea of the organizations plans, and then using the free internet service www.LiveMocha.com continued researching and verifying the need for business development in Peru. This website provides an easy way to connect to people internationally over a shared interest in learning a new language. I had been taking Spanish lessons and conversing with people in Latin America to practice it.

Using this network, I first hand was able to talk to a Peruvian citizen about their needs; to learn what the people were saying, not the organizations, newspapers or intellectuals.

“I have been talking with a non-profit about helping design some new buildings: Hampy, located in Cusco – Do you know anything about them?”

“There are a lot of non-profits in Peru”

“So you don’t know this particular one.”

“No, lots of people come down to build things. I don’t know

that one, there are a lot.”

“What do the people really need?”

“They need jobs.”

What a huge piece of information to learn – the need. In this case, according to this person – business development would have a big payback to the people.

Business was much more in line with my natural interests. So I could contribute in a meaningful way doing something that I actually enjoyed – business strategy.

I became excited about it, and in discussing the idea with other people in Peru verified the legitimacy of it.

Another interesting thing that I learned was that the people had a sweat tooth, but that chocolate was expensive to import. So as a gesture of thank you to people that assisted on the trip, a piece of candy would be a good idea.

At my corporate job, my favorite candy to snack on was the small chocolate and mint squares – Andes.

I started joking with myself that I was going to:

“Bring Andes to the Andes.”

I was going to do this by developing profitable businesses that could afford to import chocolate to that region, if they so choose. It made it fun and filled me with a sense of purpose,

excitement and joy.

I looked at several business models when I came across a story on the Honduras Coffee Collective. I decided that on my trip I would keep that in mind and see if it was feasible in this situation as well. While travelling, I would meet with a distributor and in conversation it became apparent that the Honduras Coffee Collective model could effectively be a base business model that could be utilized in other regions – perhaps modified, but, first hand, I examined the situation and confirmed that the idea was realistic.

TEST

While there certainly is valuing in learning what has been successful for others, and where problems occurred – you are different, and your needs and situation may create a different outcome.

How can you test your design without committing to it?

Perhaps there is an area that you had not considered, but as you try the design it becomes apparent focus will need to be put on it. Or, maybe the design operates more effective than expected.

One of my dreams for years was to move down to the tropics - live on the beach, take it easy and have a very simple life.

In early 2007, I traveled to Costa Rica - and spent a week doing just that.

I loved the country, the people were amazing but I realized that for me to really feel happy there were needs I had to address; a partner, the language barrier and distance from family.

In returning to San Diego, I realized that there were enough positives to this vision to continue pursuing it –and time, energy and focus needed to be spent on other aspects, I had not yet considered before taking this action. I also realized that there with the distance from family – perhaps there were other locations that may be a better fit to consider.

By spending a week testing the vision - I learned what parts were realistic and what exactly needed to be changed. Then, in 2010, when I would travel to Lima, I would be better prepared – and many of the original concerns addressed.

Updating the vision, I realized that I was missing a reliable source of income that I could do from any location, with minimal technological needs – ideally a product to sell, or service that I could manage.

Chapter 10

TEAM

The way a team plays as a whole determines its success. You may have the greatest bunch of individual stars in the world, but if they don't play together the club won't be worth a dime.

Babe Ruth

ONE of the keys to this business strategy is in the untraditional project roles. The team members have very different functions; yet, they all have a common objective. Instead of a top-down organization, the system is flat with each member in charge of s unique set of tasks. The success of the team translates to success for the individuals – providing grounds for internal motivation.

The foundation of a great team is in having the right people in the right place. A person may be a good fit on one project

to be the CEO, and yet on another to coach. To prevent over-work one role does not collect a portion of the revenue, instead is a salaried position, and is not motivated by success of the product - but in maintaining the health and well-being of the team. Another role is designed to oversee the entire team, yet provide guidance instead of the final decision – that is up to another role. Each role was designed very specifically to benefit the group as a whole.

In 2006, I joined a volleyball team. At first, we struggled to succeed – going nearly winless the first season. But, in the next season we began to get comfortable with each other; learn how to communicate and function effectively together. Different people had different skills – some players were naturally tall and athletic, while others excelled in maintaining the group chemistry and encouraging. Within a few seasons, we melded together into a team – and went from winless to league champions. There was no secret to our success – we just understand the constraints we had, and found solutions that focused on our strengths. The success of that team served as a model on how to create a championship team, not just in sports – but also in business and life.

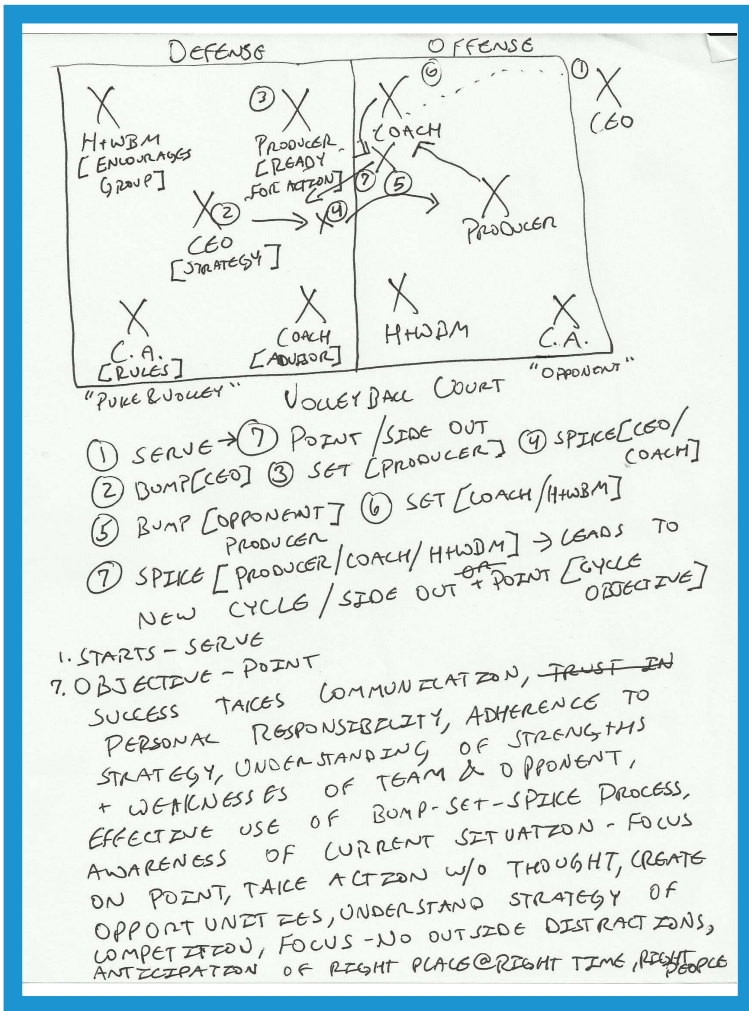


Figure 10-1. Volleyball Match with Player Functions and Roles

Each team will have to determine the optimum arrangement of professionals for their combined success. The optimum arrangement may not occur after the first attempt, but in moving around people and experimenting that the ideal arrangement is found. To account for this shifting, the contract is easily adaptable. Instead of tying the team down, innovation is encouraged and easily integrated into the legal framework of the project. The contract is designed to be adapted for exactly these reasons.

Once a choice is made and implemented, the performance of the system will change – either in increase or decrease. Business success is in experimenting; trial and error. By learning what works in various situations. Of course, with the reduced returns of over using a solution, what answers one day were highly effective – will not necessarily have the same return. The success of the project and team in the long run therefore is not in finding the one perfect solution, but in being adaptable to changing conditions in the market, industry and team members.



Figure 10-2. *Contractual list of team members and their respective roles*

An overview of each role's responsibilities:

- **Producer [Superstar]** – responsible for providing product; public face of team; they are not required to directly produce the product.
- **CEO [Strategist]** – makes all final decisions, runs operations, and keeps team aware of the status of the venture. This role is not a person but a legal corporate

entity. The CEO [Strategist] is also responsible for all generating all funding and revenue throughout the life of this contract.

- **Coach [Professional Advisor]** – provides encouragement and guidance for the team and specifically the CEO. Often, this role will be filled by an individual with previous experience in business.
- **Contract Assistance [Objective]** – a person that works with the team to clear up questions and make sure each member is both aware of their responsibilities and able to handle them. This position is filled by an employee of Symbiotic Solutions, INC.
- **Health and Well-Being Manager (H+WBM) [Personal Assistant]** – this person functions to maintain the positive health and well-being of the strategist, and overall team. While no credentials are required to operate in this role, it is expected that the person have a clear understanding of proper techniques to maintain health and well-being - this includes physical and mental health. The H+WBM does not necessarily handle spiritual matters - this matter will be handled on a team by team basis. Common functions of the H+WBM include occasional, check-ups, nutrition, exercise and recreational ideas, and support to assist team members in maintaining balance between their personal and professional lives.

The corporate charter accounts for the idea that people naturally have different roles where they fit. Rather than trying to conform to cookie-cutter corporate roles - there

are different roles for different individual types. People will choose and decide with experience where they naturally fit, and can contribute the most to the overall group's success. Remember, the success of the individual is not the goal – but the team's success. While a person may desire to function in one role, ideally their natural place is in another area. If that is the case, perhaps on one serious project they fit into their natural role, and then experiment on another project in their more interested role. This way they are able to experience what it feels like to be in both roles and gain experience in the less natural role – perhaps, they grow into a very functional member in that other role. Maintaining a spot in an ideal role also provides income by which they have freedom to experiment with different options.

TEAM

Business needs not be about climbing the corporate ladder alone - but in achieving success together as a team - not reliant on one person, but with several different people working symbiotically for the gain of all; to have a common objective that all are excited about, and to keep focused on success.

Some people naturally are thinkers. They love Sudoku and winning with the mind. These people fit into the CEO role. Others want the attention; its where they thrive - all eyes on me is their natural calling and passion - these are the producers. Some people enjoy watching others grow through encouragement; to give praise in success and a hand on the

shoulder when times are down. For this person, the coach role would be an appropriate fit.

Still, some just want to keep the group's well-being - to make sure everyone enjoys what they do, no one gets burned out. Overall, the success of a venture is not on one person's shoulders - but as a product of the team functioning together, communicating effectively, resolving differences, and having a common goal - the creation of revenue and wealth for all.

To have a great venture, it is essential to have a great team. Before the producer is chosen, the coach role should be confirmed. The coach is important in choosing the producer and providing feedback. To rush through this step or bring on the wrong people could hinder or even prevent the group's success.

I find that when in doubt use your intuition - which decision seems like it will have a better outcome. Your intuition is correct more than you think. Don't think out the answer, sometimes, if not always, go with your feelings.

FOUNDATION

In the mechanical engineering undergraduate program at Virginia Tech, the focus is first on knowledge and then on experience; all of the equations needed for the curriculum are learned rather quickly at the beginning of the major - and then after that, the classes teach how to use them in different situations.

Engineering may seem a difficult major, and there are parts of it that were challenging - but all of the formulas to complete the curriculum can easily fit on one piece of paper. The major is not about numerous equations - but in using a couple in any situation.

Near graduation, I took a class on jet engine design. In the class, we were taught how to design a jet engine - everything from the thrust created to rotational forces exerted on the turbine blades during operation.

It may seem complicated, but, I found it to be one of the easiest, most straight-forward classes I took.

One of the first days that semester, the teacher went up to the blackboard and wrote down a handful of equations; all of them very familiar from previous classes.

“These are all the equations we will be using in this class.”

We did not learn any new questions, it was true. Instead, we learned new applications for our knowledge – we gained the experience of taking a fundamental and adapting it to a new situation. We adapted our existing knowledge to new situations; building upon the foundation we already had been using. Wisdom can be considered the combination of experience and knowledge – it is not enough to have one to be wise, but only in developing both where true personal growth occurs. Its not only in learning – but in applying where we really begin to understand how solid our knowledge basis is, and where it needs to be improved, and even perhaps where it is inconsistent with reality – and needs to be reexamined.

The engineering program at Virginia Tech taught me many skills outside just math and science. The steps that we learned to solve a problem are both useful for building a bridge and overcoming a personal challenge. Very much the idea of one process that can be manipulated to solve any type of problem was part of the inspiration for this book and business model. The other skill – learn fundamentals – also provided direction as I was struggling to advance in my life.

Rather than seek quick fixes, I focused on developing a strong simple foundation upon which to use to grow. I had experience, it was knowledge that was lacking – how to live a life of purpose; how to be inspired; how to have peace. These were the questions that I was looking to answer. And so instead of treating the symptoms – depression, apathy, and sloth – I went looking for the causes; lack of vision, regret, no clarity on self, fear of the future – and found answers for those issues.

As I gained knowledge, my foundation grew and combined with experience – I began to develop wisdom and start to grow as a person much faster. In the engineering classes, the successful students were not the ones who knew every modification of every equation but the ones who knew how to use just a couple really, really, well. I used this idea – and gained strong, yet simple foundation and used that to handle the different circumstances that came up in life.

Several years later, I would enroll in an online school to pursue a Master's of Business Administration with a focus on Entrepreneurship. I had always had an interest in business and felt that I would be much more successful with classes and a degree.

I went through the first four classes; with almost straight A's – so instead of continuing, I felt I had a working foundation, and dropped out. The decided class was accounting. The first assignment I struggled – it just was not something I intuitively got. We had a common discussion board to post assignments on and in looking at other students responses felt:

***“Man - this person would make a great accountant” or,
“I see I’m not the only who doesn’t get this”.***

I realized at that point that I had a decision to make:

Was I going to continue spending money and time pursuing an MBA degree or was I just going to start gaining experience as a CEO and one when I needed accounting services – hire one? I can't do it all – what battles are best left up to others to handle? Why spend time and frustrated myself – when that is obviously not in my skill set naturally. Sure, I feel if I wanted to learn how to be effective at it, with time and dedication, I could; but how else could I use that time? How could I be most effective with my efforts?

Shortly after that, I dropped out of college and contacted the person who does my taxes to talk business. I choose to focus on my strengths and find others to compliment my perceived weaknesses. Best redistribution of resources I could have done – both money and time – as I look back at it. Plus, with the increase in free time, it allowed me to focus on preparing the business so later that year, when I would fly to Lima, the business would be much farther along – and I would be able to take advantage of the opportunity I was offered. It may not

have been the case if I had been stubborn and continued in a direction that was not effectively using my resources.

With limited means, decisions need to be made that are smart and strategic. At what point do you decide to change course, when you see you are going the wrong way or when you have no more funds to continue in that direction? Are you a leader or a follower?

I decided it was time to stop spending time and money on knowledge and begin to put it into practice; to gain direct experience starting, developing and operating a business. So that is what I did.

*Its fine to put a castle in the sky; now build a
foundation under it.*

Henry David Thoreau

Once a person, such as an accountant, has a comprehensive knowledge base - the way they continue growing is by gaining experience. In a business, often this experience is in the form of learning traditions - habits, by which to perform their job.

While this, in the short-term, does benefit the business by systematizing tasks - it also teaches one way to complete them; not based on theory, but on previous habits.

In the long-run, the employee does not continue to gain experience as quickly and begins to fall into monotony - albeit a promotion or other change may provide short-term increased experience; after that, experience decreases and repetition increases.

So, I decided that instead of bringing on employees and the existing methods and traditions of other businesses - I wouldn't hire any employees, instead use businesses and freelance professionals, exclusively.

It certainly makes many aspects of the business much greater - and rather than spend time on what tasks to give an individual, constantly following up on their status and guiding a person on how to complete a task the Symbiotic way - work on a project basis with minimum guidelines that allow the business or individual to determine what is the best way to complete a project.

There is also a certain degree of respect that is carried into each project - instead of an employee where the personal life can easily get brought into the workplace, this way I have found the boundary between personal and professional is much stronger. And, there is a much higher degree of professionalism in interactions.

I have a personal and professional life - and I do not mix them. This provides an increased boundary between the two; and leads to increased professionalism when two businesses interact rather than an employee/ boss.

I had an epiphany at the last traditional corporate job I worked when one of the employees commented:

“You should see me at home.”

That is when I realized that being nice in the professional setting was causing stress in my personal life.

Once, I stopped being nice and started focusing exclusively on my professional responsibilities, I began to feel much greater feelings of joy and peace in my personal life. When I arrived home in the evenings, I could suddenly completely relax.

By using my head at work, at home I could figuratively turn it off and enjoy just a lazy evening on the couch watching a sitcom, reading a book or nothing. The mark of true professional fulfillment: to be able to do nothing in your personal life and be completely at peace with it.

I spent years meditating, and without a doubt that brought much calm to my life – but the return I received from cutting the nice act and being a complete professional was by far much greater.

Really, I feel that when you consider it – which is the nicer action: joking with a co-worker or working to keep the business profitable and them employed?



UNITE

Basically the idea is that a business needs to be open to following any opportunity - the decision on which avenue chosen by the CEO and leadership team.

This idea came about when I stopped looking at business from the traditional model - as a group of individuals each with their own objective working towards that – and, instead, I looked at business as a team - and worked to put together a plan that provided the greatest benefit for each member.

So, the idea of a corporate team as a sports team fascinated me: where a team of like-minded superstars may seem great on paper - put them on a field or court and they often crumble; disorganized and lacking vision, they are a group of individuals attempting to each carry the load on their shoulder; weaknesses and strengths are not complimented; and, without a strategy the team members unique gifts do not necessarily fit into the team needs. Sure they may win some games, but they won't win championships - not regularly.

No, in looking at top-level teams I saw that a winning team is actually about diversity, and about having the right people in the right place at the right time and communicating effectively with each other.

In *Good To Great*, author Jim Collins explains the results of a study on how a business goes from good to great. One of the first keys was having the right people on board - even before a product or service is chosen.

So where all members are internally-motivated, focused and aware of the business objective and benefit they will receive directly from objective - there is a much better chance for great success for all.

IF YOU ARE GOING TO BE GREAT – FIRST,
SURROUND YOURSELF WITH GREAT; ITS
CONTAGIOUS.

Business success is not in one person being great - but in the team. The key is having the right people in the right capacity when needed and interacting effectively. Removing the constraints of the traditional corporate structure, this business model is highly adaptable and encourages innovation.

Included is a contract that shows how to implement these ideas into practice. It provides an overview of the responsibilities of each team member, what they will be guaranteed, how the operation will function and how each member is compensated. Instead of a 40-hour a week fixed schedules and salaried positions, revenue is divided amongst the team each time a product is sold based on a predetermined percentage. The overall team success directly leads to individual success.

The leader of the operation - the CEO - is a corporate entity of one whom operates through a network or businesses and freelancers; rather than by hiring people and being responsible that they stay productive. Projects are completed on a contract basis with a fixed timeline, scope and financial compensation.

This business model removes the rigidity of the traditional corporate model and replaces it with one that can quickly and easily adapt and respond to changes - both internally to the team and externally. In both prosperity and poverty there are opportunities for success - the business, with this structure, is able to quickly and effective recommit resources to pursuing new opportunities.

Rather than being reactive to changes in the market and industry - companies are proactive; able to take the lead and influence where the industry is going. Innovation is key to business success - and both encouraged, per contract, and possible per business model. Without the traditional and institutional constraints of the traditional corporate model - individuals are encouraged to experiment, create, innovate, implement, adapt and optimize systems that maximize the effectiveness of time and energy.

MOTIVATE

This contract works because it allows people to take charge of their future, and their life. To a person in debt, the motivation may be towards bringing in more income to themselves and for their family - where, a new parent may be motivated to work as effectively as possible to allow for plenty of time to be with a child - to create their own schedule.

Every person has a different goal that they look for in a job - and if the job does not fill that need, the person will not be motivated to be successful.

Rather, than a corporate policy that constricts the individual to a set schedule and income - let people take charge of their future so they can shape it to their unique ideal vision; adapt it to them, as they know best.

The argument may be brought up that if people have a choice between being at a job and at home - will they ever choose the

job? This argument leaves out the fact that people want a roof over their head, food in their stomach, and other needs met more than they wish to sit around.

The motivational speaker Zig Zigler points out that, “there is no such thing as a lazy person, just a person lacking motivation“.

As a person who has lived on the streets and struggled to get by - I can speak first hand on the motivation a potential night, cold, outside can have when I need internal motivation.

The key I have found is to love your life - then motivation is to keep it; love your house, your neighborhood, your current position - this will provide motivation to continue bringing in income in order to keep what is as it is - as best as possible, knowing that change is still inevitable.

You can motivate by fear. And you can motivate by reward. But both of these methods are only temporary. The only lasting thing is self-motivation.

Homer Rice

A life of love motivates a person to put time and effort towards keeping it - while a life of drudgery offers little motivation to keep pushing on.

Its in how a person looks at their life and where they are going that provides motivation - its internal. Nothing external can motivation to the same degree and each person has a different goal or motivator that only they truly know: let them follow it - and I find that the product they produce will be of a higher quality, and they will be much happier while they produce it.

What better motivator than to let them be responsible for their own future? Progress is not made from conformity, but from necessity, excitement and by removing unnecessary constraints. This leads to new ideas, new visions and new answers to old problems.

Case in point - this contact was not created at a corporate 9-5 job, nor do I suspect it could be. This contract was created out of necessity - excitement for where I wanted to be, and because I believe completely in the idea that -

If you seek to benefit others as much as possible - without compromising what matters most to you - then, unimagined benefits will be returned to you, several times over.

I created this idea and wrote it because I wanted to take charge of my future; to be self-sufficient and to put my time and effort towards something I felt passionate about - I found it in this. Thank you for reading. I am honored and feel appreciative to you.

SYNERGIZE

Considering other facets of business, I felt there was another point to consider:

The stifling of creativity and innovation occurring due to the inherent rigidity of institutional conformity and tradition.

What actions lead to innovation in the workplace and industry?

Looking at several incredibly successful and innovative individuals:

Oprah Winfrey, Bill Gates, Mark Zuckerberg, Richard Branson, Kanye West

The thing they all have in common is that they are all dropouts.

Now, without a doubt, I can see the benefit in completing school, college or a vocational program to develop a knowledge base for many professions – but as far teachers go, life provides experience that we cannot be learned in a classroom. In disappointments, success, and crisis – we learn.

Classes teach knowledge - life provides experience; both have value to people, the ultimate value when combined – learning and practice; wisdom. A person needs both for wisdom; the basis of success in life, business and other ventures. If you are already rich in one –maybe experience but lacking in theories

– surround yourself with people having knowledge; combined you will be strong in both areas.

People are naturally stronger and weaker in unique ways, and the way to benefit from this is to find others that are strong where you struggle – or weak at your specialty. That's how you become a champion – not by winning alone, but by combining with the right people. If you have experience, team up with people whom are knowledgeable – together you will be strong in both areas.

Rather than being in a group of similar people that could all crumble at the same time - by having diversity – if one person gets down, there are others there to lift them up. Sometimes, we need to assist others, and sometimes we need it ourselves – but through it all we need diversity in opinions, skills and talents.

While working as an engineer, a drafter mentioned in conversation an interest in learning the design trade. I decided to provide teach this person lessons to teach them. I felt excited and good about providing them with a skill that could advance their career.

As soon as the first lesson began – I received a surprise: it was not this person, but I that did not truly understand design. I had learned from experience – by doing, and did not have a strong knowledge base of why certain design choices were made. This person, with no professional experience or background in engineering, was asking questions that were outside the scope of what I had considered previously; really getting to the fundamentals of why, not the how questions I had expected. The questions really got me thinking of fundamentals, and

looking at my typical solutions with a fresh perspective; to increase the possibilities to consider.

After the lesson, I started looking for ways to take advantage of this person's lack of habits to see what innovative solutions we could find to the projects I was working on. I knew that I had a strong enough foundation only a realistic design would be chosen in the end – but perhaps it would be one that they suggested. By looking for ways to combine skills with other people – we developed this synergistic team. I got a new perspective, and they gained experience being involved, first hand, in the design process.

I know the pieces fit.

Tool

There is so much value to a team to include one person who does not know the rules, standard convention, and is a good communicator; unafraid of asking questions. If utilized properly, this person can lead to a widening of considerations when making a decision. The more possible answers there are (of course, to a degree), the better the solution will be.

LEVERAGE

Looking at your strengths, weaknesses, organizational memberships and relationships - what comes to mind first that differentiates you from the pack?

Even s perceived weakness may be turned into a competitive advantage, if leveraged properly.

How you leverage a connection into a client, coach, producer or consultant?

I spent several Saturdays discussing business ideas with a business owner in the construction industry. At the time, I was in the engineering design industry. We discussed how each industry functioned and where the business opportunities were located. His gained honest feedback and information from someone in a different industry - while I learned a lot about running and owning a business.

What is the Coach's idea?

The first project that Symbiotic Solutions, INC. got involved with came about because I mentioned to a person that I ran a business and had some ideas about setting up an e-commerce website. They saw potential for them - and use, and setup a meeting with a distributor. The agreement that we came up with turned into the sample contract included in this book.

How can you utilize others to work towards the objective?

What weakness do others have that you may be able to assist them on? A business consultant will perform a SWOT analysis on a business to understand what their strengths, weaknesses, opportunities and threats are. From this information, they can advise on ways to modify the business. I met with a previous colleague in late 2010 who was operating a business and wanted to update their model to the current environment. We discussed how their projects were currently completed - trends in the industry, and where the field was headed. Many months later, I contacted their person to discuss a business model I had been developing. Talking with him – several points were brought up that I had not considered and the project was put on hold.

In 2001, I developed a product with a gentleman for a business venture – 180 Boards. We created a beach body board that was channeled and produced with fiberglass compared to the traditional standard foam material; the product resembled a small surfboard. The gentleman was in charge of production, while I was tasked with creating the marketing and selling arm of the operation.

At the time, besides my day job, I was working a couple nights a week at a small sub shop. Using this connection, I approached a local tattoo parlor and inquired if I may be able to trade food from the restaurant for a logo.

One tattoo artist took me up on the design and created a logo for the new company in exchange for a chess steak sub.

The design he created was completely different than anything I had consider. The business name was 180 Boards, I had expected a half circle or the like – instead, he decided that the 180 could also represent a temperature – as in 180 degrees Fahrenheit, not just 180 degrees of a circle.

The logo was a thermometer with human features exploding from the hot temperature.

With this different take on the company brand – it opened up a completely new direction for the business branding strategy. And it was not expensive; it just took using a benefit I received from one job and utilizing it in a new situation to receive a new benefit.

Leveraging does not need to cost a lot of money. Business success is not about having lots of resources, but in the ability to find innovative solutions with what you already have at your disposal. One of the best things to leverage is your time expertise, and to receive other people's time and expertise.

I met with a business coach through SCORE, the SBA mentoring program, and received amazing feedback – plus a clear direction to proceed – as I was setting up Symbiotic Solutions, INC. The mentor I met with had run nearly 20 business in his life, and was happy to share his wisdom to another at no charge.

People are eager to share wisdom – if they have the time, and feel valued and appreciated. Often this can be received for

free and can provide a huge benefit to your venture. In fact, the corporate charter requires a coach be provided to share wisdom and give feedback to the CEO in every project. No matter if you are running a corporation of 1,000 or a lemonade stand of one – there is value in feedback from a person with experience, knowledge and wisdom,

OUTSOURCE

The traditional business model is changing with the widespread use of the internet, global education system and availability of cheaper labor internationally. Rather, than using a local company to provide a service such as web design, branding or business plan development – there are several other options that can reduce overhead cost and provide an equivalent product in the same amount of time as traditional means.

English is the language of international business, and I did not have any issues communicating. The only challenge arose in the time difference. But I was able to work with this by changing my work schedule to later hours in the day so we could communicate in real time over Skype.

There are several websites currently in operation that can connect the CEO directly to professionals who will assist in developing websites, understanding the legal landscape, branding and marketing strategies, business plan research and writing, and accounting, to name a few. Elance.com has a collection of international professional freelancers.

By going through a freelancer compared to a business, the cost for the service can also be greatly reduced and the time to complete the project greatly accelerated. Also, the benefit of going through a freelancing professional is the flexibility of professional assistance without having to hire an employee.

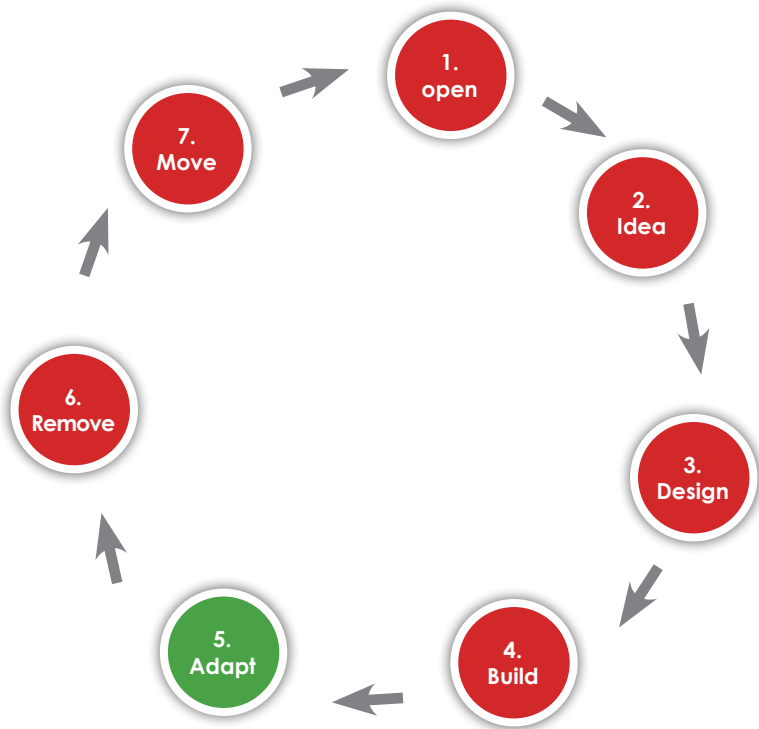
For reference, the included sample contract was reviewed and edited by a legal professional found on www.Elance.com. That project took 2 days and was completed for \$100. The first iteration of the www.SymbioticSolutions.net was completed by another www.Elance.com professional for \$50 in three days - and, although the individual was working in a different country, by using SKYPE, we were able to communicate effectively in real-time.



DEVELOP WISDOM: PUT INTO PRACTICE

If you wish to be a writer, write.

Epictetus



Chapter 11

SELL

If you can sell drugs, you can sell other things, you can sell medical equipment.

Joel Osteen

CUSTOMERS do not buy products or services – they purchase value; and, not to create happiness but to ease pain. Find the pain, and sell a solution; that is the key to success in business.

The saying goes that a person “could see ice to an Eskimo.” I am not sure how this could be done – perhaps by showing them that the ice you have is better than what they have locally. This idea sounds absurd until you consider the popularity and cost of bottled water. To sell ice, you would determine what aspect about their ice causes them pain. Perhaps, it is difficult to get or the quality is poor resulting in health concerns. The

idea is simple: what is the problem, perceived or real, that the potential customer has and how can you solve it; that's how you create value and sell a product.

Sports cars are not sold based on aerodynamic properties or technical specifications, but as a lifestyle product; a public indication of financial success or a desire to capture the thrill of youth; the rush, to feel again, of being young and carefree. Ads for products meant to provide this value are normally observed to be short in words, heavy on imagery – the visual connection to the individual allowing them to create their own reason why they need to have that product or service.

Rather than writing how you feel the product or service will provide value, show a picture of something exciting – and let the consumer create their own value reason. The less you explain, actually, what you perceive the value of the product to be to the customer, the more space they have to create one.

In selling timeshare, I was given a template for how to handle the presentation tour. There were certain stories that were encouraged to be told, a specific route to be taken around the resort and tricks to determine how interested the person was in purchasing the product. All of the sales techniques relied on the salesmen telling the customer how the purchase of the timeshare would give them value; exactly, how they would use it, exactly how they would benefit from the membership.

I listened to these ideas, and modified my approach – from talking of investment opportunities and personal stories to painting a picture with words that the person could adapt to their own situation.

There was one section of the tour where I would drive the client up a small hill, at first surrounded solely by trees, then at the top the view would give way to a small quiet lake.

During this phase, on the tour, I would stop at the bottom of the hill and ask the people to,

“Close your eyes. I want you to imagine something.”

“Ok.”

“Its morning, the coffee is brewing – you are with your loved one.”

And I would slowly start to drive up the hill.

“You look at each other: smile, and then decide to take a step outside onto the porch to breathe in the cool dry morning. The sun is just starting to rise on this new day. Although it is a little chilly, you feel warm. Your loved one comes out to join you – and this is what you see.”

At that point, I would be at the top of the hill with the view of the lake directly ahead.

“Ok, now open your eyes.”

They would – and often I would hear a gasp of air as they took in the view; the scenery selling the value more effectively than any sales pitch I could say.

Instead of telling them what value I felt they would receive, I would let them sell themselves on it; instead of convincing them that they needed to buy, they would convince themselves. People listen to themselves and believe what they feel, much quicker than anything you can say. When listening to a professional salesman, there is a degree of apprehension and separation the person put up.

However, when convinced internally there is a degree of trust; intuition supersedes the rational when making a purchase. Interpretations are subjective; rather let the person interpret how they will find value than you try to find a language that communicates to them. I took on this philosophy at that position –

Don't sell a product – make a friend, and then suggest.

But, also, do not sell people on a product or service, let them sell themselves on it. They know what they need or want, or feel they need or want, in a way that they cannot explain – decisions to purchase are not based on rational thought, but emotion, impulse and as a fix to pain. For this reason, I find that when I feel fulfilled in my life and at peace, inner, I purchase less – in fact, I actually dread purchasing anything but essentials.

Food addresses a real need; there's value in that. However, a big screen television does not seem as appealing – there is no value in the purchase; or perhaps, a better way to put it is that:

The value received from the product is at a dollar amount less than the purchase price.

If I have \$100 dollars' worth of suffering, I feel no need to spend \$200 for temporary relief. Of course, there is no fixed price tag on suffering, but there is your intuition and you naturally know what feels right and what feels excessive. What the value is to you, and if you need that much of it.

OBSERVE

Watch a system in action; create an experiment; or simply look around –

Do you see the order or does it appear to be random?

While walking around Lima, my travel companion and I found ourselves crossing a bridge over a deep ravine. From the height, you could see several traffic intersections, people walking the sidewalks, bikers riding and the natural flow of the city; taxis were zooming around merely inches apart from each other and people quickly moving between other people, vehicles and the urban landscape to whatever destination they had.

My friend remarked, “Look at it – its just complete chaos.”

I stopped, looked, and thought about it a moment before responding, that,

“Chaos Is Merely A Pattern You Have Yet To Understand.”

I did not understand, at the time, the pattern – how so many people with such different objectives could function together at such a high speed – however, I did feel that the chaos, or appearance of that, was not because the system was fragile but because it had been developed, modified and optimized to be very highly functional.

Really, I felt that this was what capitalism truly looked like – everyone allowed and able to pursue their individual goals, and the desire to function highly effectively in an interdependent manner. Actions were not careless, nothing was reckless – just effective and rapid – and, all towards a common objective: an environment conducive to progress. By everyone pursuing their individual goals, the focus was on getting around people and out of each other's way.

It was truly inspiring, as an entrepreneur, to see this spirit of personal achievement and success in action on such a large degree.

While people rushed around on the streets and between traffic, we never saw one accident – one incident where a problem occurred as a result of this behavior. In fact, that system we were witnessing was one of the most effective patterns I have seen for urban organization and operation. For so many people to function interconnected, at such a high degree, was inspiring.

It would take me weeks to understand the system and be able to integrate into it, but once I did figure out the order, and much was dependent on colors on the street – yellow was caution, white was safe – I could travel very rapidly, albeit I had to be very aware that I was remaining in the system. When

crossing a street – walk on the thick white line, when it stops half-way through wait... wait... ok, now cross. On the yellow line, a different set of rules were created, and so on

By observation, I was able eventually to understand the system and then modify my own behavior to fit into the existing order so I could operate most effectively – in this case, to traverse the urban landscape, safely; which I did. It also took dedication and motivation.

UNDERSTAND

Based on the observations,

How does the system function?

I began taking Spanish and Mandarin Chinese lessons using the free internet program www.LiveMocha.com in 2010. My main focus was on developing my Spanish speaking skills, but I also had a life-long fascination with the Chinese culture and decided to sign up for a lesson.

On the website, you both can take courses on the language and network with individuals in other countries that want to practice their skills with a native speaker.

Within a short time of signing up for the Mandarin lesson, I began to get contact requests from China; several people a day would message me to practice their English skills.

Not knowing much about the actual culture, I was fascinated by these requests and had several interesting conversations with individuals about their country and what was popular; sights to see; and, what their views were on various topics. My interest, at first, was merely personal – it was new. I was getting a glimpsing into a culture I had only seen in the movies and whom the media portrayed as a threat to America’s position as the global superpower

“Ni hao.”

“Ni hao.”

“Hi, How are you?”

“Hi I am fine. How are you?”

“I am good also.”

“I’m curious about your culture. What are you into – what are your interests?”

“Well I like music – my favorite band is Coldplay. Yours?”

“Oh, I don’t know – I like all music. I just started listening to the Chinese band The Flowers. I like one of their songs. But am not sure what the words are.”

“Oh, yes, it got played a lot – its about sharing a juice box with another person. Its kind of dumb”

”Oh, ok. Favorite movie?”

“The Princess Bride.”

“Haha actually its either Drunken Master with Jackie Chan or the Mystery of Chess Boxing,” I wrote.

“Food?”

“McDonald’s. You?”

“umm... Chinese food.”

Over the next month, I would grade this person’s English assignments. Typically she would submit the quiz answers from the website and I would provide feedback on pronunciation and grammar.

She also shared her music; she sang in a karaoke style over songs in both Chinese and English. One of these songs, I put on my iPod; maybe its the idea of an American Country music song being popular in country I know so little about; or the universal need to be loved expressed in the lyrics and emotional content regardless I felt touched listening to the song.

The song she sang over:

White Horse by Taylor Swift

Travelling to China would be the ideal way to observe, learn and understand the country, people and culture – but through a free internet website, I was still able to gain valuable insights.

INNOVATE

The key to innovation is awareness of two things – what exactly is required and the most basic solution that meets the need. Once you know these things, look around –

What do you have that can be transformed to function as the solution?

I remember looking around the Miraflores apartment to find something to store orange seeds in. I wanted a small box. In taking inventory of the room, I realized that almost everything potential could be a box, it just required varying degrees of effort – a piece of cardboard is transformed much easier than a wooden bookshelf. But while I was looking for an item that fit the standard appearance of a box, instead I needed to find something that could function as a box with the least amount of effort to adapt to this purpose.

Around this time, I also became very low on money and had to reduce my diet to save finances. I have a history of low salt levels, and with the decreased food consumption, I felt a need to prepare incase my sodium levels felt like they were dropping too low.

I went to the grocery store to see if I could purchase a small quantity of salt to consume; checked all the aisles but was unable to locate a product in my price range.

I wasn't sure how to handle this – I considered boiling salt water, but had serious apprehensions about that idea.

The solution I found was in the market place.

While walking around the outdoor market, I saw a bucket filled with olives in brine. I purchased a couple olives. The lady put them in a small plastic bag along with part of the solution. I kindly asked:

“Un pequito mas, por favor?” gesturing towards the liquid in the bucket.

She obliged and put a ladle full of the brine into the bag. Suddenly, I had found a cheap source of salt.

Once home, I took the olives out and filled the bag the remaining way with water, added a small peel from an orange and a small sprinkle of dry electrolyte mix – tied the top, and instantly I had a homemade saline bag, in case of emergency.

I did this several times, and created a small surplus of bags in case I felt that my sodium level needed a boost. Then to drain the bags, instead of untying them – which was difficult and created a mess – like a vampire, I would simply bite into a bag, ripping the plastic, and then drink the salt-solution. The olives were tasty too.



IMPLEMENT

When you understand the system, have knowledge and an improvement design; integrate it into the system –

Does the process operate more or less effectively now?

The point is not just to improve the system, but also to gain direct experience.

In mid-2010, I listened to a Podcast on psychology. In it, the

speaker discussed an experiment that a group of scientist did on mice. In the experiment, the mice were shown different colors and then their brain activity was measured. The color red had a certain noticeable reaction in the mice – while the color blue produced a different effect. The idea is called optogenics. A rather new field, it examines how color affects brain activity.

Using this idea, I decided to try an experiment at work. I had recently received an upgraded computer and instead of taking it down – had set it up, in addition to the existing desktop – so there were two independently operating computers being used.

Decided that one computer I would for emails – the slower of the computers – and, the other computer I would use for drafting only. The one for email I picked the color blue for the background, while the computer for drafting was setup with a green background.

I tried this arrangement and observed that the colors did have a definite effect on my mind activity. When I looked at Outlook to check emails, the blue color would give me a sense of integrity and honor. My mind would slow down, and I would be able to more rapidly respond to the email. Instead of having racing thoughts, I focused much quicker on the message and could come up with a response quicker.

Then returning to the other monitor – the green color would stimulate creative thoughts, and I would be able to get back into the drafting mindset quicker. Perhaps, there were other reasons – the colors related to tasks, but either way, my productive increased and the quality of it also increased with

just the simple change of wallpaper colors, on the monitor.

It is also for this reason that I am often wearing a green bracelet – I can quickly look at it to generate creative thoughts.

ADAPT

Using what you learned in the previous section,

How did the system function differ with the change?

Inevitably, there will be an area that is causing challenges or having a negative impact on the overall system performance. Regardless of the amount of resources that are currently committed or used in the project, attempt to use them in a manner that addresses this problem area before committing more resources – time and money – to a solution.

Rather than dumping money into the fix, find a fix that is inexpensive or free that will address the issue – at least, temporarily – to provide time for a more long-term answer. Small changes can have large impacts. I use the analogy of duct tape – use duct tape as a temporary fix to get the system operating better. And then, as the project continues create a more permanent solution.

It is expected that the design will continue changing as you do more projects, and more experience is learned. Rather than committing resources then to each fix – down the road, there

may be a change that corrects this area at a reduced cost, or handles several trouble spots.

It is impossible to say how the project will progress. But knowledge and experience throughout the life of the venture will lead to system changes – modifications, adaptations, simplification and optimization around the changing industry, market and your personal and professional needs.

Perhaps the area of concern is a form that you submit to the producer outlining the required product. The form is inefficient and is causing delays in the shipping of product to you. One solution may be to create a new form that addresses the misunderstandings, or perhaps the answer, right now is just a simple phone call after an order is placed. Then as the project continues, perhaps a new form, electronic database or something entirely different will start to be utilized.

Will your solution soon become obsolete? If so, you need to decide the amount of resources – time, energy and financially – to commit to it, knowing that it will soon change.

By being aware of the use of resources, rather than waiting until they are low to learn how to use them effectively – being now. Learning even a little now will carry over into other situations and projects from that point on and although the short-term benefit may seem small, in the long run a small improvement can have a large return.

While at Virginia Tech, my senior year I was required to complete a senior design project. The project lasts two semesters; the first one typically focused on design, the second one on building, testing and completing it. I chose to work

on a Human Powered Submarine project to complete the curriculum.

The team I was on was in charge of creating a drive train that the occupant would utilize much like a bicycle pedal, to propel the vehicle through the water.

Each of us created several different design ideas independently, and then met to discuss the different ideas: to see what innovative solutions had been created.

We narrowed the designs down to one: a completely linear drive train with an innovative gearbox that functioned with arrangement of unidirectional ball bearings, providing power on the push stroke, but not the pull stroke. It was determined that this design was the most effective way to transfer power from the driver to the propeller.

The design idea was based on a stair-stepper exercise machine. Instead of the pedal having a rotational path of travel pedal, like a bicycle, however, the driver pedaled by pushing and pulling on pedals in a completely straight motion – the gearbox used a few gears resulting in low power loss and maximum energy for propulsion.

My team built the linear drive and then the overall team began testing it in the submarine

During the testing, it was determined that the force on one piece of metal was higher than anticipated and was bending the part. Potentially, this could have catastrophic consequences on the vehicle if this part was to fail.

We were tasked with designing a fix.

Rather than throw out the entire design – it was determined that a simple brace could be added to take in part of the force to protect the part.

Built and added the brace; it was not a huge change to the design, but the difference was huge.

The submarine went from being on the verge of failure to a high level of functionality. It would go on to compete in the International Submarine Races (ISR) in 2004, where the design – including brace – would be used in two world record setting runs and put us in the Guinness Book of World Records twice.

That all could have been very different – sometimes the smallest changes can have the largest effects, especially on a highly functional interconnected system.

I am reminded of an experience where I purchased four new tires.

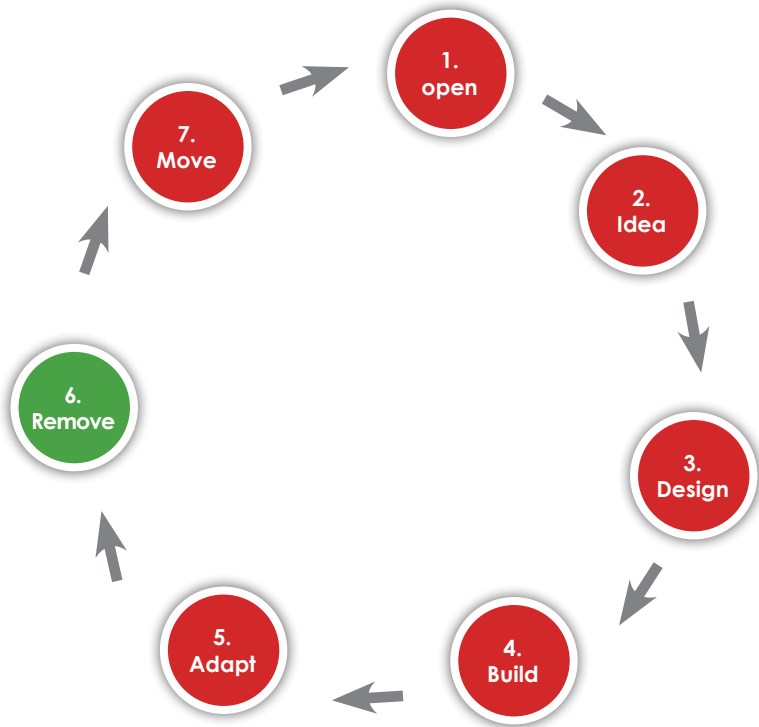
On one of the tires, the small balancing weights were not added. Because of this simple oversight, the entire vehicle became in operational at speeds of over 55 mph.

Not being aware of the problem, I had no idea what the cause of this shaking was and envisioned a thousand plus dollar repair at least to the car.

I put off taking the car to a repair shop for several months – fearful of the cost to repair. However, I knew, in the back of my mind that eventually, I would need to address this issue:

the vehicle would shake violently and I would lose control of the steering wheel in keeping pace with interstate traffic. And, with I-8 being so vital to travelling around the city, it was debilitating not being able to drive safely on it.

When I decided to sell the car, I was finally forced to take the car to a repair shop to have it checked out. The solution turned out to be simple: the mechanic noticed the missing weights, put them on the tire – and at no cost, the issue was resolved; sometimes the biggest of problems can be solved with the smallest of solutions – but, until you take action, you will never know.



Chapter 12

TIME

*Its so much better on holiday,
that's why we only work when we need the money.*

Franz Ferdinand

EVERY step of a process that is not required; every object that is not utilized; everything that is present but not beneficial or required – is a drain on resources.

Certainly, it may be that at that present moment it is not being used, but in the near future, potentially, it could be used. However, it still is taking up resources; even the step of skipping it on a list takes time or moving it when looking for another object. Individually they may seem like small resource drains but collectively and over time the impact may be significant – and the difference between success and failure.

When you see something that is ineffective or unnecessary, remove it then. Get in the habit of seeing a place to change, and instantly making that change

Rather, than creating a list of tasks, just begin and as you see something take action. Do not think what is next, but focus on what is at hand – in this way, you'll find yourself lost in your work, and will accomplish much more in a seemingly shorter amount of time. Before you know it, you will have completed more than you intended in a shorter amount of time. In this case, a simplified system that will have benefits both now and in the long-run.

When looking at how the system functions, just keeping asking yourself:

How can this be done in a simpler manner?

In late 2007, I received a hospital bill for several thousand dollars.

At the time, I was living paycheck-to-paycheck and had no savings. In addition to the hospital bill I had a period of accidental overpayment I received from the California State Disability Department and an underpayment to the IRS of thousands of dollars that I suddenly had to address. Within a short period of time, I had gone from barely getting by to feeling completely overwhelmed financially.

Slowly, I began putting in automatic withdrawal systems from my checking account to start paying off each bill automatically.

Having these in place, I knew that as long as I was employed, the bills would be paid and balances reduced.

As one bill got paid off, I shifted the amounts to have more money go towards another bill - rather than seeing it as extra disposable income. I kept expenses roughly the same and learned to appreciate free things more - bike rider, body boarding at the beach, walks, playing music, watching sunsets ETC...

I learned not just how to get by - but how to enjoy what I had and live a simple life. Downsizing from a cottage to bedroom, I donated much of the furniture and possessions I had - and the more I gave away, the more peace I felt.

In 2008, I attend a free public seminar on money management. In it, the speaker showed a sample personal financial statement. Essentially this is a snapshot of income, expenses and investments in one central location.

I went home and created one - and for the first time, I could see exactly how my monthly paychecks were being divided. Seeing it this way - provided vision of the current system which I could see. This made it easier to change expenses - increase a credit card payment or focus on decreasing the money spent on food.

It was a step in the right direction, but, the biggest change occurred when I created a spreadsheet on the computer that showed exactly where I was financially, what I had coming in and then I could create a plan that took me to where I wanted to be financially: out of debt, with savings and long-term

investments. I created a detailed financial statement. It only took a couple minutes to create using Excel.

But after that now, I could see my financial picture, how the system functioned (I had several bills and a deposit into savings automated, and how a change to one area affected another area. I focused first on paying off the credit card debt with the highest interest. When that card was taken care of, I simply transferred the amount that I had going towards it to the next area of highest interest rate.

Systematically, I was able to pay off credit card debt, increase savings – and remove the worry of finances. Without this concern, I found myself feeling more peace – and able to focus more on other areas in my life. The key to the system being sustained was keeping the salaried position; as long as I had a job, I had money going into the system – disbursement of it, and progress automatically being made in numerous areas.

Once the program was created, and the automatic transfers arranged – there was no time commitment to maintaining the system – only when I changed it, was time required, and that was minimal. Using a standard, I was not recreating the wheel each time – just adapting it to function more effectively for the current situation.

Instead of looking at finances as several independent items - I could see exactly they interconnected and how to achieve a workable balance between responsibilities, recreation, personal and purpose. Although, I still had the same amount of debt and income - understanding it, managing it, optimizing it, and accepting it took it from the front of my thoughts. This

allowed me to start really focusing on avenues in my life I received personal fulfillment from - such as starting a business.

OPTIMIZE

Simplifying the system will allow you to see how it operates. With this, the next step is to see how they can be tweaked to get, even just a little more output from them. Not necessarily at a big financial cost, but the small differences that can be made; how to take an effective system and make it highly effective.

It is expected at this stage that the system is already functional, redundancy has been removed and it has been proven through direct experience to produce the desired result. The next step is to finalize the design to create a process that can be automated – reducing your time, energy and financial commitments to this project.

What needs to be improved to increase system performance?

As long as I can remember, in the mornings, I have always struggled to get in a simple, healthy and inexpensive breakfast before heading to work. I experimented with fast food, oatmeal, bagels and several other options before learning this easy recipe from The Four Hour Work Week blog:

Scrambled Eggs with Spinach and Salsa

Take two microwaveable containers:

Fill one with a small bit of egg whites, the other with spinach

Put in the microwave for two minutes

At one minute, stir the eggs

Remove

Add a bean-based salsa, lime juice and flaxseed oil

I tried it, and found it to be both a tasty option and have several excellent health benefits. The next step was then to integrate this new recipe into my existing life routine.

I experimented cooking it at home and then bringing it into the office, eating at home and even cooking in the office. The office mates made it clear that cooking eggs in the common microwave in the office was not a feasible choice, certainly not every day; so, I had to cook it at home.

I continued experimenting with the meal, exercise and other health and nutrition ideas; finally settling on this routine in the mornings:

Morning Routine

1. Drink Water

2. Clean/ Get Dressed
3. Be Ready To Walk Out Door Around 7:30 A.M.
4. Put Breakfast Into Microwave, Start
5. Take Cap-Full of Vitamin-B Natural Liquid Vitamin
6. Stir Eggs
7. Turn On Music In Living Room
8. Take Shoes Off
9. Do A Simple Energizing Yoga Sequence – Start With Sun Salutations
10. 10 Push-Ups With 5-Seconds Of Sideways Crosses Between Each One
11. 1-Minute Of Planks
12. Put Shoes On
13. Put Away Yoga Mat
14. Grab Breakfast, Mountain Bike, Backpack
15. Couple Bites To Fuel Body
16. Leave House

17. Mountain Bike On Car Bike Rack
18. 104.9 XLNC1 Classical Music Radio Station On Way Into Work
19. Begin Day; Half Breakfast at 8 A.M.,. Rest at 10 A.M.

By being organized and systematic, I was able to cook, exercise and arrive at work focused and ready to function in around 30-minutes. It took a lot of experimenting and learning before settling on this routine.

The other benefit of having a simple process, especially in the morning, was that I did not have to think about the steps; they became automatic – quickly. The routine became engrained and without thinking, I could quickly go through the steps and still be successful.



SYSTEMATIZE

Time is a precious resource – if not the most.

How are you using it - how can you use it in a more effective manner?

What time savers can you try?

As the venture progresses, the CEO is encouraged to experiment with ways to reduce their time commitment to

the daily. For several strategies, refer to *The 4-Hour Work Week* by Tim Ferris. In it, he discusses several ways to save time while keeping the same quality of product and growing the business; some ideas include: outsourcing emails, hiring a virtual assistant, and hiring interns from the local college.

As you grow your professional network, you will learn from others strategies. Even if the person is in a different industry many timesaving strategies can easily translate across industries.

As you share what has worked for you, more people will be open to sharing their time saving techniques.

***What you do today can improve all your
tomorrows.***

Ralph Marston

The last two months at Virginia Tech in 2005, my classes were winding down as were my roommates'; suddenly, we all had free time.

At the time, I was sharing an apartment with four other guys. Although, we loved sports, combined the five of us made up about half of an athlete, however, after one of the roommates brought back several hockey sticks from a trip home, we decided to play a game on the local tennis court.

Went up there, and after about an hour of bruises, profanity, pain and a vicious pile up in one of the nets, decided that:

- 1) Yes, this is fun.
- 2) We need to find a better way to do this.

Our solution was to setup a roller hockey rink in our living room; now, granted the floors were carpeted so roller blades were not really appropriate, and the room was only 20' x 15' so only so many people could play; this led to hallway hockey.

Using the long hallway leading from the living room, we put strips of electrical tape on the carpet to show the shooting line and goal outline on the bedroom door at the far end of the hallway. Basically, hockey became a 1-on-1 game with players alternating positions – between shooter and goalie.

We took our favorite parts of roller hockey, recreated it in the apartment and then put in place systems to reduce the time required to setup and between games. The whiteboard in the living room was turned into a permanent scoreboard where the players, shoots and score could be displayed during games, and then quickly erased afterwards to begin the name game.

Essentially, the only time requirement to start a game was writing names on the board, one player grabbing a hockey stick, and the other putting on two baseball mitts. And, then it was game on!

Suddenly, we had an indoor hockey rink in the apartment, and after a couple of the guys learned how to do a slap shot: bruises, profanity and pain.

OWN

Business –

Are you running it or is it running you?

The difference between the two:

1. A person who RUNS a business is involved with the daily operations. If they are not there - the business does not function.
2. A person who OWNS a business is able to step back and the business will still function.

In every engineering firm where I worked, the owner was always there in a 40-hour or more schedule working besides me. He was expected to be there. As a principal engineer, he was providing a service – engineering certified by him by stamp to be accurate. The business model was based on this individual providing a service.

Through the years, I also worked at several restaurants – yet, never, or hardly ever saw the owner in the majority of them. Being product based, the business turns the same revenue if the owner of a teenager does the task.

In the first example, the owner works FOR the business. In the second example, the business works FOR the owner.

REMOVE

Reduce your time commitment:

What steps can you take or changes can you implement to reduce the tasks you are responsible for completing?

For example, in the Engineering firm example, it is a requirement that a principal or professional engineer stamp the plans – but perhaps there are tasks not related to verifying the design and checking the plans that can be outsourced or given to someone else.

It is not necessarily that you will reduce your commitment to the business entirely, especially if it is an established service based model – but perhaps there are ways to reduce the time you spend on it from the typical 40+ hours a week schedule to 2 days a week.

There are several strategies – but its important to ask yourself these questions when looking at tasks –

Do I make too much money to be doing this task?

Are there other ways I would be spending my time?

One semester, my roommate and I both had early classes. Walking to campus, we had to leave the apartment even earlier to arrive on time. Mornings were a rush; between getting

ready for the day, eating breakfast and preparing for classes – we normally were rushing to get out of the door on time.

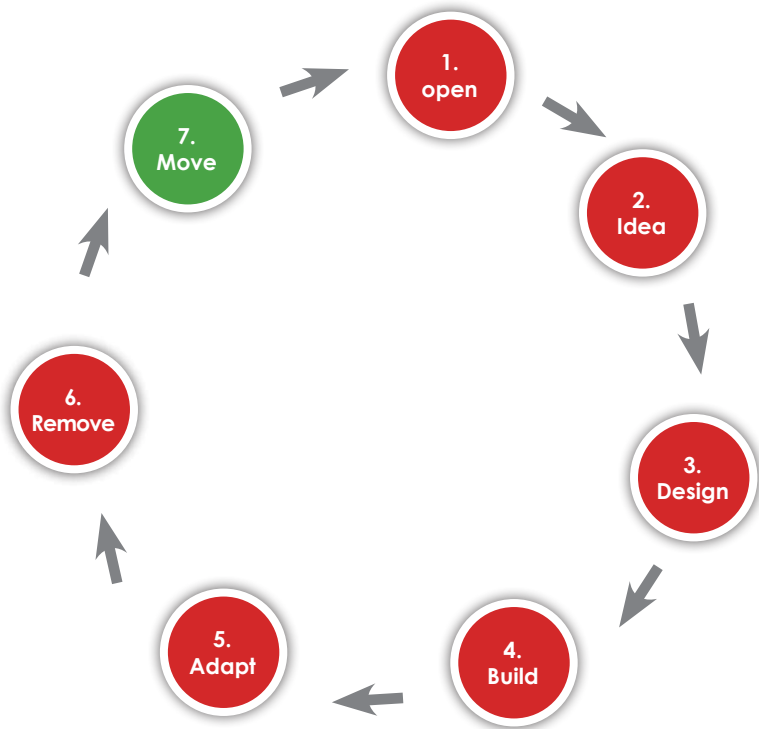
In response to this, we were not able to change the preparation time, packing a book bag for class the previous night only made a minimal difference – but breakfast was an area that we could address.

The idea was brought up to create a meal that could be prepared ahead of time and then require minimum time, if any, to prepare in the morning. The suggestion of French toast was brought up – and we decided to give it a try: went to the local grocery store; bought four loaves of French bread and several dozen eggs.

Returned to the apartment and put together an assembly line to mass produce the French bread French toast: one station was to slice the bread, another to prepare the egg batter, to dip the bread in the mix and a cooking station.

Each roommate took a spot, and we began the process. Rather, than one person taking all the steps – by having stations, and a team – the process was both quick and enjoyable. At the end, we each had our own loaf of French toast.

In the mornings after that, breakfast changed from a hassle to simply grabbing a slice or two to eat on the walk to class. Besides the reduced time to prepare, the quality of breakfast was also improved; better a minute of preparation, than an hour of frustration.



Chapter 13

NOW

*Today is the greatest day I've ever
known - can't live for tomorrow.*

Smashing Pumpkins

EVERY end creates a new beginning; indeed, there are no true ends. Change is inevitable, so where end exists this moment, will give rise to new – just as a beginning lends itself to eventually an end; so does an end create new: a new start; a new cycle – a new focus of attention. The cycle of seven repeats constantly – as long as you allow it to continue. It is up to you to decide if you will keep the cycle going; progress being made – or if you will decide on inaction as your best course.

Earlier, the topic of unitasking was discussed: focusing on one idea before moving on to the next. Certainly, it is possible to multitask – to focus your energy in several different

areas – not simultaneously, as much as you try, you still can only focus on one point – but to manage several cycles operating independently. The idea of unitasking takes the theory of multitasking – completing several objectives – and pushes it from the realm of independently completed, to interdependently pursued.

If you were to time yourself completing ten separate tasks, at the same time, compared to completing the same ten tasks one at a time, you would find that the time to complete the tasks interpedently was shorter; plus, the quality would be at a greater degree. Rather, than stopping and starting your focus – but deciding on one area and following it through to completion, your undivided attention will result in less mistakes and more constant action, compared to the stopping and starting of the other method.

Of course, there are some cycles that must operate at the same time. For example, while pursuing your happiness, you may have responsibilities to attend, or distractions arise that divert attention and require attention before continuing the chosen cycle. This process is used in many aspects of our lives, already, even if we do not currently realize it.

This idea is not necessarily new, but can provide insight into the workings of successful systems. Rather than relying on chance, by understanding how success is obtained – we can take a strategic course towards it. Rather than stumbling in the dark, lost and confused, you know how to proceed and when you find yourself drifting off course, how to redirect your route. It is not important how long it takes to get the destination but that you do not stop.

While travelling in Mexico, I saw a street sign that got my interest. I took a picture of it; and although, I could not translate it at the time, I became fascinated by it; even putting it in a place at my apartment at that time where I saw it every day. I thought the sign read: Stopping Only In Emergencies: Estacionamiento Solo Para Emergencias. I found out later that I was incorrect. The actual English translation was:

Parking Only For Emergencies

That's life. Stop only in emergencies – a sickness of family member, for example. But besides emergencies, keep going. Don't stop, look around but stay focused on the future and aware of the present. That is how you succeed in life.

I find myself looking around the apartment – even the most mundane chore of washing the dishes utilizes the cycle. First, I begin the task; decide it is time to wash them. Next design the perfect solution – perhaps it is to fill the sink with water to soak and then rinse them in the faucet. Building this system, we find areas to improve and adapt the process to the environment. Creating stability: first, in preparing to wash the dishes – possibly just opening the door to the dishwasher; putting soap on a sponge; grabbing a drying towel.

As the steps progress, we find shortcuts. Upon completion of the dishes being washed, we review the situation – did we get all of them clean? Any other tasks related that need to be addressed? Perhaps, wiping the counter to dry, or closing and starting the dishwasher. As the project closes, we no longer need to take action on this task; and we can remove ourselves and focus on the next task, or resume the larger cycle.

Cleaning, writing a book, starting a business or dealing with a toxic person all utilize the cycle. Once you have an understanding of how it functions; you will start to see and utilize it in more situations. I find myself going through the day – focused on creating stability, and then optimizing, topics as simple as setting down a coffee cup to as complex as a new way to develop my sense of inner peace.

Regardless of the complexity, the basic are the same – and the steps are seven. There is power in seven; not just in the pursuit of happiness, but in all aspects of life. By understanding and putting into practice the process, the impact – overall, you will find that it can be life-changing. For me, it was.

I was able to accomplish so much by knowing where to focus my efforts.

Even with the world around me constantly changing, I was able to adapt myself to, either, function at a high level or take the steps necessary for success. I did not always feel motivated – and at times, I lost my drive – but by going back to the basics, I was, and am, able to control, not where I am, but where I am going. In a vision is a destination – where I long to be. In the steps is the means to get there. With morals, there is no situation that will arise that I cannot figure out – and I am sure, you too will feel this same way.

Rather than waiting, to achieve in the larger sense, perhaps – it is beneficial to have little victories, to gain confidence and efficacy in the process.

LESSONS

In all situations, we have the opportunity to observe the consequences of the previous action, or inaction. Just sitting around – you will feel different emotions, thoughts and ideas arise and fall away – by observing these, you gain understanding. This is the idea of meditation. To sit quietly with no action, and to observe – it is called present-time awareness.

One type of meditation focuses merely on observing your breath – know when you are breathing in; and, know when you are breathing out. This is called Vihpassana meditation – or insight meditation. The purpose is to cease taking actions, controlling the environment, or attempting to control, and to focus on the moment; allowing thoughts to naturally rise and fall, the result of inaction.

First hand, I saw my life transformed through inaction – meditation. I learned so much about myself and gained so much wisdom by just sitting still and observing. If we are distracted – our mind focused on a perceived problem – then our power to observe will be lessened and we will not gain to the same degree as when we focus on the moment.

Using the lessons that we learn through action and inaction, we become better prepared to handle new situations and the seemingly repeating obstacles in our lives. A coworker who seems to aggravate you on purpose, may lead to the insight, and lesson, that their lashing out is not related to you but a byproduct of their own insecurities, fears and pain.

While we can take actions – the lessons we learn will be a byproduct of how that around us, and in us, reacts – what are the consequences? If you play with fire and get burned, you learn.

I was talking with an individual in 2007 about focus. He had a history of drug usage and had gone through several stints of rehab before getting clean. He shared a message that he had learned in the program,

It doesn't matter where you come from, only where you are going.

What a powerful lesson – instead of focusing on the past, remain committed to the direction you are heading and in control of your actions. Learn from the present and use these lessons as you progress – while keeping an eye on your desired destination; your dream, vision goal or ideal solution. When I find myself drifting into remembrance – stirring up anger over past wrongs – I remind myself of this principle.

Rather, than feel anger over the past, I create excitement, purpose and motivation in where I am going. What we focus on will thrive and will direct our actions – focusing on pain in the past, I find just leads us back to that place – repeating history. I understand the lessons of the past, and those that I do not fully comprehend – I accept. It is not necessary to analyze yesterday, if it robs us of today and leads to us off course tomorrow. Instead, remember the lessons that you have learned and as you progress – focus not on correction of the past, but in developing your knowledge, experience and wisdom.

TEACH

Education is the key out of poverty, followed secondly by business. And often the skills that lead to success in overcoming poverty, lend themselves to success in business as well. Focusing on education a person can elevate their life – and then through business take it further. Poverty and a life of lack breeds awareness of supplies, resources, and the necessity for effective use of them. When there is no room for waste, systems and processes must be streamlined to function in the most effective manner.

When travelling and in my life, I find that my waste of resources is directly correlated to the amount I have of them. If I have money to spend in excess of need, I spend in excess. When I have time in excess of need, I waste it. When I have room to be lazy and take the easy way out, I find myself leaning in that direction. I admire the ingenuity of many in the homeless population. Able to live life with all of their possessions transportable – they innovate out of necessity.

What lessons have you learned? There is value in sharing your experience and wisdom with others. Rather than having to travel the same path, or deal with the same obstacles, face the same disappointments – we can instead choose to learn from those around us. What can you teach – your experiences are unique to you. In your actions and inactions, successes and failures, you have gained experience; perhaps the results of these will provide valuable insights to others as they either begin their travels or continue their progression.

It is not necessarily an altruistic act that needs to be taken. Mentoring provides a sense of fulfillment, being a part of the greater good; tutoring or coaching provides a financial incentive – and lecturing offers both, with the addition of reach to a large audience. Some people naturally excel at speaking, while others prefer a place in front of a computer – to type out their stories; share the memoirs, and teach the future the lessons of the past for the benefit of today.

Each person will be different in how they utilize their lessons – bookstores are filled with the tomes of both those that reached higher and achieved more, and those that inspire through survival.

You naturally have a place in there, or in the auditoriums or perhaps just in continuing to live your life as you see fit in pursuit of your happiness.

STEP

Between now and never there is no middle ground.

If you decide not to take action today, accept the consequences – you may never get back to that task; and, when you do the circumstances will have changed, the situation will be different and you will have changed. What is important to you, and what actions steps you see today, will be different in the next moment. Rather than postpone your happiness and action for tomorrow, take actions today – or accept that you may never achieve them. Do not put off tomorrow what you can do today.

Today, this moment, is all we have – the only time that we can take action. Yesterday is a memory, and often a distorted one, and tomorrow will never arrive – no matter how long we wait for tomorrow, we will only find ourselves waking up in the today, and tomorrow still to be the future. I woke up every day for months wanting today to be the past and tomorrow to be the present. But in opening my eyes in the morning, I would find that the tomorrow I wished for was just as far away as the previous day. I waited for tomorrow – at the cost of today. Now, instead of waiting for tomorrow, I still focus on it, but I have learned to take steps today.

In goal setting, the idea is to determine a measurable outcome that you want tomorrow. But in focusing on what you desire tomorrow, today is put off. My life changed when I started taking action today; when I started to live a smart life. No longer a victim of circumstance, I, first the first time, began to live life today; to love today simply because it allows me time to create, invent, tomorrow. The gift of today is in the power to choose the path you take towards tomorrow.

***You do your own thing, in your own time –
you should be proud.***

Easy Rider

The steps that you take towards your dream do not need to take up all of your time, remain balanced, and let the size of the

step be dictated by your comfort level; what feels right; what does your intuition guide you to chance.

All we have is now, and today – a breath to power our actions, and a choice – do we dream of tomorrow, or fear it – do we live in the moment wisely or squander the opportunity at a life of happiness, inner peace and the realization of our personal and professional visions.

Chapter 14

VISION

And the earth becomes my throne.

I adapt to the unknown.

Under wandering stars I grow,

By myself but not alone.

Metallica

SO what is the real point of this book?

When I started out, the idea was to write a book that explained the corporate charter, included. It was simple – the objective – an eBook that I could sell for profit to allow me the flexibility of traveling, living and working at my leisure, and only as I saw fit. However, as often

happens, life interjected – reminding me – that while I am an individual, I am also a member of the global community, and a family of origin.

Looking at these two needs – one for myself to matter, to make a difference – and as a brother, son and uncle to be there when required, as possible; my plans in life changed – and as I was writing the book – so did the objective of the book change: what began as simply an instructional pamphlet, now is a vision of where we as a race are going. It is important in my eyes to provide a dream for humanity, much as Carl Sagan did in *Pale Blue Dot*, so too in this book is a vision for the future.

When *Pale Blue Dot* was written, there was no way Carl Sagan could have realized the cuts to the space program that would take the idea of space travel out of the public realm and into the private domain; space is no longer about countries moving together in peace, but now has the potential to bring unprecedented wealth and fame to those who in the name of business leave the comforting shores of earth to embark on a journey terraforming the universe.

Man has long looked to the heavens in the sky; now, in this age, we will, first the first time ever, begin to migrate towards heaven. Stars will become more than just beacons upon which maritime and nomadic travelers rely for navigation – they will become destinations; landmarks that are passed and left in the distance as the spread of man continues to grow wider.

For the first time, we will no longer be locked to this ground – we will escape the confines of gravity; dance amongst the stars and dream of sights unseen even with the most powerful of telescopes. Hubble will be more than a camera to the sky; it

will be a snapshot of places we will travel; images we will see firsthand – the experience of visualizing a nebula is one thing, but to see it – what wonders will we come to know; take for granted. What sights – what will we learn?

To wander the earth is to be surrounded by men, humans, but upon the stars it is to share space with the giants: the plants, the comets, the suns and the black holes. How massive a black hole must seem to see outside of a window – or perhaps, with technology – through a visor, or something else unimagined right now.

How our imagination will grow – how our idea of reality will change; how our future will open up. No longer fearful of life in a world of decay, death and disease – dreams will be bigger, expectations greater – and longings not lateral, but elevational; we will no longer just dream of moving east, west, south or north – but, we will begin dreaming of moving up to the sky; to spend a lifetime settling new worlds, carving out our niche; our space, literally; in the sky.

Land on earth is relatively expensive – but in the stars, the cost is dictated by the expense to get there. What happens when that cost decreases? When any human is capable of getting the means to travel to space? Propulsion is inexpensive, and could possibly be done with solar power from the sun and batteries, or a small nuclear reactor – besides that – for the cost of a space faring vehicle, the cost may be reasonable.

We will see great gains in the next few decades in the field of space travel, not from government programs, but from corporations seeking the riches in the sky. How much wealth could be gained from harvest of an asteroid field? What

precious minerals and elements are contained in the debris of space; in the makeup of other planets? Perhaps, the goal will not be to return the materials to Earth, but instead will be instrumental in setting up and developing outposts for the human race.

At first, temporary structures erected quickly for survival. In time however, these structures will turn into permanent buildings; the built environment will exist not just on earth but where man travels; the limitations are boundless of where man will go. But up and away, is the direction that we will take next.

Speculation of travel to Mars becoming commercially available by 2035 has already put a timeline on the expected progression of space travel; with the profit-motive, however, this date could come much sooner – and at a scale unimagined before in history. But nothing is certain, except this moment – so that is what we need to focus on.

The future is not guaranteed, but this moment is. Let's focus on this vision or your own vision for the future and take the steps today, collectively, towards a more ideal world.

PLANETS

Through recorded history there have been individuals who shined just a little bit brighter, whose talents seemed just a little bit more than their contemporaries, and whose personalities mesmerized millions, if not billions; we call them stars. They are

the objects of posters and admiration of a planet; regular people, who achieve extraordinary success. These humans set the bar for what is possible. Not nearly confined to the big screen or radio, they dazzle in myriad ways. From the halls of academia to the lowest of communities, they are found everywhere.

A new age is upon us, no longer will we have just stars amongst us – but we will have the birthers of new planets. The idea is simple. With the ability of any person, nearly, to form a corporation – a false human entity with unalienable rights; we are giving birth to the entities that will terraform the stars. Planet Pepsi and Constellation Coke will dot the skies from Earth, and change the maps of the stars.

Corporations unimagined and unformed now, will take to the skies to establish new colonies upon world's yet unseen. With the ability of space travel, and the ability of any private entity to pursue it; time is the factor that controls, not if, but when the stars led to the next rush of settlers. Much like gold brought people west, transforming the United States, so will the possibility of untold riches drive people to search the sky for wealth, or simply a new life – one with no rules; no traditions, and no limitations.

Imagination, necessity and flexibility give way to innovation and progress. What will humanity look like in on as little as fifty years? When we dream not of what is out there, but when we will see it, explore it; conquer it and settle it; a renaissance of humanity, a rebirth of dreams, and possibilities, a time of exploration and discovery, both in the external realm and also internally. A time when the resources of Earth are no longer the only obtainable materials, but instead fields and mines dot the sky; harvesting the stars and building the universe.

ENVISION

The team model is essential to this vision, in my opinion. If we are to see the stars first hand, we will have to do it in a time of global peace. The resources of the world and the manpower currently available must be used in a manner than does not produce an us-against-them mentality, but instead just an us mindset. There is no reason to continue wars for resources; real wealth will not be on the earth but go to the corporations that head to the sky. Rather than fighting over a piece of land on a small dot in a seemingly infinite universe, heading to the sky will bring true long-term benefit – and with the amount of space, claims will be made by squatters in galaxies not currently even known.

The teams that set out to the galaxy will perhaps resemble the model giving in this book – the five main components. There will be the strategist – the corporation – that leads the operation, finances it; and sets the course; a group that assistant the corporate member on personal matters, the group's dedicated H+WBM service; another that provides feedback on the corporate interests and the last that is tasked with building what is needed on this new world.

The workers, managers, and leadership working together for the benefit of all; the corporate charter and this book would provide the guidelines for the team. As mentioned in this book, a corporation, is not necessarily a large group of people – but may be limited to one shareholder; this person would not be a star in the traditional sense, that role is reserved for the

producers – no, this person will be a new planet. Instead of the stars of humanity, we will have planets to move humanity forward.

TODAY

Rather than waiting for some distant future to put this idea in practice, one example is already taking place in Central America.

In La Campa, Honduras a coffee collective was created when the farmers decided to stop selling their product individually and instead combined yields, and create a system to produce and market their product, collectively, together. They created and implement quality standards for their product that provides the consumer comfort knowing that the product they receive is of good quality.

In this business model, the operation is capitalist yet revenue from the sale of coffee is shared amongst all members. If one individual runs into an unforeseen hardship, such as a fire or flood, they are still compensated. While the business operates as a group of people with their own internal rules and guidelines, at the global market – it appears as a separate entity of one.

The Honduras collective would be the producer and the strategist. The farmers not only produce the product, but they also elect an individual that oversees the operations and acts as a leader to the group.

Using this model, I see another group being added to the team a dedicated corporation whose only interest is selling or reselling the product. With the ease of creation for a corporation, it is very realistic, and possible that there will be an individual performing this function. If the Honduras collective allows any corporation to resell their product, rather than marketing the coffee themselves, they would realize a greater global scope through the network of resellers marketing the product internationally. The more resellers, the more avenues that are pursued – and, at no or minimal overhead cost to the Collective.

They could create business arrangements with strategists, resellers. Their global scope as wide as their businesses partnerships. There is no reason that this could not be done now, or perhaps is already being done.

I see this team being the business model of the future:

Role	Filled By
CEO	C-Corporation, Group, Crowd-Sourced and Crowd-Funded
Coach	Business Consultant(s), Crowd-Sourced
Producer	Individual, Group, Collective
H+WBM	501C Non-Profit – Individual, Group, Crowd-Sourced

This basic system would include the CEO entity as the focus. On one hand would be their personal selves, which the H+WBM group would assist in maintaining, and in their professional life would be the business advisor group for feedback on

business decisions, strategies and ideas. The CEO, coach and producers functioning together as a team to design, build and adapt the company to optimal effectiveness. The solution that benefits all parties.

The successful businesses of tomorrow will be those that invent tomorrow; the ones who find ways to: adapt to their consumer's demands, integrate into the global market, contribute to their local communities and develop environmentally sustainable policies.

With the widespread adoption of the triple base line approach, companies are looking at more than just profit when making decisions. Now, with consumer awareness and increased transparency through social media, businesses are also forced to consider the people that will be affected, directly and indirectly; and, the environmental footprint from their products and services. Corporations are slowly becoming better global citizens, not by choice – but driven by consumer demand.

In the center of the Pacific Ocean is a large collection of trash. In the sun and salt water, it is slowly decaying. This process is resulting in toxic fumes being released into the atmosphere; something needs to be done about it. When wondering what the answer is, I have often that that:

“Once someone finds a way to make cleaning it profitable –
it'll be gone the next day.”



**ADDITIONAL
RESOURCES:
LEVERAGE
ME**

EFFECTIVE DATE

_____, __, 201_

MISSION STATEMENT

THE PURPOSE OF THIS CONTRACT IS TO MAXIMIZE WEALTH AND PROFITS FOR THE FOLLOWING PARTIES:

[CEO]

[PRODUCER]

[COACH]

[CONTRACT ASSISTANCE]

AND, TO ALLOW:

[CEO]

TO HIRE AND PAY A SALARY TO:

[H+WBM]

FUNCTION OF THIS CONTRACT

THIS CONTRACT SHALL SERVE AS A LEGALLY BINDING AGREEMENT BETWEEN ALL THE PARTIES (“PARTIES”) IN THE SALE OF AGREED UPON PRODUCTS, AND SHALL PROVIDE LEGAL PROTECTION TO ALL PARTIES TO

THE FULLEST EXTENT OF THE LAW – IN COUNTRY OF OPERATION, THE UNITED STATES, AND WITH REGARDS TO INTERNATIONAL LAW.

DATE WHEN THIS CONTRACT BECOMES LEGALLY BINDING

CONTRACT SHALL BECOME ACTIVE AND EFFECTIVE UPON DATING AND SIGNATURE BY ALL PARTIES. SIGNATURES NEED NOT BE ORIGINALS AND MAY BE DELIVERED IN COUNTER-PART VIA EMAIL OR FACSIMILE.

DEFINITION OF INTERESTED PARTIES AS LISTED IN THIS CONTRACT

THE FOLLOWING INDIVIDUAL(S), ORGANIZATIONS AND/OR CORPORATIONS CONSTITUTE THE INTERESTED PARTIES:

[CEO]

[PRODUCER]

[COACH]

[CONTRACT ASSISTANCE]

PRODUCT

THE PRODUCT SHALL BE DEFINED AS:

METHOD OF SALE

THIS CONTRACT ALLOWS CEO TO USE ANY METHOD WITHIN THE CONFINES OF THE LAW TO SELL THE AUTHORIZED PRODUCT.

NONE OF THE INTERESTED PARTIES SHALL HAVE ANY LEGAL GROUNDS TO CHALLENGE, HINDER, OR, IN ANY WAY, MANIPULATE CEO INTO OR AGAINST USING A PARTICULAR LEGAL METHOD TO SELL THE PRODUCT. POSSIBLE MARKETING METHODS MAY INCLUDE, BUT ARE NOT LIMITED TO, THE INTERNET, RETAIL AND WHOLESALE OUTLETS, STREET FAIRS, THROUGH ADVERTISEMENTS, DOOR-TO-DOOR, CRAIGSLIST, AND OTHER SIMILAR MARKETING VENUES.

UPON SALE OF PRODUCT

UPON SALE OF PRODUCT BY CEO A PURCHASE ORDER SHALL BE CREATED. THIS PURCHASE ORDER SHALL THEN BE DELIVERED THROUGH OFFICIAL CHANNELS, AS AGREED UPON PRIOR TO ANY SALE TRANSACTION, TO PRODUCER. THIS PURCHASE ORDER SHALL HAVE THE TOTAL SALE PRICE OF THE PRODUCT, AN ITEMIZED LIST OF THE PRODUCT SOLD, A DELIVERY DATE, AND AN ADDRESS FOR PRODUCER TO DELIVER THE FILLED

ORDER TO CEO OR A REPRESENTATIVE OF THE CEO. THIS ADDRESS SHALL BE LOCATED WITHIN THE COUNTRY OF PRODUCER'S CHOICE. CEO SHALL BE RESPONSIBLE FOR GETTING THE PRODUCT TO THE CUSTOMER, BOTH DOMESTICALLY AND INTERNATIONALLY. CEO SHALL BE RESPONSIBLE FOR ALL CUSTOMS DECLARATIONS, ANY INSURANCE, SHIPPING, PACKAGING & HANDLING COSTS.

GUARANTEES

- THE CEO WILL BE AVAILABLE FOR CONSULTATIONS TWO (2) HOURS PER WEEK TO DISCUSS STRATEGIES. IF PRODUCER OR COACH REQUESTS A MEETING, CEO ASKS THAT ALONG WITH THE TIME AND PLACE, AN AGENDA BE SENT AT LEAST THREE (3) DAYS IN ADVANCE TO ALL PARTIES FOR REVIEW.

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FOR ADDITIONAL GUARANTEES, REFER TO ADDENDUM “A”.

STARTUP AND OPERATING COSTS

STARTUP FUNDING, OPERATING COSTS AND ALL OTHER FUNDING FOR THIS PROJECT SHALL BE PROVIDED BY THE CEO LISTED IN THIS CONTRACT.

PRODUCER, COACH AND CONTRACTING AGENT ARE NOT FINANCIALLY RESPONSIBLE FOR THE STARTUP OR OPERATING COSTS.

COMPENSATION

CEO SHALL PAY PRODUCER FOR PRODUCT PLUS ____% OF THE DIFFERENCE BETWEEN PRICE THE CUSTOMER PAYS MINUS THE COST CEO PAYS TO PURCHASE SAID PRODUCT FROM PRODUCER.

CEO SHALL PAY COACH ____% OF THE DIFFERENCE BETWEEN PRICE THE CUSTOMER PAYS MINUS THE COST CEO PAYS TO PURCHASE SAID PRODUCT

CEO SHALL PAY CONTRACTING AGENT ____% OF THE

DIFFERENCE BETWEEN PRICE THE CUSTOMER PAYS
MINUS THE COST CEO PAYS TO PURCHASE SAID PRODUCT

CEO SHALL PROVIDE EITHER A CHECK, WIRE TRANSFER,
OR BANK TRANSFER TO EACH PARTY WITHIN 30 DAYS
OF RECEIPT OF THE 100% FILLED ORDER, TO THE
SATISFACTION OF CEO. ANY EXPENSES INCURRED IN
PAYMENT TO PARTIES SHALL BE WITHDRAWN FROM
THE TOTAL AMOUNT OF MONEY SENT TO THAT PARTY.

CEO SHALL PAY A HEALTH AND WELL-BEING MANAGER
A SALARY. THIS AMOUNT SHALL BE DETERMINED BY
COACH. A CONSENSUS IS NOT REQUIRED. SAID DUTIES
SHALL INCLUDE:

MONITORING THE PHYSICAL AND EMOTIONAL
HEALTH AND WELL-BEING OF CEO AND
TAKING STEPS AS NECESSARY TO MAINTAIN
SATISFACTORY HEALTH AND WELL-BEING.

HOW TO VOID CONTRACT IN ENTIRETY

THIS CONTRACT MAY BE VOIDED AT ANY TIME, BY ANY
INTERESTED PARTY, WITH NO QUESTIONS ASKED. THE
INTERESTED PARTY SHALL SUBMIT TO THE OTHER
PARTIES ONE OF THESE TWO PHRASES, EITHER:

NO MORE OR _____`

THIS CLAUSE IS ONLY VALID FOR THE SIGNING REPRESENTATIVE OF CEO; AND, NOT FOR OTHER PARTIES OF CEO'S TEAM.

UPON DELIVERY OF THIS MESSAGE TO ALL OF THE INTERESTED PARTIES, THIS CONTRACT SHALL INSTANTLY BE VOIDED IN ITS ENTIRETY. IT WILL THEN BE THE RESPONSIBILITY OF ALL INTERESTED PARTIES TO CONFIRM THAT ALL ARE OF THE UNDERSTANDING THAT THIS CONTRACT IN ITS ENTIRETY IS VOID AS TO THAT PARTY ONLY.

UPON VOID OF CONTRACT

ALL LEGAL PROTECTION AFFORD BY THIS CONTRACT SHALL BE REVOKED AS TO THAT PARTY ONLY.

ADAPTION OF CONTRACT

AT ANY TIME DURING THE LIFE OF THIS CONTRACT, IF AN INTERESTED PARTY WISHES TO CHANGE, MODIFY OR ADAPT THIS DOCUMENT, THEY SHALL CONTACT ALL INTERESTED PARTIES, AND INFORM THEM IN WRITING OR BY EMAIL OF THIS REQUEST.

A MEETING WILL THEN BE HELD. IT WILL START AT A PREDETERMINED TIME AND PLACE, AND NOT CONCLUDE UNTIL A UNANIMOUS VOTE HAS BEEN REACHED. THERE IS NO TIME LIMIT ON THIS MEETING. THE ONLY WAY FOR IT TO END IS FOR ALL OF THE INTERESTED PARTIES

TO AGREE OR DISAGREE ON THE CHANGE, OR LACK OF CHANGE BY A UNANIMOUS VOTE. IF AT ANY TIME, IT APPEARS THAT A CONCENSUS CAN OR WILL NOT BE REACHED, AN INTERESTED PARTY MAY SIMPLE STATE EITHER:

`NO MORE` OR _____`

THEY MAY ALSO DECIDE TO RESIGN FROM THEIR ROLE AS LISTED IN THIS CONTRACT. AT THIS TIME, THE REMAINING INTERESTED PARTIES SHALL BE IN CHARGE OF FILLING ANY VACATED SPOT – WITH THE REPLACEMENT PARTY, REQUIRING A UNANIMOUS VOTE FOR THE NEW PARTY TO BE ADDED TO THIS CONTRACT.

RESIGNED PARTIES SIGNATURES SHALL HAVE A RED LINE DRAWN THROUGH IT ON SIGNATURE PAGE WITH A RESIGNATION DATE.

NEW PARTIES SHALL NOT OFFICALLY BE AFFORDED CONTRACTUAL PROTECTION AND COMPENSATION AS OFFERED IN THIS CONTRACT UNTIL SIGNING AND DATING THIS CONTRACT. SIGNATURE AND DATE MAY BE WRITTEN ANYWHERE ON CONTRACT.

IN THIS WAY, THIS DOCUMENT IS ABLE TO BE ALTERED, MODIFIED, OR OTHERWISE ADOPTED AS THE SITUATION CHANGES – BOTH INTERNAL TO THE TEAM, AND EXTERNAL TO THE ENVIRONMENT.

THIS DOCUMENT SHOULD CONSTANTLY BE EXAMINED FOR WAYS TO MAKE IT MORE EFFECTIVE – IN THIS STATED PURPOSE:

THIS CONTRACT SHALL SERVE AS A LEGALLY BINDING AGREEMENT IN THE SALE OF PRODUCER'S PRODUCT BY CEO.

SUMMATION

IN SUMMATION, THIS CONTRACT FUNCTIONS AS LEGAL PROTECTION TO ALL INTERESTED PARTIES; PROVIDES AN OUTLINE FOR HOW THIS SYSTEM WILL FUNCTION; ORGANIZATIONAL RESPONSIBILITIES; AND, PROVIDES GROUNDS FOR ADAPTION – AS THE SITUATION CHANGES; THE INTENT, OF THIS CONTRACT, IS TO BENEFIT ALL INTERESTED PARTIES - AND TO CREATE A COMMON GOAL FOR THE TEAM TO WORK TOWARDS - THE CREATION AND INCREASE OF THE TEAM'S COLLECTIVE WEALTH.

SIGNATURES AND DATES

[CEO'S SIGNATURE]

[DATE]

[PRODUCER'S SIGNATURE]

[DATE]

[COACH'S SIGNATURE]

[DATE]

[CONTRACT ASSISTANCE
SIGNATURE]

[DATE]

INITIAL TO CONFIRM THAT ALL FUNDING SHALL BE
PROVIDED BY CEO:

[CEO'S INITIALS]

[DATE]

ADDENDUM "A"

ADDITIONAL GUARANTEES:

1.

2.

3.

4.

5.

6.

7.

agreed to, the Client and H+WBM, intending to be legally bound, agree to the terms set forth below.

1. **TERM.** Commencing as of the Effective Date, and continuing for a period of ____ months (the “Term”), unless earlier terminated pursuant to Article 4 hereof, H+WBM agrees that he/she will serve as a strategy consultant to the Client. This Agreement may be renewed or extended for any period as may be agreed in writing by the parties.

2. **DUTIES AND SERVICES.**
 - a. H+WBM's duties and responsibilities shall be to provide strategy and business consulting solutions as outlined in Appendix “A” (collectively, the “Duties” or “Services”).

 - b. The H+WBM represents and warrants to the Client that he/she is under no contractual or other restrictions or obligations which are inconsistent with the execution of this Agreement, or which will interfere with the performance of his/her Duties. H+WBM represents and warrants that the execution and performance of this Agreement will not violate any policies or procedures of any other person or entity for which he/she performs Services concurrently with those performed herein.

 - c. In performing the Services, H+WBM shall comply, to the best of his/her knowledge, with all business conduct, regulatory and health and

safety guidelines established by the Client for any governmental authority with respect to the Client's business.

3. CONSULTING FEE.

- a. Subject to the provisions hereof, the Client shall pay H+WBM a flat consulting fee of (\$_____) Dollars (the "Consulting Fee"). Upon completion of Services, and Client's approval thereof, H+WBM shall present the Client with an invoice for the agreed-upon fee. The Consulting Fee shall be paid immediately upon the Client's receipt of the invoice.
- b. H+WBM shall be entitled to prompt reimbursement for all pre-approved expenses incurred in the performance of his/her Duties, upon submission and approval of written statements and receipts in accordance with the then regular procedures of the Client.
- c. H+WBM agrees that all Services will be rendered by him/her as an independent contractor and that this Agreement does not create an employer-employee relationship between H+WBM and the Client. H+WBM shall have no right to receive any employee benefits including, but not limited to, health and accident insurance, life insurance, sick leave and/or vacation. H+WBM agrees to pay all taxes including, self-employment taxes due in respect of the Consulting Fee and to indemnify the Client in the event the Client is required to pay

any such taxes on behalf of H+WBM.

4. EARLY TERMINATION OF THE TERM.

- a. This Agreement may be terminated without cause by either party upon not less than thirty (30) days prior written notice by either party to the other. Termination by H+WBM will result in a forfeiture of any rights to Consulting Fees.
- b. Upon termination under Sections 4(a), neither party shall have any further obligations under this Agreement, except for the obligations which by their terms survive this termination as noted in Section 16 hereof. Upon termination and, in any case, upon the Client's request, H+WBM shall return immediately to the Client all Confidential Information, as hereinafter defined, and copies thereof.

5. RESTRICTED ACTIVITIES (NON-COMPETE).

During the Term and for a period of one (1) year thereafter, H+WBM will not, directly or indirectly:

- I. solicit or request any employee of or consultant to the Client to leave the employ of or cease consulting for the Client;
- II. solicit or request any employee of or consultant to the Client to join the employ of, or begin consulting for, any individual or entity that researches, develops, markets or sells products that compete with those of the Client;

- III. solicit or request any individual or entity that researches, develops, markets or sells products that compete with those of the Client, to employ or retain as a consultant any employee or consultant of the Client; or
- IV. induce or attempt to induce any supplier or vendor of the Client to terminate or breach any written or oral agreement or understanding with the Client.

6. PROPRIETARY RIGHTS.

- a. Definitions. For the purposes of this Article 6, the terms set forth below shall have the following meanings:
 - I. Concept and Ideas. Those concepts and ideas disclosed by the Client to H+WBM or which are first developed by H+WBM during the course of the performance of Services hereunder and which relate to the Client' present, past or prospective business activities, services, and products, all of which shall remain the sole and exclusive property of the Client. The H+WBM shall have no publication rights and all of the same shall belong exclusively to the Client.
 - II. Confidential Information. For the purposes of this Agreement, Confidential Information shall mean and collectively include: all information relating to the business, plans and/or technology of the Client including,

but not limited to technical information including inventions, methods, plans, processes, specifications, characteristics, assays, raw data, scientific preclinical or clinical data, records, databases, formulations, clinical protocols, equipment design, know-how, experience, and trade secrets; developmental, marketing, sales, customer, supplier, consulting relationship information, operating, performance, and cost information; computer programming techniques whether in tangible or intangible form, and all record bearing media containing or disclosing the foregoing information and techniques including, written business plans, patents and patent applications, grant applications, notes, and memoranda, whether in writing or presented, stored or maintained in or by electronic, magnetic, or other means.

- III. Notwithstanding the foregoing, the term “Confidential Information” shall not include any information which: (a) can be demonstrated to have been in the public domain or was publicly known or available prior to the date of the disclosure to H+WBM; (b) can be demonstrated in writing to have been rightfully in the possession of H+WBM prior to the disclosure of such information to H+WBM by the Client; (c) becomes part of the public domain or publicly known or

available by publication or otherwise, not due to any unauthorized act or omission on the part of H+WBM; or (d) is supplied to H+WBM by a third party without binder of secrecy, so long as that such third party has no obligation to the Client or any of its affiliated companies to maintain such information in confidence.

- b.** Non Disclosure to Third Parties. Except as required by H+WBM's Duties, H+WBM shall not, at any time now or in the future, directly or indirectly, use, publish, disseminate or otherwise disclose any Confidential Information, Concepts, or Ideas to any third party without the prior written consent of the Client which consent may be denied in each instance and all of the same, together with publication rights, shall belong exclusively to the Client.
- c.** Documents, etc. All documents, diskettes, tapes, procedural manuals, guides, specifications, plans, drawings, designs and similar materials, lists of present, past or prospective customers, customer proposals, invitations to submit proposals, price lists and data relating to the pricing of the Client's products and services, records, notebooks and all other materials containing Confidential Information or information about Concepts or Ideas (including all copies and reproductions thereof), that come into H+WBM's possession or control by reason of H+WBM's performance of the relationship, whether prepared by H+WBM or

others: (a) are the property of the Client, (b) will not be used by H+WBM in any way other than in connection with the performance of his/her Duties, (c) will not be provided or shown to any third party by H+WBM, (d) will not be removed from the Client's or H+WBM's premises (except as H+WBM's Duties require), and (e) at the termination (for whatever reason), of H+WBM's relationship with the Client, will be left with, or forthwith returned by H+WBM to the Client.

- d. Patents, etc. H+WBM agrees that the Client is and shall remain the exclusive owner of the Confidential Information and Concepts and Ideas. Any interest in patents, patent applications, inventions, technological innovations, trade names, trademarks, service marks, copyrights, copyrightable works, developments, discoveries, designs, processes, formulas, know-how, data and analysis, whether register-able or not ("Developments"), which H+WBM, as a result of rendering Services to the Client under this Agreement, may conceive or develop, shall: (i) forthwith be brought to the attention of the Client by H+WBM and (ii) belong exclusively to the Client. No license or conveyance of any such rights to H+WBM is granted or implied under this Agreement.
- e. Assignment. H+WBM hereby assigns and, to the extent any such assignment cannot be made at present, hereby agrees to assign to the Client, without further compensation, all of his/her right,

title and interest in and to all Concepts, Ideas, and Developments. H+WBM will execute all documents and perform all lawful acts which the Client considers necessary or advisable to secure its rights hereunder and to carry out the intent of this Agreement.

7. **EQUITABLE RELIEF.** H+WBM agrees that any breach of Articles 5 and 6 above by him/her would cause irreparable damage to the Client and that, in the event of such breach, the Client shall have, in addition to any and all remedies of law, the right to an injunction, specific performance or other equitable relief to prevent the violation or threatened violation of H+WBM's obligations hereunder.
8. **WAIVER.** Any waiver by the Client of a breach of any provision of this Agreement shall not operate or be construed as a waiver of any subsequent breach of the same or any other provision hereof. All waivers by the Client shall be in writing.
9. **SEVERABILITY; REFORMATION.** In case any one or more of the provisions or parts of a provision contained in this Agreement shall, for any reason, be held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other provision or part of a provision of this Agreement; and this Agreement shall, to the fullest extent lawful, be reformed and construed as if such invalid or illegal or unenforceable provision, or part of a provision, had never been contained herein, and such provision or part reformed so that it would be valid, legal and enforceable to the maximum extent possible. Without limiting the foregoing, if any provision (or part

of provision) contained in this Agreement shall for any reason be held to be excessively broad as to duration, activity or subject, it shall be construed by limiting and reducing it, so as to be enforceable to the fullest extent compatible with then existing applicable law.

10. **ASSIGNMENT.** The Client shall have the right to assign its rights and obligations under this Agreement to a party which assumes the Client' obligations hereunder. H+WBM shall not have the right to assign his/her rights or obligations under this Agreement without the prior written consent of the Client. This Agreement shall be binding upon and inure to the benefit of H+WBM's heirs and legal representatives in the event of his/her death or disability.
11. **HEADINGS.** Headings and subheadings are for convenience only and shall not be deemed to be a part of this Agreement.
12. **AMENDMENTS.** This Agreement may be amended or modified, in whole or in part, only by an instrument in writing signed by all parties hereto. Any amendment, consent, decision, waiver or other action to be made, taken or given by the Client with respect to the Agreement shall be made, taken or given on behalf of the Client only by authority of the Client's Board of Directors.
13. **NOTICES.** Any notices or other communications required hereunder shall be in writing and shall be deemed given when delivered in person or when mailed, by certified or registered first class mail, postage prepaid, return receipt requested, addressed to the parties at their addresses specified in the

preamble to this Agreement or to such other addresses of which a party shall have notified the others in accordance with the provisions of this Section 13.

14. **COUNTERPARTS.** This Agreement may be executed in two or more counterparts, each of which shall constitute an original and all of which shall be deemed a single agreement.
15. **GOVERNING LAW.** This Agreement shall be construed in accordance with and governed for all purposes by the laws of the State of California applicable to contracts executed and wholly performed within such jurisdiction. Any dispute arising hereunder shall be referred to and heard in only a court located in San Diego County, California.
16. **SURVIVAL.** The provisions of Sections 5 to 9 and 15 to 16 of this Agreement shall survive the expiration of the Term or the termination of this Agreement. This Agreement supersedes all prior agreements, written or oral, between the Client and H+WBM relating to the subject matter of this Agreement.
17. **NO GUARANTEE OF RESULTS.** H+WBM will make a good faith effort to develop a strategic plan that will yield acceptable results for the Client. However, no guarantee is made regarding specific outcomes as a result of applying H+WBM strategies or ideas. The Client agrees to hold H+WBM harmless for any deleterious effects resulting from application of H+WBM's strategic recommendations.

(Signature Page to Follow)

320 • **Appendix B**

EXECUTED, under seal, effective as of the Effective Date.

CLIENT

H+WBM

Print Name: _____

Signature: _____

Date: _____

APPENDIX “A”

Objectives _____ Fee _____

a. \$

b. \$

c. \$

Client Approval

H+WBM Approval

**An Introductory 7-Step
Crash Course in**

.....

**Cognitive
Behavioral
Therapy (CBT)**

**for Emerging Stars &
Businesses**

Adapted from the course entitled,
“An Introductory Self-Help Course in Cog-
nitive Behavior Therapy” by Carol Vivyan

www.gettgg.com www.getselfhelp.co.uk

Jamie Smith
Renegade, Inc.

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WHY CBT

Cognitive Behavior Therapy - how it can help

Cognitive Behavior Therapy is a form of psychotherapy that talks about:

- How you think about yourself, the world and other people
- How what you do affects your thoughts and feelings

CBT can help you to change how you think (“Cognitive”) and what you do (“Behavior”). These changes can help you to feel better. Unlike some of the other talking treatments, it focuses on the “here and now” problems and difficulties. Whilst it is often useful to discuss the past and understand how our pasts have influenced our lives and how problems have arisen, CBT mostly focuses on looking for ways to improve your mental wellbeing now. CBT says that it’s not the event which causes

our emotions, but how we interpret that event - what we think or what meaning we give that event or situation.

For instance, if someone you know passes you in the street without acknowledging you, you can interpret it several ways. You might think they don't want to know you because no-one likes you (which may lead you to feel depressed), your thought may be that you hope they don't stop to talk to you, because you won't know what to say and they'll think you're boring and stupid (anxiety), you may think they're being deliberately snotty (leading to anger). A healthier response might be that they just didn't see you. Another example may be someone who's depressed might wake up in the morning and think: "This is going to be another awful day", "I'm going to mess up again", or "What's the point of anything?", which will make them feel even more depressed (feelings), and may prompt them to pull the covers over their head and stay in bed (behaviors). It's very likely that this will increase their negative thoughts, which in turn will increase the feelings of depression, and make them even less likely to get out of bed. A vicious cycle is the result - continuing to think and act the same way will help maintain our depression (diagram below).

CBT can help you to break these vicious cycles of negative thinking, feelings and behavior. When you see the parts of the vicious cycle clearly, you can change them - and therefore change the way you feel. It can also be useful to look at the way our thoughts and feelings affect our bodies, and the physical sensations we can experience.

Different emotions are often associated with particular types of thoughts. CBT aims to get you to a point where you can "do it yourself", and work out your own ways of tackling problems.

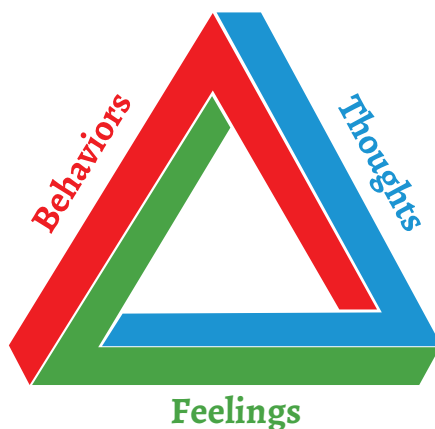
CBT has often been described as guided self-help, and this self-help course will help you learn how CBT can help you.

The following self-help steps will enable you, with or without the help of a therapist or mental health professional, to gain some useful insights and begin to address and work through your problems.

STEP 1

Identifying Thoughts, Feelings & Behaviors

Now we can start to look at what's helping to keep your problems going. Let's use a recent example, when you've been distressed - perhaps something has happened in the past week or so when you've felt particularly anxious, angry, or depressed.



What was the situation?

What happened? When did it happen? What else was going on? Was it a situation that you often find yourself in? Who were you with?

What thoughts or images went through your mind just before or during that time?

What disturbed you? If you had that thought, what did that mean to you, or what did that say about you or the situation? If your thought was a question, try to answer it.

What distressing emotion/s did you feel?

What else? E.g. Anger, anxiety, terror, rage, depression, frustration, guilt, shame, irritable.....

What did you notice in your body?

I.e., In anxiety and anger (and excitement) the body's adrenaline can result in us feeling physical sensations which can include: heart pounding or racing, palpitations, rapid breathing, difficulty breathing, light-headed, dizzy, shaky, sweaty, hot, red, pins & needles, tense or sore muscles, urge to go to the toilet, butterflies in the tummy, warm uncomfortable feeling in the abdomen or chest, difficulty concentrating, lump in throat. This is the fight & flight response - the body's survival mechanism which helps us escape or to stand up to the threat at times of real danger. The body is unable to differentiate between a real or imagined danger, so the alarm signal is pressed and activated regardless. In depression, we can feel tired, lethargic, exhausted, experience appetite and sleep changes, aches and pains, headaches, digestive changes (e.g. constipation), agitation and feel unable to settle, experience lack of interest in sex, and have slow movement or speech.

What did you do? What didn't you do? How did you cope?

Examples include:

Anxiety: Stayed home, left wherever you were or felt the urge to leave, didn't talk to anyone, avoided eye contact, fiddled with a pen, sat in a corner, didn't go out, chose to shop at less busy times, went to local corner shop instead of the big supermarket, distracted yourself (TV, radio, kept busy etc), urge to go (or went) to toilet, looked for reassurance, drank more, smoked more, ate more (or less), disturbed sleep.

Depression: Stayed in bed, pulled covers over your head, didn't go out, sat and stared, watched television, didn't answer the phone, turned down an invite from a friend, didn't go to work, ate more (or less), slept more (or less), paced around, kept starting to do things but couldn't finish, no interest in others, no interest in sex, no interest in anything.

Anger: shouted at someone, hit out, screamed, had a go at someone, sulked, criticized others (or had urge to do those things), used put-downs and threats, bottled it up, lost control.

Practice noticing these thoughts, feelings and behaviors - the more you practice, the more you will notice them. The more you notice them, the more you will be able to make helpful and effective changes.

STEP 2

Understanding the Links between Thoughts, Feelings & Behaviors

So far, we have looked at vicious cycles and learned how thoughts, feelings and behaviors are linked and each one affects the others. If we use the depression example from that page, we see that on waking in the morning, ‘Dave’ had thoughts that included “There’s no point”, and “I’ll only mess up again”. If we think those thoughts and believe them, there is every chance that we are going to feel depressed. If we think those thoughts and feel depressed, then it’s likely that we would be sorely tempted to pull the covers over our head and stay in bed.

How does doing that affect the way Dave feels and thinks? Hmm. Staying in bed might mean that his thoughts get carried away and he continues to think that way, making him feel even worse, and even more likely to stay in bed: a vicious cycle.

Depression

Depression can happen to anyone - and does happen to one in four of us over our lifetimes. Different factors that make it more likely to happen, include biological make-up, upbringing, or reaction to life events. What keeps it going though, is how we deal with those things. The way we think and what we do affects the way we feel. Depression is often accompanied by other feelings such as guilt, shame, anger and anxiety.

Thoughts that occur in Depression

People who are depressed tend to think very negatively about themselves, the future and the world around them. It can be like seeing life through “gloomy specs”.

- Everything is hopeless - nothing can change
- I’m useless, worthless
- It’s all my fault
- The world is a terrible place - everything goes wrong

We can dwell on these thoughts repeatedly, mulling over things, asking ourselves why, thinking regretful things about the past, what we should or shouldn't have done.

Physical Sensations & Depression

- Tiredness, fatigue, lethargy
 - Difficulty concentrating or remembering
 - Sleep changes (sleep more or less)
 - Eating changes (eat more or less)
 - Lose interest in hobbies, activities, sex
-

Behaviors & Depression

Because of the tiredness, difficulty sleeping and eating, and negative style of thinking, we tend to do less and less. We stop doing the things we used to do and enjoy. It could get so bad that we can't even go to work, or do things at home. We want to stay in bed, or stay at home doing very little. We might isolate ourselves from friends and family.

Anxiety

Anxiety is the body's way of responding to being in danger. Adrenaline is rushed into our bloodstream to enable us to run away or fight. This happens whether the danger is real, or whether we believe the danger is there when actually there is none. It is the body's alarm and survival mechanism. Primitive man wouldn't have survived for long without this life-saving response. It works so well, that it often kicks in when it's not needed - when the danger is in our heads rather than in reality. We think we're in danger, so that's enough to trigger the system to go, go, go! People who get anxious tend to get into scanning mode - where they're constantly on the lookout for danger, hyper alert to any of the signals, and make it more likely that the alarm system will be activated.

Thoughts that often occur in Anxiety

Include our overestimating or exaggerating the actual threat, and underestimating or minimizing our ability to cope:

- I'm in danger right now
 - The worst possible scenario is going to happen
 - I won't be able to cope with it
-
-

Physical Sensations

The Adrenaline Response - When there is real, or we believe there is a real, threat or danger, our bodies' automatic survival mechanism kicks in very quickly. This helps energize us to fight or run away ('fight or flight response'). We will notice lots of physical sensations, which might include:

- **Heart racing** - This helps to take the blood to where it is most needed – his legs so that he can run faster (flight); his arms so that he can hit out (FIGHT); his lungs to increase his stamina. At the same time blood is taken from the places it is not needed for example fingers, toes and skin. These changes cause tingling coldness and numbness.
- **Breathing gets faster** - This helps the bloodstream to carry oxygen to the arms, legs and lungs. This will give him more power. The side effects may include chest pain, breathlessness and a choking feeling. As there is a slight drop in the blood and oxygen being sent to the brain he may feel dizzy or light headed, he may experience blurred vision.
- **Muscles tense and prepare** - The large skeletal muscles tense and create power, this may cause pain, aching and shaking.
- **Sweating** - Sweating helps to cool the muscles and the body. It helps to stop them from overheating. Sweating can also make us more slippery to our enemies!

- **Pupils dilate** - This lets more light into his eyes so his overall vision improves. Side effects may include sensitivity to light or spots before his eyes.
- **Digestive system slows down** - These are not important while in danger and so are slowed down then the saved energy goes to where it is most needed. Side effects may include nausea, butterflies and a dry mouth.
- **More alert** - He will be concentrating on looking for danger, much less able to concentrate on anything else. He will be waiting for something to happen. This is the basis of the way we worry.

Behaviors might include:

- Avoiding people or places
- Not going out
- Going to certain places at certain times, e.g. shopping at smaller shops, at less busy times
- Only going with someone else
- Escape, leave early
- Go to the feared situation, but use coping behaviors to get you through: examples include: self talk, holding a drink, smoking more, fiddling with clothes or handbag, avoiding eye contact with others, having an escape plan, medication. These are called 'safety behaviors'.

Safety behaviors can also help to keep your anxiety going. Whilst you depend on them to help you cope, you don't get to find out that without them, the anxiety would reduce and go away on its own. Whilst avoiding people or situations might help you feel better at that time, it doesn't make your anxiety any better over a longer period. If you're frightened that your anxiety will make you pass out or vomit in the supermarket aisle, you won't find out that won't actually happen, because you don't go. So the belief that it will happen remains, along with the anxiety.

Vicious Cycle of Anxiety We all feel anxious some times. A certain amount of anxiety helps us to be more alert and focused. For example just prior to an exam, a few exam nerves have a positive effect - motivating us, helping us focus our thoughts on the job in hand, making us more alert. Too much anxiety, or constantly being anxious, is unhealthy and detrimental to our lives and relationships.

Anger

Anger is a result of thinking that we have been unfairly treated or disrespected, or that others have broken or fallen short of our rules, standards or expectations, and we won't stand for it. Thinking this way leads us to feel angry, which stimulates the body's adrenaline response which is our body's way of helping us to cope with either fighting, or running away ('fight or flight' response). We respond to those thoughts and feelings, by acting, or feeling an urge to act, in threatening or aggressive ways.

Thoughts that often occur:

- I'm being treated unfairly
- I'm being disrespected
- They're breaking a rule or standard
- I won't stand for it

Physical Sensations - The Adrenaline Response

When there is real, or we believe there is a real, threat or danger, or we believe we need to defend or stand up for what we believe; our bodies' automatic survival mechanism kicks in very quickly. This helps energize us to fight or run away ('fight or flight response'). We will notice lots of physical sensations, which might include:

- heart racing or pounding - enabling good blood supply around our bodies
- breathing quickly - allowing more oxygen around the body
- tense muscles - a state of readiness to fight or flee
- shaking
- hot, sweating
- light-headed
- stomach churning or butterflies

- fist or teeth clenching

Behaviors might include:

- staring & angry facial expression
 - aggressive body posture
 - attacking
 - hitting out (or urge to hit out)
 - arguing
 - shouting or snapping at others
 - running or storming away
 - staying silent (maybe inwardly seething)
 - sulking
-
-

The Angry Cycle

We all feel angry some times. Some people tend to become angry easily (a “short fuse”), and some have problems controlling their anger. Anger has consequences, and they often involve hurting other people - more usually their feelings, but sometimes physically. Anger can cause problems in our personal lives, and affect work and study. After an angry outburst, we can think very critically of ourselves and

our actions, leading us to feel guilty, ashamed and lower our mood, which might result in our withdrawing from others, not wanting to do anything (see depression cycle).

Summary

In CBT, we aim to break those cycles by changing something - what we think or what we do. We might start by looking at what might be easiest to change. Perhaps in this case, it might be easiest to change what we do. How would Dave have felt if he had got up anyway, in spite of how he was feeling. Maybe ate some breakfast, had a shower, got dressed, and perhaps went out for a walk. How would that affect his depression? What would that do to the way he was thinking? It's very likely that his mood would have improved, and that he would have started to think a little more realistically. He might have even enjoyed his day, or got a sense of achievement from having done something.

STEP 3

Making Changes - Behaviors

Changing what we normally do can greatly affect the way we feel and think. When you look at your 'Vicious Cycle' form/s where you wrote down your thoughts, feelings (emotions and physical sensations) and behaviors, notice particularly what you wrote for 'behaviors'. Very often we react automatically, without considering our actions or the consequences of them.

- What helped you cope and get through it?
- What didn't I do or what did I avoid doing?
- What automatic reactions did I have?
- What would other people have seen me doing?
- What were the consequences of what I did?

- What happened later because of it? Did it affect the way I felt later? Now ask yourself, what could I have done differently?
 - What would someone else have done in that situation? (it might help to think about particular people that you know, and what they might have done differently)
 - Have there been times in the past when I would have done something else?
 - If I had paused, and taken a breath, what would I have done? Write down several options that you might have done differently if it had occurred to you, then ask yourself:
 - If I had tried that, how would the situation have been different?
 - How would it have affected what I felt?
 - How would it have affected what I thought?
 - Would it have been more helpful or effective for me, another person or for the situation?
 - What would the consequences have been of doing something differently?
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Dealing with Distressing Situations

Practice and learn to **STOP** and take a breath before considering what action to take. Just simply pausing and taking a breath when feeling distressed can help us to see the situation more clearly, and help us decide what action to take. Choose to do what works!

When considering your options, ask yourself:

- Will it be effective and appropriate?
- Is it in proportion to the event?
- Is it in keeping with my values and principles?
- What will be the consequences of my action?
- What is best for me and most helpful for this situation?

Some suggestions for coping with crises and distressing emotions:

- Do something different (to what you normally do)
- Pause, take a breath

- Mindfulness - learn Mindful Breathing
- Focus your attention fully on another activity
- Relaxation techniques - try lots and find one that works for you
- Put on some music - sing and dance along, or just listen attentively
- Meditation or Prayer
- Help others
- Be with others - contact a friend, visit family
- Talk to someone
- Grounding techniques - look around you, what do you see, hear, smell, sense? Hold a comforting object.
- Physical exercise - walk, swim, go to the gym
- Engage in a hobby or other interest - if you don't have one, find one! What have you enjoyed in the past? What have you sometimes thought about doing but not got around to?
- Write down your thoughts and feelings - get them out of your head
- Just take one step at a time - don't plan too far ahead
- Pamper yourself - do something you really enjoy, or

something relaxing • Positive self-talk - encourage yourself, tell yourself: I can do this, I am strong and capable - find an affirmation that works for you (even if you don't believe it at first!). Write it down and memorize it for when you need it.

- Do something creative
- Use Safe Place Imagery
- Tell yourself: "This will pass, it's only temporary". "I've got through this before, I can do it now". When we're going through a tunnel and become fearful of being trapped, there's no point in stopping - we just have to carry on in order to reach the end of the tunnel. That light is there, and waiting!

Activity & Physical Exercise

Just increasing our activity and exercise levels can make an enormous impact on our mood by:

- Making us feel better about ourselves
- Making us feel less tired
- Motivating us to do more
- Improving our ability to think more clearly
- Helping us think about something other than focusing

on our unhelpful thoughts

- Using up the adrenaline resources created by anxiety and anger
- Increasing motivation
- Giving us a sense of achievement
- Enjoyment
- Being with other people
- Stimulating the body to produce natural anti-depressants
- Making us generally more healthy
- Stimulating our appetite

Schedule activities each day which give you a sense of:

1. Achievement
2. Closeness to others
3. Enjoyment

It's important to get a healthy balance of activities which give you a sense of achievement, enjoyment and being close to others. Choose activities which are important to you, have positive meanings, or are purposeful, and you might want to plan rest periods too.

Keep your goals realistic – set achievable limits. E.g. aim to walk for 15 minutes rather than a half-marathon, or wash the dishes rather than spring clean the whole house. Don't set yourself up to fail! You can build up your activity over time.

Breathing and Relaxation helps to combat the body's adrenaline (fight & flight) response that occurs in Anxiety and Anger, and the agitation and ruminating thoughts of Depression. Try different relaxation techniques - some will work better for you than others.

STEP 4

Making Changes - Thoughts?

When we look at the vicious cycle from Step 1, how did your thoughts (or images or memories) affect what you felt and what you did? It's easy to think that we can't change the way we think - that thoughts just happen and that we have no control over them. That last bit is certainly true. We cannot stop our thoughts, and we can't control them. Whatever we do, the thoughts are going to happen anyway. But we can choose how we react to them. Thoughts are generated randomly, automatically, messages from our brain. They are not necessarily true, and not necessarily helpful. We can learn to react to thoughts differently. Let's use an example from primary school.

The Playground Bully Metaphor

School playgrounds tend to be secured with high fencing to protect the children from outsiders, to stop the children wandering off, and maybe to stop balls being lost. All good things. But it does mean that within this secured playground, all the children have to be together, whether they get on or not. Most if not all primary schools have a playground bully. You know the type. This particular bully is all talk, he (or she) threatens violence, but he just uses name calling, spiteful, horrible nasty stuff. He has a gang of mates around him, who encourage him and join in with him. For the victims of course, it's all very upsetting and humiliating. Or need it be? The bully laughs and shouts, pointing and humiliating each victim in turn, "You're so stupid" and the like. Maybe much worse.

Consider these three victims:

1. **Victim number 1** hears the abuse, becomes upset and runs away crying. How does the bully react? Right - it's great entertainment, what a laugh! It's likely the bully will carry on targeting this young victim.
2. **Victim number 2** hears the bully, thinks about it, then responds with, "Hang on a minute. I got 8 out of 10 in my spelling test this morning, and you only got 4. I'm not stupid!" How does the bully react? Taken aback maybe? They might carry on and have another go, but eventually, the bully will give up on this one.
3. **Victim number 3** hears the bully, looks at him (acknowledges him), doesn't react at all, and just

walks away to go and play football with his friends. The bully's reaction? No entertainment to be had here. Might as well give up.

It can be like that with our thoughts. If we imagine our thoughts as our own internal bully, then maybe we have similar options that we can use to respond to our bully.

At the moment, we believe the thoughts (the bully). We're being upset by the thoughts, and reacting to them automatically. The thoughts keep on coming, and we continue to believe and be upset by them. Just like victim number 1. Victim number 2 challenged the bully - the bully got his facts wrong. Victim number 2 isn't stupid at all; he did better than the bully in the spelling test! We can learn to challenge our thoughts. We can ask ourselves whether the thought is accurate or not - and we can look for hard evidence to check that out, like the spelling test. We'll be learning to challenge thoughts in Step 5 - the next step. Victim 3 didn't react to the bully at all. He acknowledged him, then walked away, and moved his focus of attention elsewhere. We can learn to do that with our thoughts. Learn to just notice and acknowledge them - "Oh there's that thought again!", realise that it is just a thought, choose not to believe it, dismiss it and move our attention onto something else. We'll be looking at that in Step 6.

About Automatic Thoughts

Our thoughts are constantly helping us to interpret the world around us, describing what's happening, and trying to make

sense of it by helping us interpret events, sights, sounds, smells, feelings. Without even realizing it, we are interpreting and giving our own meanings to everything happening around us. We might decide that something is pleasant or nasty, good or bad, dangerous or safe. Because of our previous experiences, our upbringing, our culture, religious beliefs and family values, we may well make very different interpretations and evaluations of situations than someone else. These interpretations and meanings we give events and situations, result in physical and emotional feelings. Something happens or we notice something, which triggers a thought. Particular types of thoughts tend to lead to particular emotions.

Thoughts and Emotions

I'm in danger and I won't be able to cope with it (Anxiety, Fear)
I'm being treated unfairly and I won't stand for it (Anger, Frustration). Everything is hopeless – I'm totally worthless, no-one likes me, and nothing can change (Depression)

Automatic Thoughts

Can be words, an image, a memory, a physical sensation, an imagined sound, or based on 'intuition' – a sense of just 'knowing'.

1. Believable – we tend automatically to believe our thoughts, usually not stopping to question their validity. When another driver cuts me up, I might judge that he’s a selfish thoughtless toad, but in fact, he might be taking his wife to hospital as she’s about to give birth. Thoughts are not necessarily true, accurate or helpful.
 2. Are automatic. They just happen, popping into your head and you often won’t even notice them.
 3. Our thoughts are ours – they can be quite specific to us, perhaps because of our present or past experience, knowledge, values and culture, or just for no good reason at all. Some thoughts are so out of keeping with all those things, and that can make them seem all the more distressing – because we add some meaning about why we had them (I must be a bad person!)
 4. Habitual and persistent – our thoughts seem to repeat over and over, and the more they repeat, the more believable they seem, then they set off a whole chain of new related thoughts that lead us to feel worse and worse. They can follow themes, for short periods, or very often, throughout years and decades.
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FACT OR OPINION?

FACT

- Evidence to support its truth
- Undisputed
- Driven by rational thought

OPINION

- Based upon a belief or personal view
- Varies according to individuals' knowledge, experience, culture, belief systems etc
- Driven by and reinforced by emotion. At stressful times, we tend to be driven by our emotions and opinions, which create a vicious cycle by fuelling each other. Our emotions strengthen our opinions, which in turn, intensify our emotions. This leads to impulsive acts and unhelpful longer term consequences, which help to maintain the overall problem. It can therefore be helpful to ask ourselves whether what we're thinking is FACT or OPINION.
- If it's a fact, then we can make choices about what we can or cannot do.
- If it's an opinion, then we can look at the facts – what we do know about

the situation. Realizing that many thoughts are opinion rather than fact makes it less likely that we'll be distressed by them, and more able to make wise and calm decisions about what the best action to take. Get into the habit of asking yourself:

FACT or OPINION?

Different Perspectives

The probably familiar images of two straight lines (of equal length) and a candlestick (or two faces) show us that things are often not as they first seem, and there's almost always a different perspective. When there's a traffic accident, police ask for witnesses to come forward to describe what happened. They like to have as many witness statements as possible, so they can build up a broader picture and a more realistic version of events. In a traffic accident, there will be many different perspectives on what happened. The driver will have one perspective, another driver, or a passenger will have yet another perspective. Each onlooker who witnessed the accident will have a slightly different perspective, depending on where they were, how far away they were, how much their view or vision was restricted, how much danger they felt they were in, what else was going on, how the accident affected them, what the accident means to them.

So it's the same principle with everything – each situation, event, conversation means something different to all those involved, and to those not involved. We give different meanings, according to our belief systems, and how we are

affected by the event. We all have our own realities. Anais Nin said: “We don’t see things as they are, we see things as we are” We look at situations, events, and interpret what other people say and do, according to our own set of past experiences, culture, faith, values, all of which help us form our beliefs about ourselves, about others, and about the world in general. The meaning we give events, the way we make sense of our world, is based upon our core belief system. Our minds are constantly trying to make sense of our world, forming judgments and opinions about every situation, event, and interaction. Those judgments and opinions will be affected by our central or core belief system. It is as though we are looking at the world through distorted or colored lenses – and everyone has their own personal prescription or color for their glasses.

Core belief system comprises:

- How I think about myself
- How I think about others
- How I think about the world
- Past experiences
- Childhood upbringing
- Culture
- Faith
- Values

- Current circumstances
 - Character traits, including genetic influences
-

Learning to see things differently - ‘The helicopter view’

Sometimes it's useful to use a metaphor to help us consider the bigger picture. When something is distressing us, we're so close to it, involved with it, part of it – it's really hard to stand back from what's happening. It's like the well-known saying “We can't see the wood for the trees”, or like Google Earth – we see the close up view but everything else is hidden from us. We can zoom out our view, and see the bigger picture. We could call this the helicopter view – as the helicopter takes off, getting higher and higher, it sees a bigger picture, and is less involved with the detail at ground level.

Wise Mind (Linehan 1993) is the balanced part of us that comprises our inner knowledge and intuition, where Emotional Mind (thoughts driven by distressing feelings) and Reasonable Mind (rational thoughts), come together. The part of us that just “knows”, that inner truth. Emotion mind drives opinion, whilst reasonable mind is more fact-based. Asking ourselves what ‘wise mind’ might make of this situation will help us to stand back and be more aware of the bigger picture, and help us respond in more helpful and effective ways. Within any meeting of people all the individuals will of course have their own belief system, and will therefore have different

perspectives – see and think about things differently - and this will affect the way these individuals interact with each other. We can learn to be more aware of how our own belief system affects us, and consider how others might see the same situation quite differently.

The Helicopter View

Seeing different perspectives will help to reduce distressing emotions, help us feel more confident, enable us to be more understanding and empathic, and improve communication and relationships. As we challenge our unhelpful thoughts and biased perspectives, and see things in a more balanced and realistic way, so we will discover that situations and people can be different to how we usually interpret things, which can lead us to modify our core belief system, and therefore bring about lasting positive change.

STEP 5

Challenging our Thoughts

Having learned that thoughts are just thoughts, that they're automatic, not necessarily true, habitual and just appear believable, then we can behave like Victim 2 in the previous step and learn to challenge our thoughts. We can start by identifying which of our thoughts is the HOT thought:

Write down several thoughts from a recent distressing situation. What did those thoughts say about you, or mean to you? Of all those, which thought (or images) was the one that made you most upset? Let's take that hot thought - THE thought that contributed most to making you feel distressed or depressed. Ask yourself the following questions about THAT thought:

- Is this thought a fact, or my opinion?
- What am I reacting to?

- What meaning am I giving this situation?
- Is there another way of looking at it?
- What would someone else make of it?

It's often helpful to think about a particular person who you respect, and imagine what they would think about that thought, what meaning they would give it, and how they would react to it. What advice would I give someone else? Is this one of those helpful Thinking Habits? Is my reaction in proportion to the actual event? How important is this really? How important will it be in a year's time? How am I reacting? When I think of that Playground Bully, am I like Victim 1 (believing and getting upset), or can I be like Victim 2 and challenge the bully?

What if I tried to see this situation as an outside observer.

- How would that look?
 - Would things be likely to have a different meaning?
 - What evidence is there that this thought is true?
 - What evidence is there that this thought isn't true (partly or totally)?
 - What would be a more balanced way of looking at it?
 - What is the bigger picture?
-
-

Positive Affirmations

Over the years, we tend to get into unhelpful thinking habits, and think negatively about ourselves and situations. Using positive statements can help us develop a new attitude to ourselves and our situations. Choose a statement from those below, or make one that means more to you, and repeat, repeat, repeat throughout the day, every day, of every week, of every month. You might want to make or print out a card with your affirmation, and carry it with you. For the positive affirmations to work, you must use it whenever you notice you have that negative thought – immediately turn it around by using your affirmation. Use a statement that starts with “I” and use the present tense. See the examples below – choose one, adapt one, or make up your own. Make it something broadly realistic, even if you don’t believe it right now.

- I am strong
- I have strength
- I am determined and successful
- I am a good and worthwhile person
- I am a unique and special person
- I have inner strength and resources
- I am confident and competent
- I hold my head up high

- I look good because I am good
- People like me – I am a likeable person and I like myself
- I care about others, I am needed and worthwhile
- I am a loving person
- I have a lot to be proud of
- I have all that I need
- I am in control of my life
- I can achieve anything I want to achieve
- I make wise decisions based on what I know
- I have set my goals and am moving towards them
- I accept myself as a unique and worthwhile person
- My life has meaning and purpose
- I am in control of my choices
- I am strong and healthy
- I am calm and confident
- I have many options and can make wise decisions
- Everything is getting better every day
- I am calm and relaxed

- I am healthy and have all that I need
- Today is the first day of the rest of my life and I will take notice of the many positive things this day has to offer
- I live a healthy and positive lifestyle
- I know I can master anything if I practice it continually
- I have my wise mind – I can seek inner guidance whenever I need to
- My life purpose can be whatever I choose it to be
- All is well, right here, right now

STEP 6

Distancing or Defusing from Thoughts

Remember that Playground Bully? Victim 1 believed the bully and became upset. Victim 2 challenged back and the bully eventually loses his power and gives up. Victim 3 was quite different. He didn't react at all. He merely acknowledged the bully, then turned away and went off to play with his friends. Defusing from our thoughts involves acknowledging the thought as a thought, not reacting automatically, then choosing to put our focus of attention elsewhere.

Thoughts can be described as 'passing streams of words', or passing images or sensations, rather than the statements of fact that we usually accept them to be. We can practice mindfulness techniques so that we can learn to observe those words, images or sensations, rather than engage with them, or buy into them.

Start with learning Mindful Breathing, and practice often, several times a day, just for 3-5 minutes at a time. The more you practice, the more effective it will be. You will be constantly distracted by intrusive thoughts, sounds, images, sensations - but that's ok. The only aim of mindfulness is to notice when your mind wanders, and repeatedly to bring your attention back to your breathing, or perhaps to an activity you are engaged in.

Earlier, we learned about noticing thoughts, feelings and behaviors, and asking ourselves questions in order to help challenge our thoughts. **STOP**, take a breath, and ask yourself these questions which will help you defuse or distance yourself from your thoughts:

- What's happening right now? What thoughts, feelings and sensations do I notice?
- What am I reacting to? What meaning am I giving this event? How is this affecting me?
- Is this fact or opinion?
- What is the result of my believing this thought?
- What would be the effect of not believing this thought?
- Is this a thought, a feeling, or a sensation?
- Am I predicting what might happen in the future?
- Am I evaluating a situation? How might I describe it instead?

- Is this a memory from the past?
 - Is this one of those Unhelpful Thinking Habits?
 - Perhaps write the thought down, get it out of your head and onto paper
 - Maybe repeat the thought in a strange or comical voice, or say it very quickly or very slowly - words can lose or change their meanings
 - Can I use a metaphor for this situation?
-

What is Mindfulness?

Mindfulness is an ancient Buddhist practice which is very relevant for our lives today. Mindfulness is a very simple concept. Mindfulness means paying attention in a particular way: on purpose, in the present moment, and nonjudgementally. Mindfulness does not conflict with any beliefs or traditions, whether religious, cultural or scientific. It is simply a practical way to notice thoughts, physical sensations, sights, sounds, smells - anything we might not normally notice. The actual skills might be simple, but because it is so different to how our minds normally behave, it takes a lot of practice.

We might go out into the garden and as we look around, we might think “That grass really needs cutting, and that vegetable patch looks very untidy”. A young child on the other hand, will call over excitedly, “Hey - come and look at this ant!”

Mindfulness can simply be noticing what we don't normally notice, because our heads are too busy in the future or in the past - thinking about what we need to do, or going over what we have done. Mindfulness might simply be described as choosing and learning to control our focus of attention.

Automatic Pilot

In a car, we can sometimes drive for miles on “automatic pilot”, without really being aware of what we are doing. In the same way, we may not be really “present”, moment-by-moment, for much of our lives: We can often be “miles away” without knowing it. On automatic pilot, we are more likely to have our “buttons pressed”: Events around us and thoughts, feelings and sensations (of which we may be only dimly aware) can trigger old habits of thinking that are often unhelpful and may lead to worsening mood.

By becoming more aware of our thoughts, feelings, and body sensations, from moment to moment, we give ourselves the possibility of greater freedom and choice; we do not have to go into the same old “mental ruts” that may have caused problems in the past.

Mindful Activity

If we wash the dishes each evening, we might tend to be ‘in our heads’ as we’re washing up, thinking about what we have to do, what we’ve done earlier in the day, worrying about future events, or regretful thoughts about the past. Again, a young child might see things differently, “Listen to those bubbles! They’re fun!” Washing up or another routine activity can become a routine (practice of) mindful activity for us. We might notice the temperature of the water and how it feels on the skin, the texture of the bubbles on the skin, and yes, we might hear the bubbles as they softly pop. The sounds of the water as we take out and put dishes into the water. The smoothness of the plates, and the texture of the sponge. Just noticing what we might not normally notice. A mindful walk brings new pleasures. Walking is something most of us do at some time during the day. Even if only for a couple of minutes at a time, we can practice mindful walking. Rather than be ‘in our heads’, we can look around and notice what we see, hear and/or sense. We might notice the sensations in our own body just through the act of walking, noticing the sensations and movement of our feet, legs, arms, head and body as we take each step. Noticing our breathing. Thoughts will continuously intrude, but we can just notice them, and then bring our attention back to our walking. The more we practice, perhaps the more (initially at least) we will notice those thoughts intruding, and that’s ok. The only aim of mindful activity is to bring our attention back to the activity continually, noticing those sensations, from outside and within us.

*“You can’t stop the waves, but you can learn
to surf” Kabat-Zinn 2004*

The Environment

As you’re walking, or just sitting quietly somewhere, start to notice things as though you were a visitor to this place. As you look around you, notice sights, sounds and smells as though you had never seen, heard or smelled them before. You can imagine you are a visitor from another area or culture, or from a different species or even planet. Seeing or hearing things for the first time, from a completely different perspective. Spend a little time just looking and listening and noticing.

The Body

When ‘Dr Who’ regenerates, he immediately checks out his new body. As a newcomer or visitor, start to imagine being in your body for the first time. Notice what that feels like – what bodily sensations do you notice? How does it feel to move around, stretching those muscles, standing up or sitting down. What do those hands feel like as you move them about, stretching and wiggling those fingers, clenching those fists? As you start to walk, how is that? What do you notice about your legs –

upper legs, feet and toes? Move your head around and notice what you neck and shoulders feel like. Bend, stretch and move about. What are those physical sensations? Spend a little time just noticing those bodily sensations, and imagine taking your body for its first ever walk, or any everyday activity.

The Breath

What would you, as a new awareness or visitor to this new body, notice about the sensations of breathing, as you breathe in, then out? Notice the sensations in the abdomen, the chest, the throat, the mouth and nose. You can notice how your attention wanders, as thoughts come in, sometimes crowding in, and your attention can follow those thoughts. Just notice as your attention wanders, then gently bring your focus back to your breath. Minds do wander, thoughts will come and thoughts will go, that is the nature of the human mind. As a visitor, you can stand back, notice those thoughts, feelings, sounds and sensations, and keep bringing your attention back to your breath.

Thoughts and Emotions

Then you can start to notice, as a visitor, the thoughts and images, feelings and emotions that come and go, in this your new body and mind. You're brand new to this body and

mind, and there are no expectations for you to react to any thought, image or emotion – you can just notice them, and not respond. As a visitor, you can notice that they are just words and images, sensations, and feelings. Merely notice them as you would as a new visitor to this body and mind. Words and images, sensations and feelings: they come, and they go, and that's okay, because just what the human mind does.

STOPP

1. **Stop and Step Back** Don't act immediately. Pause.
2. **Take a Breath** Notice your breath as you breathe in and out.
3. **Observe** What am I thinking and feeling? What are the words that my mind is saying? Is this fact or opinion? Are the thoughts descriptions or evaluations? Accurate or inaccurate? Helpful or unhelpful? What unhelpful thinking habit am I using (e.g. mind-reading, negative filter, thinking the worst)? Where is my focus of attention? What metaphor could I use (mountain, tunnel, playground bully, thought train, beach ball, passengers on the bus)?
4. **Pull back - Put in some Perspective** Pull Back. See the situation as an outside observer. What would a fly on the wall see? Is there another way of looking at it? What would someone else see and make of it? What advice would I give to someone else? What meaning

am I giving this event for me to react in this way? How important is it right now, and will it be in 6 months? Is my reaction in proportion to the actual event? What's the 'helicopter view'?

5. **Practice what works** Do what works and what helps! Play to your Principles and Values. Will it be effective and appropriate? Is it in proportion to the event? Is it in keeping with my values and principles? What will be the consequences of my action? What is best for me and most helpful for this situation?

Diffusion Techniques

Diffusion involves seeing thoughts and feelings for what they are (streams of words, passing sensations), not what they say they are (dangers or facts).

STOP, STEP BACK, OBSERVE

The thoughts and feelings, what's happening to/for the other person. Notice what's happening – your thoughts, physical sensations, emotions, images, memories. Notice the way you're interpreting what they mean, and how that's affecting you. Notice the unhelpful thoughts. What am I reacting to? Perhaps say the thoughts very slowly, or very quickly, in a

squeaky or comic voice, or write them down.

Identify the emotion you're feeling, and label the unhelpful thoughts

1. an evaluation
2. a prediction
3. a feeling or sensation
4. a memory
5. an unhelpful thinking habit: mind-reading (believing we know or what others are thinking), negative filter (only noticing the bad stuff), emotional reasoning (I feel bad so it must be bad), catastrophizing (imagining the worst), the internal critic etc.

Learn more and practice mindfulness so that you can be aware of when you are in the present moment rather than being 'in your head' - perhaps the past or future. Notice what you don't normally notice – sights, sounds, sensations, thoughts, textures etc.

Use metaphors try to see things differently. For example:

1. **Passengers** on the Bus You can be in the driving seat, whilst all the passengers (thoughts) are being critical or shouting directions. You can allow the shouting, whilst focusing on the road ahead.

2. **Playground Bully** our thoughts can be our own internal bully

Victim 1 – believes the bully, gets upset & reacts automatically (bully carries on)

Victim 2 – challenges the bully (bully eventually gives up)

Victim 3 – acknowledges then ignores the bully, changing focus of attention.
3. **The River** Items floating down the river – perhaps leaves or bits of mucky debris (thoughts, feelings, images) – instead of struggling to float, we can stand on the bank watching it all go by
4. **The Beach Ball** We try to stop thoughts – we hold the ball under water, but it keeps popping up (thoughts). We can allow the ball to float around us, just letting it be.
5. **Thought train** We can sit on the train, watching the scenery (thoughts, images, sensations) go by, or stand on the platform watching the thought train pass by – we don't have to jump on it.
6. **The Tunnel** When we get anxious driving through a tunnel, the best option is to keep going rather than try to escape. This feeling will pass – there is an end to this tunnel.
7. **The Mountain** Whatever the weather, or whatever happens on the surface of the mountain – the mountain stands firm, strong, grounded, permanent. We can be like that mountain, observing thoughts, feelings, sensations, knowing inner stillness.

STEP 7

Imagery

*“Imagination is more important than
knowledge”*

Albert Einstein

Imagery techniques and visualization has long been used by most if not all cultures of the world, ancient and modern, and by most therapeutic approaches. Imagery is considered to be more effective when we are feeling relaxed.

Imagery can be used as a means to:

- relax
- meditate
- improve future personal performance and

development

- bring about future success
- gain confidence
- improve mood states
- reduce distress associated with traumatic memories
- gain understanding, insight, inner wisdom
- help overcome physical illnesses
- improve sports performance

Many of us think visually, or in pictures, and we can develop our perhaps natural imagery skills to benefit our mental health. We can practice situations in our imagination, or build our confidence, or maybe learn to relax using imagery.

Imagery for Self Help

1. **Start each visualization** with relaxation by getting comfortable in a quiet place where you won't be disturbed, and take a couple of minutes to focus on your breathing. Close your eyes, then mentally scan your body and become aware of any area where there is tension, and let that tension go with each out-breath. All visualizations can be strengthened by ensuring you engage all your senses in building the picture in

your mind's eye - it's more than just 'seeing'! If you notice any negative links or images entering your positive imagery, then abort that image and think of something else.

2. **Finish each visualization** by taking a few moments to bring yourself back into the room where you are, opening your eyes and looking around, sitting up, and bringing yourself back to alertness in the 'here and now'.
3. **Relaxing 'Safe Place' Imagery** Imagine a place where you can feel calm, peaceful and safe. It may be a place you've been to before, somewhere you've dreamt about going to, or maybe somewhere you've seen a picture of. Focus on the colors in your peaceful safe place. Now notice the sounds that are around you, or perhaps the silence. Think about any smells you notice there. Then focus on any skin sensations - the earth beneath you, the temperature, any movement of air, anything else you can touch. Now whilst you're in your peaceful and safe place, you might choose to give it a name, whether one word or a phrase that you can use to bring that image back, anytime you need to. You can choose to linger there a while, just enjoying the peacefulness and serenity. You can leave whenever you want to, just by opening your eyes and being aware of where you are now.
4. **Wise Inner Advisor** If you're unsure about something, or need some guidance, then we all have some form of wise inner part of us which knows.

Start with relaxing Safe Place imagery, then you can imagine walking along a path a little way and noticing a “Wise Inner Advisor” - this might be an older person, a representation of another being, perhaps a religious or spiritual figure, or some other being. Use whatever feels right for you. Make the image stronger by focusing on the scene, what you can see, hear, smell, touch. Spend some time just being with your Wise Inner Advisor, feeling peaceful and comfortable. Take the opportunity to ask your Wise Inner Advisor for general guidance or for advice on a particular issue. Don’t expect an immediate answer, but be receptive to whatever comes up. Some people notice in the following hours, days or weeks that they’ve received their “answer”, perhaps in a very unexpected way.

Confident, Competent, Content

We can use imagery to help us feel better about ourselves. Think of a situation or event in the past when you have strongly felt this way. Or think of a person (real or fictional) who has the qualities you desire. Think about that time, or that person - what do you see? What do you hear? How are you/they behaving? What do you/they look like? What do you hear? What else do you notice? What feelings do you notice as you imagine yourself at that time, or being that person? What do you feel now? What physical sensations do you notice? Can you think of a word which describes this good feeling, a word you can use to bring back this feeling whenever you need it? Now focus on that word with the image, and notice the feelings. You are now able to bring back this positive feeling,

whenever you want or need to. You can combine this technique with “Goal Rehearsal” and imagine yourself in a situation, with these positive feelings.

Goal Rehearsal / Achieving Future Success

- Consider, in detail, the trait, skill or behavior you would like to achieve, in what situation, with whom etc.
- Rehearse the situation in the imagination, using the desired behaviors, skills etc. Imagine seeing yourself in that situation, as you want to be - what you look like, how you sound - what you’re saying and how you say it, how you see yourself acting
- Anticipate others’ responses to this new you - rehearse them responding in different ways, sometimes negatively - and then rehearse those difficult scenarios with yourself responding in the way you’d like to respond
- If necessary, prepare a script of what you want to say (e.g. when planning to stand up to someone in authority)
- Use this imagery several times a day, for a minimum of 10 days. The more you practice, the easier it becomes, and the easier you will find the actual situation when it happens.

For example, apprehension about a job interview

Enact a detailed scene in the mind. Use different scenarios of the situation - see yourself being introduced to the interviewer, and also taking the initiative and introducing yourself. Imagine being asked likely questions, and rehearse your responses. See yourself looking calm and confident - imagine what that looks like, what you'll be doing, how you'll be doing it

Image Manipulation

Sometimes we can get horribly distressing intrusive images that just pop into our heads, and we have trouble getting rid of them again. The image may be based on a real memory, or just some random terrible image. These images can trigger strong physical sensations, and intense emotions of fear, dread, anger or sadness. We can learn to manipulate the image so that we reduce the distressing feelings:

1. Imagine putting the image on a TV screen. Now with an imaginary remote control, make the image smaller, making it more distant, perhaps turn it into black and white, remove the sound or give it a different soundtrack.
2. Imagine a plate or sheet of strong clear plastic and put it between your face and the image. Push that image away from your face, until it gets smaller and is further away.

Next Step

Practice, Practice, Practice!

This is just the start of your journey. You have learned some skills, and now you need to keep doing them, repeatedly. CBT is not a magic-wand therapy, it takes hard work and commitment, but you will be rewarded!

Maintaining Progress

1. Consider the future - what future situations might be difficult for you? What can you do differently at those times?
2. What have you learned that's been the most helpful?
3. What hasn't helped?
4. What has helped?

5. What is worth continuing to practice?
 6. What can you do to help or remind you to practice?
 7. What support or help do you need?
-
-

PRACTICE, PRACTICE, PRACTICE!

Remember and practice the helpful steps you have learned over and over, and even when you feel you can use them effectively, just carry on practicing! After a while, maybe after a great deal of practice, you will more easily notice your thoughts and reactions, realize what you are reacting to, and the meaning you are giving to situations. You will naturally start to question things, and then see things differently, seeing the bigger picture. In questioning and seeing different perspectives, so you will feel very differently, and much more healthily, from the way you used to react.

“Try not to act merely in the moment. Pull back from the situation. Take a wider view; compose yourself.”

Epictetus (AD 55-135)

PROJECT TITLE

DATE

CREATIVE STRATEGY CONSULTING AGREEMENT

THIS CONSULTING AGREEMENT (the “Agreement”) is made and entered into this day of , _____ (the “Effective Date”) by and between _____, an Individual (hereinafter referred to as the “Client”) and _____, a Creative Strategy Agency (hereinafter referred to as “CONSULTANT”).

WHEREAS, the Client wishes to engage CONSULTANT to provide the services described herein and CONSULTANT agrees to provide the services for the compensation and otherwise in accordance with the terms and conditions contained in this Agreement,

NOW THEREFORE, in consideration of the foregoing, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, accepted and agreed to, the Client and CONSULTANT, intending to be legally bound, agree to the terms set forth below.

1. **TERM.** Commencing as of the Effective Date, and continuing for a period of ____ months (the “Term”), unless earlier terminated pursuant to Article 4 hereof, CONSULTANT agrees that he/she will serve as a strategy Consultant to the Client. This Agreement may be renewed or extended for any period as may be agreed in writing by the parties.

2. **DUTIES AND SERVICES.**
 - a. CONSULTANT’s duties and responsibilities shall be to provide strategy and business consulting solutions as outlined in Appendix “A” (collectively, the “Duties” or “Services”).

 - b. The CONSULTANT represents and warrants to the Client that he/she is under no contractual or other restrictions or obligations which are inconsistent with the execution of this Agreement, or which will interfere with the performance of his/her Duties. CONSULTANT represents and warrants that the execution and performance of this Agreement will not violate any policies or procedures of any other person or entity for which he/she performs Services concurrently with those performed herein.

- c. In performing the Services, CONSULTANT shall comply, to the best of his/her knowledge, with all business conduct, regulatory and health and safety guidelines established by the Client for any governmental authority with respect to the Client's business.

3. CONSULTING FEE.

- a. Subject to the provisions hereof, the Client shall pay CONSULTANT a flat consulting fees as outlined in Appendix "A" (the "Consulting Fee"). Upon meeting individual objective of Services as outlined in Appendix "A", and Client's confirmation thereof, CONSULTANT shall present the Client with an invoice for the agreed-upon fee. The Consulting Fee shall be paid immediately upon the Client's receipt of the invoice.
- b. CONSULTANT shall be entitled to prompt reimbursement for all pre-approved expenses incurred in the performance of his/her Duties, upon submission and approval of written statements and receipts in accordance with the then regular procedures of the Client.
- c. CONSULTANT agrees that all Services will be rendered by him/her as an independent contractor and that this Agreement does not create an employer-employee relationship between CONSULTANT and the Client. CONSULTANT shall have no right to receive any employee benefits including, but not limited to, health and

accident insurance, life insurance, sick leave and/or vacation. CONSULTANT agrees to pay all taxes including, self-employment taxes due in respect of the Consulting Fee and to indemnify the Client in the event the Client is required to pay any such taxes on behalf of CONSULTANT.

4. EARLY TERMINATION OF THE TERM.

- a. This Agreement may be terminated without cause by either party upon not less than thirty (30) days prior written notice by either party to the other. Termination by CONSULTANT will result in a forfeiture of any rights to Consulting Fees.
- b. Upon termination under Sections 4(a), neither party shall have any further obligations under this Agreement, except for the obligations which by their terms survive this termination as noted in Section 16 hereof. Upon termination and, in any case, upon the Client's request, CONSULTANT shall return immediately to the Client all Confidential Information, as hereinafter defined, and copies thereof.

5. RESTRICTED ACTIVITIES (NON-COMPETE).

During the Term and for a period of one (1) year thereafter, CONSULTANT will not, directly or indirectly:

- i. solicit or request any employee of or Consultant to the Client to leave the employ of or cease consulting for the Client;

- ii. solicit or request any employee of or Consultant to the Client to join the employ of, or begin consulting for, any individual or entity that researches, develops, markets or sells products that compete with those of the Client;
- iii. solicit or request any individual or entity that researches, develops, markets or sells products that compete with those of the Client, to employ or retain as a Consultant any employee or Consultant of the Client; or
- iv. induce or attempt to induce any supplier or vendor of the Client to terminate or breach any written or oral agreement or understanding with the Client.

6. PROPRIETARY RIGHTS.

- a. Definitions. For the purposes of this Article 6, the terms set forth below shall have the following meanings:
 - i. Concept and Ideas. Those concepts and ideas disclosed by the Client to CONSULTANT or which are first developed by CONSULTANT during the course of the performance of Services hereunder and which relate to the Client' present, past or prospective business activities, services, and products, all of which shall remain the sole and exclusive property of the Client. The CONSULTANT shall have no publication rights and all of

the same shall belong exclusively to the Client.

- ii. Confidential Information. For the purposes of this Agreement, Confidential Information shall mean and collectively include: all information relating to the business, plans and/or technology of the Client including, but not limited to technical information including inventions, methods, plans, processes, specifications, characteristics, assays, raw data, scientific preclinical or clinical data, records, databases, formulations, clinical protocols, equipment design, know-how, experience, and trade secrets; developmental, marketing, sales, customer, supplier, consulting relationship information, operating, performance, and cost information; computer programming techniques whether in tangible or intangible form, and all record bearing media containing or disclosing the foregoing information and techniques including, written business plans, patents and patent applications, grant applications, notes, and memoranda, whether in writing or presented, stored or maintained in or by electronic, magnetic, or other means.

Notwithstanding the foregoing, the term "Confidential Information" shall not include any information which: (a) can be demonstrated to have been in the

public domain or was publicly known or available prior to the date of the disclosure to CONSULTANT; (b) can be demonstrated in writing to have been rightfully in the possession of CONSULTANT prior to the disclosure of such information to CONSULTANT by the Client; (c) becomes part of the public domain or publicly known or available by publication or otherwise, not due to any unauthorized act or omission on the part of CONSULTANT; or (d) is supplied to CONSULTANT by a third party without binder of secrecy, so long as that such third party has no obligation to the Client or any of its affiliated companies to maintain such information in confidence.

- b.** Non Disclosure to Third Parties. Except as required by CONSULTANT's Duties, CONSULTANT shall not, at any time now or in the future, directly or indirectly, use, publish, disseminate or otherwise disclose any Confidential Information, Concepts, or Ideas to any third party without the prior written consent of the Client which consent may be denied in each instance and all of the same, together with publication rights, shall belong exclusively to the Client.
- c.** Documents, etc. All documents, diskettes, tapes, procedural manuals, guides, specifications, plans, drawings, designs and similar materials, lists of present, past or prospective customers, customer proposals, invitations to submit

proposals, price lists and data relating to the pricing of the Client's products and services, records, notebooks and all other materials containing Confidential Information or information about Concepts or Ideas (including all copies and reproductions thereof), that come into CONSULTANT's possession or control by reason of CONSULTANT's performance of the relationship, whether prepared by CONSULTANT or others: (a) are the property of the Client, (b) will not be used by CONSULTANT in any way other than in connection with the performance of his/her Duties, (c) will not be provided or shown to any third party by CONSULTANT, (d) will not be removed from the Client's or CONSULTANT's premises (except as CONSULTANT's Duties require), and (e) at the termination (for whatever reason), of CONSULTANT's relationship with the Client, will be left with, or forthwith returned by CONSULTANT to the Client.

- d. Patents, etc. CONSULTANT agrees that the Client is and shall remain the exclusive owner of the Confidential Information and Concepts and Ideas. Any interest in patents, patent applications, inventions, technological innovations, trade names, trademarks, service marks, copyrights, copyrightable works, developments, discoveries, designs, processes, formulas, know-how, data and analysis, whether register-able or not ("Developments"), which CONSULTANT, as a result of rendering Services to the Client under this Agreement, may conceive or develop, shall: (i)

forthwith be brought to the attention of the Client by CONSULTANT and (ii) belong exclusively to the Client. No license or conveyance of any such rights to CONSULTANT is granted or implied under this Agreement.

- e. **Assignment.** CONSULTANT hereby assigns and, to the extent any such assignment cannot be made at present, hereby agrees to assign to the Client, without further compensation, all of his/her right, title and interest in and to all Concepts, Ideas, and Developments. CONSULTANT will execute all documents and perform all lawful acts which the Client considers necessary or advisable to secure its rights hereunder and to carry out the intent of this Agreement.
7. **EQUITABLE RELIEF.** CONSULTANT agrees that any breach of Articles 5 and 6 above by him/her would cause irreparable damage to the Client and that, in the event of such breach, the Client shall have, in addition to any and all remedies of law, the right to an injunction, specific performance or other equitable relief to prevent the violation or threatened violation of CONSULTANT's obligations hereunder.
8. **WAIVER.** Any waiver by the Client of a breach of any provision of this Agreement shall not operate or be construed as a waiver of any subsequent breach of the same or any other provision hereof. All waivers by the Client shall be in writing.

9. **SEVERABILITY; REFORMATION.** In case any one or more of the provisions or parts of a provision contained in this Agreement shall, for any reason, be held to be invalid, illegal or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other provision or part of a provision of this Agreement; and this Agreement shall, to the fullest extent lawful, be reformed and construed as if such invalid or illegal or unenforceable provision, or part of a provision, had never been contained herein, and such provision or part reformed so that it would be valid, legal and enforceable to the maximum extent possible. Without limiting the foregoing, if any provision (or part of provision) contained in this Agreement shall for any reason be held to be excessively broad as to duration, activity or subject, it shall be construed by limiting and reducing it, so as to be enforceable to the fullest extent compatible with then existing applicable law.
10. **ASSIGNMENT.** The Client shall have the right to assign its rights and obligations under this Agreement to a party which assumes the Client' obligations hereunder. CONSULTANT shall not have the right to assign his/her rights or obligations under this Agreement without the prior written consent of the Client. This Agreement shall be binding upon and inure to the benefit of CONSULTANT's heirs and legal representatives in the event of his/her death or disability.

11. **HEADINGS.** Headings and subheadings are for convenience only and shall not be deemed to be a part of this Agreement.
12. **AMENDMENTS.** This Agreement may be amended or modified, in whole or in part, only by an instrument in writing signed by all parties hereto. Any amendment, consent, decision, waiver or other action to be made, taken or given by the Client with respect to the Agreement shall be made, taken or given on behalf of the Client only by authority of the Client's Board of Directors.
13. **NOTICES.** Any notices or other communications required hereunder shall be in writing and shall be deemed given when delivered in person or when mailed, by certified or registered first class mail, postage prepaid, return receipt requested, addressed to the parties at their addresses specified in the preamble to this Agreement or to such other addresses of which a party shall have notified the others in accordance with the provisions of this Section 13.
14. **COUNTERPARTS.** This Agreement may be executed in two or more counterparts, each of which shall constitute an original and all of which shall be deemed a single agreement.
15. **GOVERNING LAW.** This Agreement shall be construed in accordance with and governed for all purposes by the laws of the State of California applicable to contracts executed and wholly performed within such jurisdiction. Any dispute arising hereunder shall be

referred to and heard in only a court located in San Diego County, California.

16. **SURVIVAL.** The provisions of Sections 5 to 9 and 15 to 16 of this Agreement shall survive the expiration of the Term or the termination of this Agreement. This Agreement supersedes all prior agreements, written or oral, between the Client and CONSULTANT relating to the subject matter of this Agreement.

17. **NO GUARANTEE OF RESULTS.** CONSULTANT will make a good faith effort to develop a strategic plan that will yield acceptable results for the Client. However, no guarantee is made regarding specific outcomes as a result of applying CONSULTANT strategies or ideas. The Client agrees to hold CONSULTANT harmless for any deleterious effects resulting from application of CONSULTANT's strategic recommendations.

(Signature Page to Follow)

EXECUTED, under seal, effective as of the Effective Date.

CLIENT

CONSULTANT

Print Name: _____

Signature: _____

Date: _____

APPENDIX “A”

Objectives _____ Fee _____

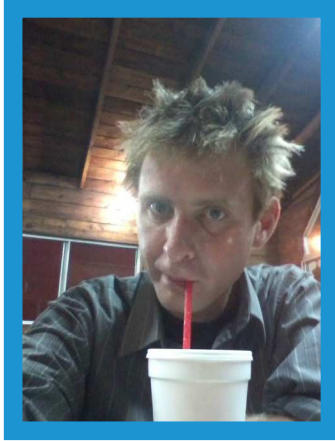
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c. \$

Client Approval

CONSULTANT Approval



About the Author

Jamie Smith renegade, rebel and overall trouble-maker. He runs Renegade, Inc. - a strategic creative services agency.

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