MYNOTE TAKING NERD

“Giving You The Edge”

MyNoteTakingNerds Report on Dan Sullivan’s “How The Best Get Better
Dan Sullivan - How The Best Get Better

Entrepreneurial Revolution - 3 kinds of reactions

1. From already successful ones: see great opportunities
2. Not entrepreneurs, but wannabe: looking for concepts, ideas to become more entrepreneurial
3. Those who don't like that: see it as threat, resist change that comes along

Top entrepreneurs see the world in a different way.

1. Different set of attitudes
2. React different to changes; take advantage of chance differently
3. Have a different set of skills;
4. Different set of habits (more responsive, more open, more positive)

1. knowledge
2. attitudes
3. skills
4. habits

They fill a void that has been left behind by bureaucratic agencies.

They are "global teachers".

**Why best keep getting better**

1. They never stop learning. The whole world is a teacher.
2. They never stop growing - always breaking through borders
3. They never stop achieving - constant increase in results

**What marks the difference?**

1. They have learnt how to ignore bureaucratic procedures and priorities.
2. They have learnt how to bypass bureaucratic regulations and limitations.
3. They transcend bureaucratic expectations.
4. They have a total different set of strategies.

Focus on person's most important abilities and resources, most important relationships in the market place, most important opportunities that are being created
THE 6 CONCEPTS

CONCEPT 01: "THE CEILING OF COMPLEXITY"

All of life is growth. Most however stop after certain point of growing and that is it for their life. Top entrepreneurs in 70s, 80s are always thinking there is "so much more to do!"

Never say "this is it."

Each problem that we have adds a little bit of complexity to our life.

Ceiling of complexity: no further growth is possible until a new state of simplicity is achieved

With a new sense of simplicity they jump to the next stage.

What is clear:

"WORKING HARDER AND WORKING LONGER NO LONGER WORKS."

In fact, it now becomes counter-productive. At this stage a crisis occurs.

A new set of concepts and beliefs are needed in order to break through the ceiling. The way to break through is better thinking.

All ceilings of complexity occur because previous goals have been achieved.

Growth stage in life is a function of growth. At first the goals liberate us from the previous goal stage. Once these goals are achieved, then those goals imprison us.

Now we need a new set of goals to break through the ceiling.

1) In order to get to a higher goal, we need to surround ourselves with the people who are at a higher level of goals and achievements. We need new skills.

2) We need a new set of support structures.

3) The new goal also requires that our own habits change.

Everything changes all the time. Especially the outside. People, organizations, so on, they all reach the ceiling of complexity.

CONCEPT 02: THE PERSONAL PARADIGM SHIFT

Paradigm: belief system about how things work; it can become the truth even though it is JUST a belief system; becomes a lense you think through in all areas of life there are paradigms that leading people say/have

All truth passes through three stages. First, it is ridiculed. Second, it is violently opposed. Third, it is accepted as being self-evident.

Arthur Schopenhauer
German philosopher (1788 - 1860)
PARADIGM #1

"Ragged Individualism": "I can do things on my own." Great in the beginning, because it allows you to develop characteristics that become important later on in life. You have to separate yourself from others to become there.

At a certain point this paradigm limits you from growth. You have to shift gears. Most hit that point at about age 35.

You can not go any further with this at roughly that age - are at ceiling of complexity.

They do not allow themselves to be helped. They become suspicious about other people, so on. They try to hide their weaknesses.

A shift is required - shift: going from RUGGED INDIVIDUALISM to UNIQUE TEAMWORK

PARADIGM #2 - UNIQUE TEAMWORK:

All teammembers have to say what their unique strengths are. And see that there are many areas where you are not great at. They have to start the process "delegating everything except genius."

The people that make it through the crisis are empowered and are now "unique team members". Lots of unique team members together eliminate each others weakness and further the unique strength.

CONCEPT 03 - THE FUTURE BASED SELF

Every individual has 3 selves:
1. past-based-self
2. present-based-self
3. future-based-self

1. past: how we used to be
3. future: who we are going to be in the future

2. present: mix of 1. and 3.; probably dominated by one; dominated by past? very negative, resistant to challenge and change dominated by future? very attracted to new challenges, new changes; everything they have done until now has just been preparation for a larger stage of growth; what lies ahead is always going to be more powerful, more meaningful, more rewarding, than anything they have done in the past

One of best tools to break through ceiling of complexity: future-based-self (present-based-self dominated by future-b.-s.)

The future-based-thinker has a powerful self-image in the future that requires constant change and growth in the present. The purpose of the present for the f-b-p is to lay the groundwork through decisions and actions that will lead to that future-self.
For past-b-t the past has happened accidentally - powerful, but we only realize it afterwards. Then hang on to it.

For f-b-t is creating this new stage of growth. Takes a lot of work to create sth, instead of just taking advantage of sth that happened in the past. The f-b-p is constantly creating their future (through imagination, concentration, so on...).

It is able to break through the accidental barriers of the past. Have past-based-self of family, corporation, society, so on.

No person can change society but every person can change their place in it.
1. Escape from your own past
2. Then from other people's past-based-thinking

**CONCEPT 04 - THE TWO ENTREPRENEURIAL DECISIONS**

Word: someone who undertakes an adventure; creates something new

Are individuals with future-based-selves. Entrepreneurs are basically out for their own self-advantage. In doing this they find they have to become extremely useful to other people.

Distinguish themselves by making two fundamental decisions:
1. I will rely only on my own abilities to create my economic security.
2. I will expect no opportunity in life unless I first create value for someone else.

Automatically liberate from bureaucratic liberations (just attitudes)

With no 1. saying: "no one else has to support me". It is a threshold that totally changes a person's life. By making this decision, you no longer have to operate by the procedures told to you by bureaucratic people.

Most people in the world are economic children or infants - believe in the idea that "someone will take care of me".

It is the individual who has decided, made this first decision, who is truly an economic adult.

The no 2. decision frees the person from the "entitlement attitude". "I am owed..." is gone.

Entitlements imprison an individual in a lifetime of unfulfilled expectations and self-pities.

The attitude of entitlement prevents personal growth and progress.

The price for growth is to give up your grievances.

Entrepreneur: any opportunity I want I first have to create value for others; "where can I do something useful here?" "What matters here: Can I create value here? And out of that value, can I create opportunity?"

**CONCEPT 05 - THE NO-ENTITLEMENTS ATTITUDE**
Since 2nd world war in Western countries, people have been living in "age of entitlement".

Never have there been more people dissatisfied even though more and more progress and luxury available.

Many people have now attitudes that their lives should be perfect.

People were always told that all the problems would be solved through large government programs (message of the 70s).

People were told:

1) All society problems would be solved by government programs
2) There would always be enough money to solve all those problems

Always talked about "American Dream", but not really there till the 50s.

Because of all those promises, many people feel cheated and they look for someone to blame.

Since 70s two lessons learnt:
1. Many problems government can't solve.
2. There is a limit to money.

Therefore it is important to have an attitude of no-entitlement.

No one owes you anything - everything has to be created through your work, connections with others, so on.

As this attitude evolves, we become able to bypass a lot of negative people in this society.

**CONCEPT 06 - THE TWO ECONOMIES**

1. The time and effort economy
2. The results economy

1. This is where most people work. 85-90% of people live there. They sell their time and effort to someone else - because they strive for job security.

2. Where people give up job security to get greater results and greater income

1. Gives dependency
2. Gives autonomy

Those employers are always looking for cheaper labor, more automation. Those who are 1. - they end up with no security at all.

2. Focus on efficiency - there is no guaranteed income; you must constantly strive to optimize your effort; constant striving to become more productive; eventually they end up with much more security; much more open to change; they actually CAUSE the changes
THE 6 STRATEGIES

STRATEGY 01 - THE ENTREPRENEURIAL TIME SYSTEM

Most people have bureaucratic time systems. Days based on time and effort. One week/month/year like the next.

Entrepreneurial: based on organizing your capabilities, resources to achieve maximum results in a very short period of time; tremendous variety to it;

DIVIDE ALL OF YOUR TIME INTO 3 DISTINCTIVE KINDS OF DAYS:

1. free-days: for rejuvenation, not any work at all
2. focus-days: entirely on getting the results; freeing from "stuff"
3. buffer-days: for preparation; organize for 1. or 2.;

1. for rejuvenation; our bodies, exercise...; rejuvenate brain, imagination, sense of creativity; rejuvenate ability to communicate, our relationships; go to different places, learn about different/new things...goal: have a new perspective on our work it prevents mental fatigue

2. focus everything just on the money-making activities; Pareto-principle: do the important ones on a focus day; 80% of the day on most important, a focus day gets redefined every 90 days; goal: getting twice the results in half the time;

3. - have better free-days; - have better focus days, 1. we clean up things/messes, 2. progressively eliminate from your life all the stuff-activities; 3. create new capabilities get completely out of a system where other people have control of your time.

1. This time system gets your through the ceiling of complexity very quickly;

STRATEGY 02 - THE LARGEST CHEQUE

People get fixed at certain type of result. Fixed at achieving certain check in the marketplace. A check is the total amount of money you receive from a client in a single year. You get used to that amount. Your business structures are geared for that amount. And thirdly your personal habits are geared for that amount.

You have to move up to a higher check. Set a higher level average for next year. This will force a constant upward improvement in all your systems. The same process repeated over the years.

Mark 3 of your top clients that you think will be the ones to move that check up. Then plan to have focus days full of focusing on those contacts.
"The largest check defines the YOU down the road (future-based-self)."

**STRATEGY 03 - THE NO-OFFICE SOLUTION**

The word bureaucracy means "the rule of the office". Offices are usually were non-results work takes place. Takes up lots of money, does not produce any results.

**MY OBSERVATION:**

"ENTREPRENEURS ARE THE LEAST PRODUCTIVE WHEN THEY ARE IN THEIR OFFICE."

I suggest you give up the thing you call your "office". Entrepreneurs create results. That is not confined to a certain place.

Without an office:
1) there is no alternative than to be productive
2) there are not any stuff or messes in your life
3) has to be entirely focussed on his opportunities

Alternative: get a room like your office; get rid of all furniture; only desk and chairs;

Rules there:
1) at the end of the day it is completely free of messes
2) if you do have paperwork to do, all the paper goes back to where it was before
3) if you do not have to be there, don't be there at all!

Allows you total concentration on your "largest checks". You will be totally operating in the results economy.

**STRATEGY 04 - THE R-FACTOR QUESTION (R - RELATIONSHIPS)**

In order to get better results, you have to have better relationships whose future will be better if you get better. That means those relationships also have to be future-based-individuals.

You have to get rid of past-based-individuals.

The question: "If we are having this discussion 3 years from today, what has to have happened over the 3 years for you to feel happy with your progress?"

Negative evidence:
Won't answer the question (a. do not trust you, b. they don't have a future)
They do answer:
1. Immediately opportunity emerges (shows they trust you)
2. Know immediately they are future-based
3. They will outline specific problems and needs to be solved

1. Future-based people force you to be more future-based yourself.
2. They create new opportunity in your life.
3. They prevent a new ceiling of complexity in your life.

**STRATEGY 05 - THE REFERABILITY HABITS**

This is very simple - beware! Be referable = biggest marketing secret.

Other people want to tell others about you. Also they will take your success very important and are emotionally invested in helping you.

All referability is based on 4 habits:

1. Show up on time
2. Do what you say
3. Finish what you start
4. Say please and thank you

"The Passport To The Future"

They communicate respect and appreciation. You can never get in trouble for showing up on time. Look at the people you have referred - it will always be the ones with those 4 habits.

You make those 4 habits the basics of your personal and organizational behaviour.

**STRATEGY 06 - DELEGATE EVERYTHING EXCEPT GENIUS**

Genius is not only Mozart or Einstein. Our whole idea of genius will change in the 21st century. It is about what you are best at. It is not the person, but how the person organizes themselves in teams, that is going to produce the genius in the world.

Genius is a unique ability that just keeps on getting better without any end to it. Spacial, improvisational, relationship, entrepreneur genius.

Entrepreneur genius: create value where there was none; organize things in a way that it produces new opportunity for thousands of people;

All genius comes from total focus on the unique ability:

1. Discovery of the unique ability
2. Total focus on it

How do you find it?
From birth day, 4 kinds of activities:

1. We are incompetent
2. We are competent
3. We are excellent (above average)
4. Unique ability which is truly extraordinary

Success in life depends on how much time you spend There.

Popular belief: "Work on your weaknesses."

"If you work on your weaknesses, by the end of your life you will have a lot of strong weaknesses."

And you will feel regret and guilt because you work where you are not good.

1. Extraordinary abilities you have do get better.
2. Great number of breakthroughs in your life.
3. Constant increase in results and confidence in your life

THE ROAD TO ECONOMIC ADULTHOOD

1. The individuals who are the best think differently. They are continually linking themselves up with other unique ability team members.

2. The best that keep getting better have found a way to escape complexity. They have moved into the results economy where there are always new chances and opportunities.

3. They truly have understood what it takes to make the entrepreneurial breakthrough.

- freedom from bureaucracy
- freedom from mediocrity
- freedom from scarcity (Rather too many opportunities to choose from)

There is a general shift toward "economic adulthood" - everybody is now responsible for their own economic lives.

The 6 concepts & strategies are a guide to always make your future self more powerful.
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