

WINTER ISN'T FOREVER. WINTER IS ALWAYS FOLLOWED BY SPRING.
IT'S ABOUT HOW YOU TAKE ADVANTAGE OF THE SEASON YOU ARE IN.

Dear Achiever,

Welcome to Business Mastery and for those of you joining us again, welcome home.

Congratulations on your commitment to take your life and your business to the next level. Together, we will embark on an amazing journey as we delve into the strategies, systems, and resources that will not only make your business more successful, but will ensure you achieve an extraordinary level of personal fulfillment in the process.

There is a reason that of the almost eight billion people inhabiting this planet, a rare few actually run an organization. Managing an enterprise is one of the most challenging undertakings that exists! You are constantly dealing with different types of people, all with individual goals, desires, values, rules, choices, fears, and concerns. Trying to align those people and their separate interests to produce a measurable result in a world that is changing more rapidly than at any other time in human history can be quite a task.

In fact, we live in a time of tremendous challenge, yet also incredible opportunities and breakthroughs — the most prolific and fast-paced era mankind has ever known. Some of the changes businesses are adapting to today include shifting to remote work environments, reinventing products and services to accommodate a virtual world (business model innovation), rapid acceleration of technology, economic fluctuations, automation, and changes in the way they attract and retain talent. As businesses and as individuals, we have more choices and changes today than at any other time in human history, but less guidance on how to navigate those changes and make quality decisions.

This program is the result of my own journey — I didn't always know how to manage a company while launching an effective speaking career, and still have time to be a great father and husband, and enjoy the things most important to me. I struggled to find a system that would allow me to manage and focus my ideas and brainstorms to produce measurable results in all the areas of life that mattered to me most. For years, I was having an amazing impact on the quality of people's lives, but I wasn't producing the business

results I needed — and wanted — to produce. What you're about to learn is a culmination of what I learned over four+ decades of my focus as well as through my experience coaching and consulting with millions of business owners around the globe. Today, I have the privilege of leading, managing, and serving over 100 privately held companies with combined sales exceeding \$6 billion annually.

This Business Mastery experience is designed to allow you to take time to consider what your business is really about and what is most important to you in managing it. This time is not meant for you to merely make a list of your immediate or superficial desires, but to determine your vision for your life and your business — what you want to accomplish, who you want to be, and what you want to create. The systems and strategies that you will learn delve deeply into the core fundamentals upon which your company is based. By injecting an innovative approach and a diversity of strategic ideas into your current business framework, you will open your mind to an even greater level of potential and possibility, while walking away with real tools to maximize your bottom line.

I'm deeply excited and privileged to have this opportunity to share with you the best of what I've learned as well as to learn from each of you in the process. As we embark on this program, remember that life produces extraordinary rewards for those who give in extraordinary ways. Let's make a commitment together to participate with an incredible level of passion, excitement, and joy — one that goes far beyond anything you've ever done before. And, by doing so, you will make a profound difference in your own life, and in the lives of all those you have the privilege to touch.

Let's begin the journey to Business Mastery, and in the process, remember to live with passion!

Warmest Regards,



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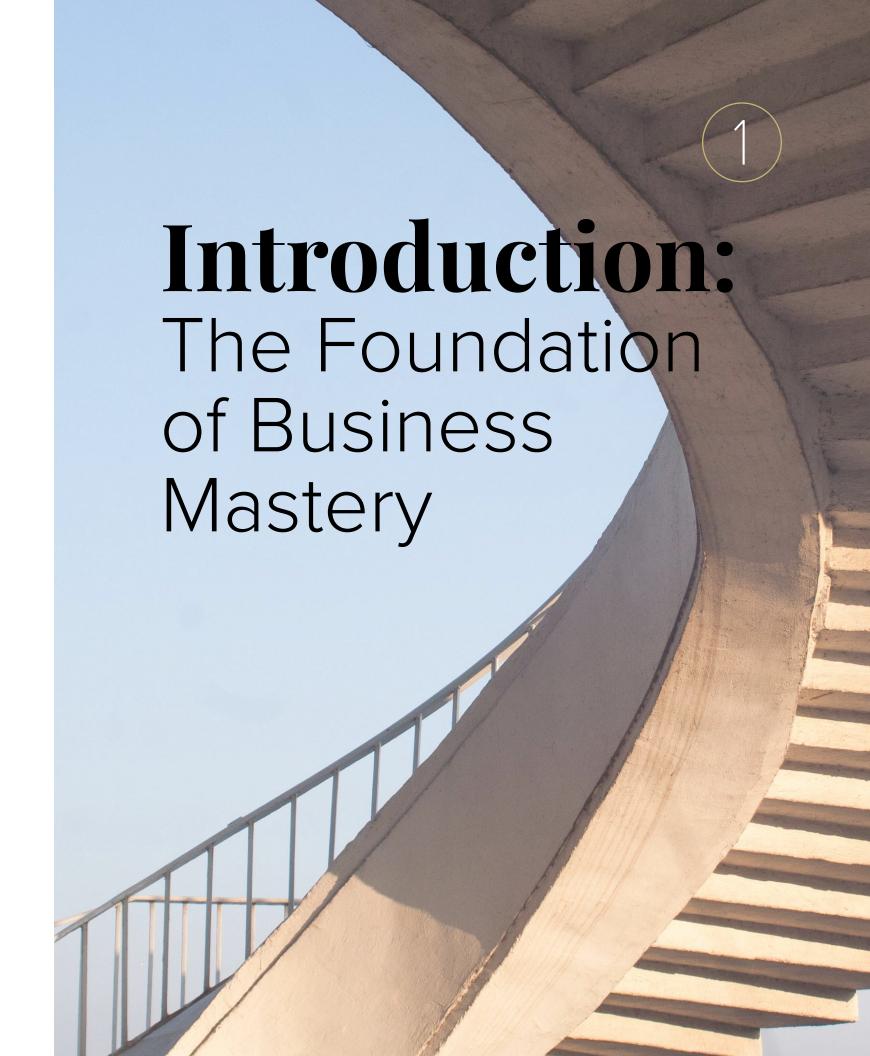
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"It's not the strongest of the species that survive, nor the most intelligent, but the ones most responsive to change."

— Charles Darwin

Innovation and Marketing

The Core of All Business

Peter Drucker, pre-eminent management consultant, author, and business strategist, believed that all business primarily comes down to two functions: innovation and marketing. He stated, "Because the purpose of business is to create a customer, the business enterprise has two — and only two — basic functions: marketing and innovation. Marketing and innovation produce results; all the rest are costs. Marketing is the distinguishing, unique function of the business."

There are two skill sets needed to grow any business geometrically:

- Innovation: Finding a better way to meet your client's needs.
 The goal of any successful business is to add more value than anyone else in their industry. If you stop innovating, eventually another company is going to come along, catch up, and pass you.
- **2. Marketing:** Getting someone to want to do business with you over and over again. To achieve this, you must **fall in love with your clients, not your product or service.**
 - **a.** Know your ideal client
 - **b.** Create an irresistible offer(s)

"Business has only two functions: marketing and innovation."

- PETER DRUCKER

EXERCISE: WHY ARE YOU HERE?

1. Why are you here? What do you want out of Business Mastery?

2. What business are you in? How's business?

3. What's the chokehold on your growth right now? What needs to change for your business to go to the next level? Be as specific as possible.



Breakthroughs

Strategy, Story, State

Business Mastery is designed for entrepreneurs, business owners, and leaders — individuals whose expectations and standards are non-negotiable. Whether you're an army of one or a multi-billion dollar corporation, there are principles and strategies that you must understand and master to take your business to the next level. Business Mastery is about creating a system that improves your business by empowering you with the revolutionary skills and tactics you need to get an invincible advantage in the current environment and any environment that evolves in the future.

What do you need to do to get to that next level?

Business Mastery is about breakthroughs. A breakthrough is a moment in time when something happens — a decision, an insight, a truth, an understanding or experience — and life is never the same again.

- 1. Personal Breakthroughs: Create a shift in beliefs, perception, and standards. Breakthroughs happen when something inside you makes you find a new skill or a new way to do something. You break out of your conditioning and the limitations of the environment to create greater performance, greater results, and greater fulfillment. As a result, you have more to contribute. What happens next is a radical, surreal, massive improvement in the quality of life for you, other people, and at times even the world.
- 2. Business Breakthroughs: Learn how to make progress in your business systematically step by step. You will learn the little insights and distinctions that will make a big difference in your business. You will leave here not just with information, but with action.

"Breakthrough is that moment when frustration, struggling, fear, worry, or anxiety disappears. It's a moment of insight, recognition about who you are, and the realization that you are more than the moment. It's a radical, massive improvement in the quality of your life, and as a result, all those you have the privilege to touch."

— TONY ROBBINS

EXERCISE: BREAKTHROUGHS

1. What's a breakthrough you've had personally and/or in your business?

2. What triggered it?

3. What made it possible (i.e., emotion, belief, strategy, or tool)?

4. What's better in your life and/or business today because of this breakthrough?

The 3 Elements of a Breakthrough

What is a breakthrough? It's a moment in time when everything changes — where what seemed to be impossible suddenly becomes possible, and where you no longer settle for anything less than extraordinary. Breakthroughs are the reason people succeed and companies thrive, no matter what's going on around them.

There are literally thousands of triggers. To create a lasting breakthrough requires a change in one — or all — of these three elements:



- 1. A New Strategy: A better way to do something that suddenly changes the result overnight a distinction, insight, or shortcut that helps people get more done in less time. The challenge is that most people think of success as simply a matter of finding the right strategy by itself. If you've ever seriously thought about making a change in your life, from growing your business to shedding a few pounds, you know there are a million strategies out there — some good, some bad, all claiming to be "the answer." If it's that easy, why aren't we all living perfect lives of mental, physical, and financial wealth? Strategies are an important part of success, but they're only onethird of a much bigger equation. The real problem is often the second element...
- 2. Our Story: Our personal narrative, or story, often keeps us from finding the keys that can help us to be most effective and transform the quality of our lives. When you change your story, you change your life. People who succeed don't develop stories about why they can't do something. Their stories are about how they will achieve their goals, no matter what. With an empowering story, people tend to find effective strategies. In order to get to that empowering story, we have to deal with the final and most important element of all...
- 3. Our State: State is always first. We all develop emotional patterns or states that tend to filter how we look at our lives. This influences the stories that we make up about who we are, what we're capable of, or what's achievable or not. The states we go into most often then become the most powerful filter of all that will determine whether we find the strategies necessary to succeed and whether we come up with a story that will empower us. Only after your state and story are truly aligned with your desired outcomes can you identify the strategies and make the decisions that will lead you to success. Create your breakthrough now!

EXERCISE: CREATE YOUR VISION

1. What's your vision for where you want to be in the next 24-36 months? What can you make happen in your business that would excite you?

2. What do you need to do make happen in the next 6-12 months to make this vision a reality?

3. Why must you achieve this vision no matter what?

4. What are two actions you're going to take right away (one big and one small) so you have a clear plan?

The Power of Mindfulness

How to Transform Problems Into Opportunities

In business and in life, most of us operate on autopilot much of the time. In fact most of us live in reaction to a world we've created through technology, and as a result we don't tend to notice, see, hear, feel, or appreciate what is going on around us. There is an incredible power in focus.

What would happen to your business if you noticed your customers at a deeper level? How would that change your relationship with them? How much could you meet their needs if you really understood and appreciated what was going on with them? What if you noticed and appreciated your employees this way? Or even your partner, the person most important to you in your life? What if you noticed your own patterns? What's possible if you became more mindful?

It's pretty hard to solve problems when you don't even notice them. For example, you're in a relationship and you think things are going really well, but all of a sudden you find out your partner has a different point of view. This can happen in any relationship — business, intimate, customer, or personal — if you're not paying attention.

"In the perspective of every person lies a lens through which we may better understand ourselves."

— ELLEN J. LANGER author, "Mindfulness"

EXERCISE: MINDFULNESS

What are you missing? What are you not seeing in your business? Products or services? Clients? What are you failing to anticipate? What did you learn from being more mindful in these exercises?

What level of breakthroughs could you create in your business if you decided you were going to give this detailed level of attention and focus to one problem or opportunity in your business? What if you did that for one hour a week for 52 weeks? Where would your business be a year from now?



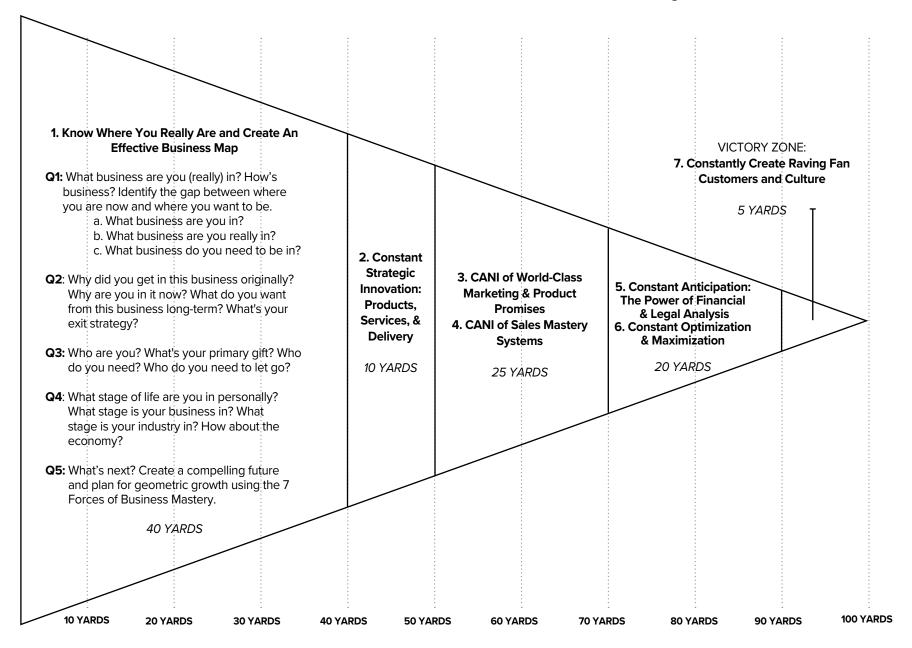
"Success is processional. It results from a *series of small disciplines.*"

— Tony Robbins

The 7 Forces of Business Mastery



The 7 Forces of Business Mastery



THE 7 FORCES OF BUSINESS MASTERY

The 7 Forces of Business Mastery

1. Know Where You Really Are & Create an Effective Business Map

- 1) What business are you (really) in? How's business? Identify the gaps between where you are and where you want to be.
- 2) Why did you get in this business originally? Why are you in it now? What do you want to get from this business long-term? What's your exit strategy?
- 3) Who are you? What's your primary gift? Who do you need? Who do you need to let go?
- 4) What stage of life are you in personally? What stage is your business in? What stage is your industry in? How about the economy?
- 5) What's next? Create a compelling future and plan for geometric growth using the 7 Forces of Business Mastery.

2. Constant Strategic Innovation: Products, Services, & Delivery

- 1) Strategic Innovation: products, services, and delivery.
- 2) Add more value to products and services.
- 3) Know who your customer is and who your customer needs to be, what they value, need, and want, and what will fulfill them.

3. CANI* of World-Class Marketing & Product Promises

- 1) Understand and maximize your X-Factor: Your Key Competitive Advantage.
- 2) Produce, deliver, and serve the customer in a way that creates raving fans.

*CANI = Constant And Never-ending Improvement

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4. CANI of Sales Mastery Systems

- 1) Effective processes that creates geometric growth through referrals.
- 2) Effective presentation that meets needs, addresses objections (doesn't attack the person, rather attacks the problem in advance through preframes), and makes the customer thrilled with the process.
- 3) Recruit the right people, train them effectively, retrain, and test.
- 4) Inspire, reward, and create consequences for not achieving results..
- 5) Create game plans for daily and weekly measurement points.

5. Constant Anticipation: The Power of Financial & Legal Analysis

- 1) Develop the financial intelligence and controls necessary to build the infrastructure of your business so you can have the growth you want.
- 2) Anticipate legal challenges or you could lose years worth of work and profits in a few cases.

6. Constant Optimization & Maximization

- 1) The Key Drivers.
- 2) Systems for Measurement.
- 3) The Value Chain.
- 4) RPM™: Rapid Planning Method.
- 5) Business Process.
- 6) People Optimization.

7. Constantly Create Raving Fans & Culture

- 1) Always find a way to exceed your customers' expectations or desires.
- 2) Give them more than what they ask for give them what they truly need, and as a result, convert your customers into your most powerful sales tools through word-of-mouth recommendations.

Force #1

Know Where You Really Are & Create an Effective Business Map

The foundation for all businesses is to create a map, not a plan. A plan is not realistic in the world we are in today. Things change so fast that by the time you've created your business plan, you have to start all over again.

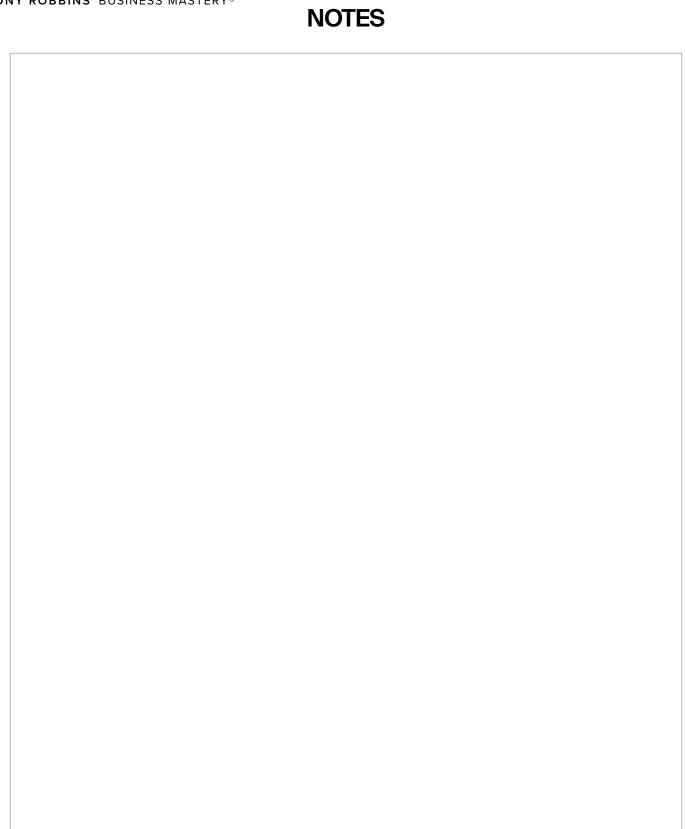
What you need instead is a map to guide you from where you are to where you want to go. A map will show you the most efficient route and all the obstacles in your way. A map is only valuable if you know where you are.

Once you have your map, you have to remember to update it constantly. Because we are in an environment that is continuously changing, you have to adjust your map accordingly to stay ahead of the game.

THE 5 QUESTIONS OF BUSINESS MASTERY

- 1. What business are you (really) in? How's business? Identify the gap between where you are now and where you want to be.
 - a. What business are you in?
 - b. What business are you really in?
 - c. What business do you need to be in?
- 2. Why did you get in this business originally? Why are you in it now? What do you want from this business long-term? What's your exit strategy?
- 3. Who are you? What's your primary gift? Who do you need? Who do you need to let go?
- 4. What stage of life are you in personally? What stage is your business in? What stage is your industry in? How about the economy?
- 5. **What's next?** Create a compelling future and plan for geometric growth using the 7 Forces of Business Mastery.

THE 7 FORCES OF BUSINESS MASTERY



Question 1

Uncover the Gap: What Business Are You Really In?

DEFINITION

Organization: Any time it takes more than one person to accomplish something, you have an organization.

1. What is the outcome of a business enterprise?

To create a sustainable system that allows you to consistently increase the quality of your life and the lives of the people you serve. Ultimately, this can mean freedom and fulfillment. The challenge is that most people get caught up in the vehicle instead of the outcome.

2. What is the purpose of enterprise?

- To transform the quality of life for your customers and engender a value system.

 You must serve your clients in a totally unique and special way and consistently give them what they want and need.
- **To make a profit.** Remember, if you make a profit but you fail to meet the customer's needs, you will not be in business long-term.

3. What makes a business grow?

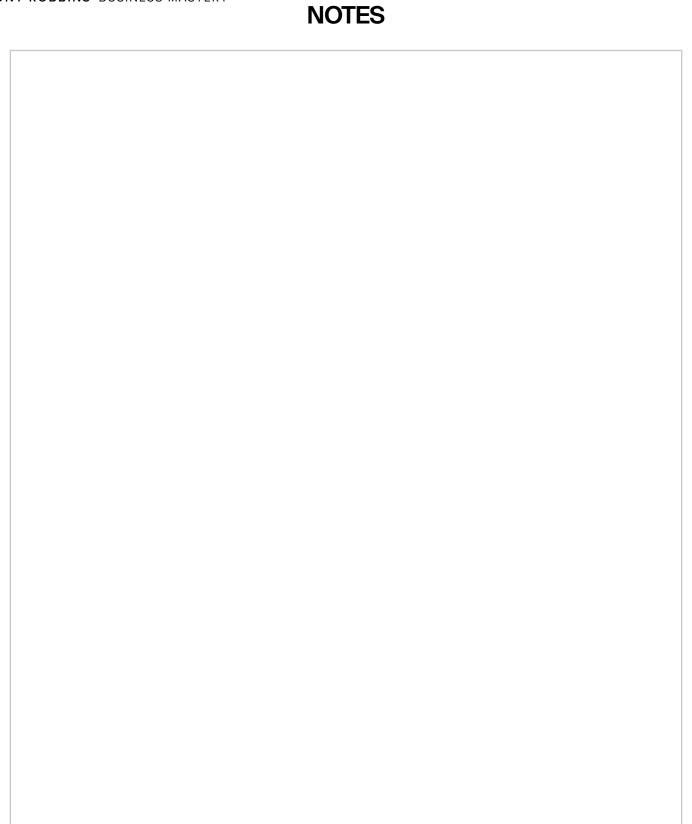
You must consistently add more value than anyone else is adding in the marketplace. Also, understand that business is a spiritual game. There are always two businesses you're working on: (1) the one you're in and (2) the one you're becoming.

4. What is the difference between a job and a business?

If your business is organized to meet your needs (instead of the needs of your customers), you ultimately have a job and not a business. You must differentiate between the purpose of the business and your own personal objectives (what you want to get out of the business). You must set up a system that works when you're not there — **become a business owner vs. a business operator.**

KEY PRINCIPLE

An organization is a living, breathing organism that has a life cycle and responds to the forces of nature.



EXERCISE: WHAT BUSINESS ARE YOU (REALLY) IN?

1. What business are you in?

2. What business are you really in?

3. What business do you need to be in? And, how would this change your business?

THE 4 CRITERIA

- 1. It gets you out of your box.
- 2. The language you use puts you in state.
- 3. The language you use makes it aspirational and compels people's interest.
- 4. It helps you describe the benefits of your business, as opposed to the process.

Question 2

Define Your Purpose: Why Did You Get In This Business?

What makes a business work is the why — it gives you the fuel to persevere through all the ups and downs you will inevitably experience over the years. Any business can work as long as the person or the people behind it have passion and intensity and as long as they can be flexible enough and adjust when necessary. Many times, why you got in the business is not why you're in it today. If you don't align your compelling reasons for being in business, however, you're not going to maximize it.

Business takes a lot of energy if you're going to make it truly successful, from the ground up or even if you're going to buy a business and turn it around or take it to another level. That energy will be worn out if it's only physical or if it's only emotional. You need to have a reason and a vision of something you're truly passionate about, where you're serving more than yourself. This will give you both physical and emotional energy, and will keep you going regardless of any obstacles you hit along the way.

"Dream lofty dreams, and as you dream so shall you become. Your vision is the promise of what you shall one day be; your ideal is the prophecy of what you shall at last unveil."

- JAMES ALLEN

EXERCISE: WHY DID YOU GET IN THIS BUSINESS?

1. Why did you get in this business originally?

2. Why are you in it now?

3. What do you want to get from this business long-term?

4. What is your exit strategy?

THE 7 FORCES OF BUSINESS MASTERY



Question 3

Identify Your True Gift—Who Are You? Who Do You Need?

Who are you? Are you a skilled producer / artist? Are you a manager/leader? Are you an entrepreneur?

1. Skilled Producer / Artist

• Extraordinary talent, consistently meets the needs of the community they serve in a sustainable way.

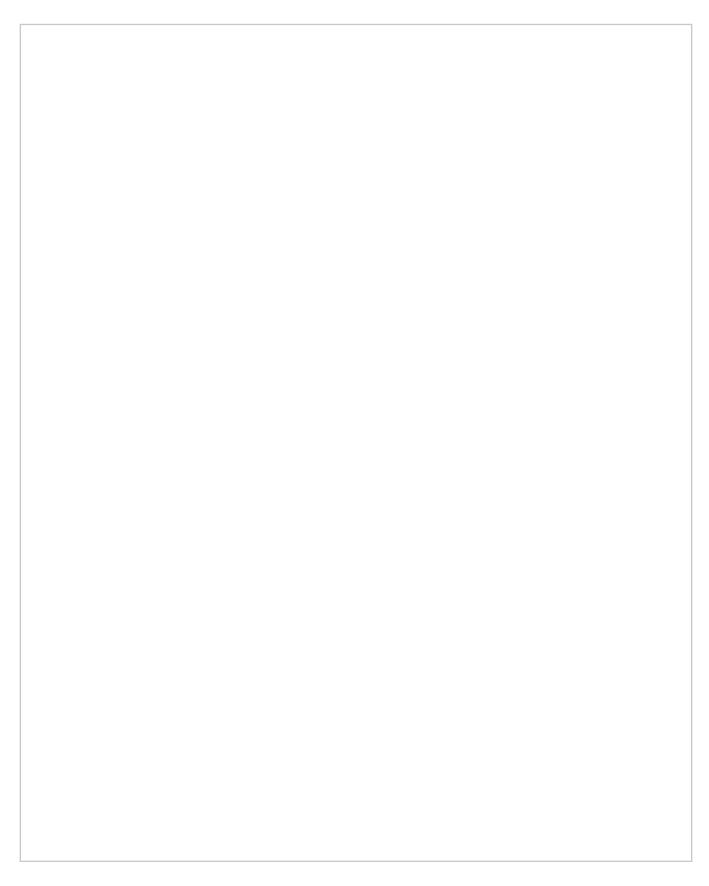
2. Manager/Leader

- Consistently manages and meets the needs of skilled producers so they consistently meet the needs of the community in a sustainable way.
- Effective leaders have management skills, but managers don't necessarily have leadership skills. You have to cultivate or find leaders.

3. Entrepreneur

- Creator and keeper of a vision.
- Attracts and effectively engages managers/leaders.
- Has enormous risk tolerance to be able to personally weather the economic and emotional ups and downs of the business, and be willing to take significant personal risk.
- Works with Managers/Leaders to create and build a system that consistently empowers skilled producers to meet the needs of the community they serve in a sustainable way.





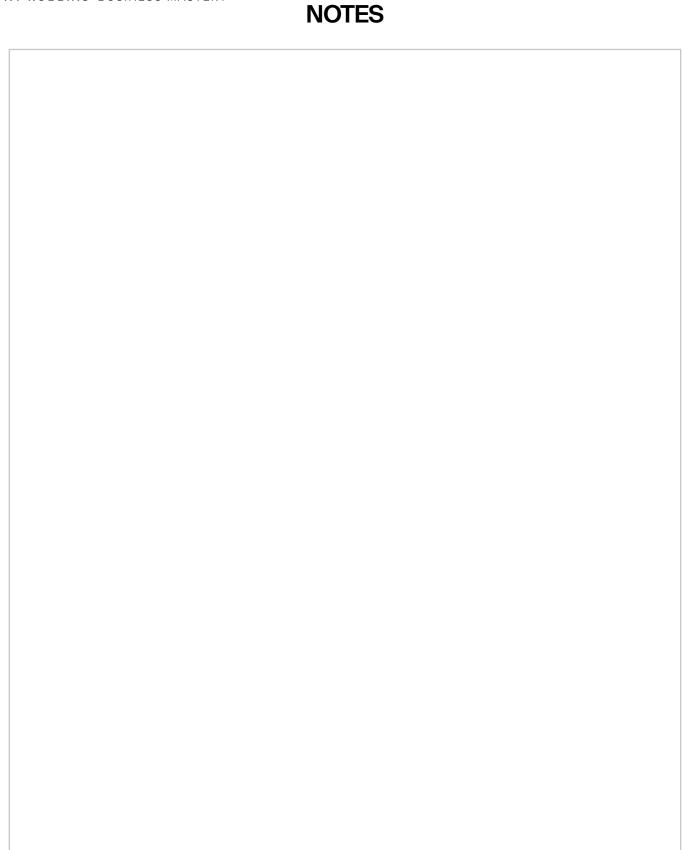
EXERCISE: THE 3 GIFTS OF SERVICE

1. Who are you? What is your primary gift? How do you know?

2. Who do you need on your team?

3. Who do you need to let go?

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Question 4

Know the Road Ahead — Where Are You in Your Life Cycle?

In order to succeed, it is vital to do **the right thing at the right time**, especially in business. As we enter a new season of history, the most important thing any of us can do is to understand where we are now, to identify current opportunities, and ultimately to create a compelling and strategic vision for our future.

KEY PRINCIPLE

You can do the right thing at the wrong time and not be rewarded.

"That which can be foreseen can be prevented."

— CHARLES H. MAYO

Problems

The Sign of Life

If you are in business, you have problems. The secret is not just to learn how to solve problems, but to know which problems are most important. If you are going to be an effective leader and businessperson, you have to be able to separate the problem that needs your attention from the rest. You have to focus on the things that matter most because those are the decisions that are going to change your business.

The 3 Types of Problems

1. Normal

Normal problems are those that you readily encounter, solve, learn from, and move on. These are normal problems that you can expect to deal with during each stage of growth.

2. Abnormal

Abnormal problems are those that you believe are solvable, but that continuously reappear in a new form. These problems can trap your business in a particular stage of development and limit its ability to grow.

3. Pathological

Pathological problems are abnormal, chronic problems that have extreme or dire consequences. If these problems are left undetected or untreated, they can threaten the survival of an organization.

See it as it is, not worse than it is. Then make it better than you see it.

Leaders wake people up to the reality of the situation. They get people to see what's really going on, not how it's been programmed and conditioned into their minds. Leaders know it's not about being positive; it's about being smart.

"Problems cannot be solved by the same level of thinking that created them."

- ALBERT EINSTEIN

The 5 Fundamental Areas of Focus

Each Stage of the Business Life Cycle Requires a Fundamental Shift in Focus in Five Areas

1. GOALS:

What are the focus and goals of the organization?

2. MANAGEMENT STYLE AND STRUCTURE:

Who has the responsibility and authority? What is the structure of decision-making?

3. GROWTH OR DECLINE OF REVENUES AND PROFITS:

Are revenues and/or profits growing or declining? For how long? What is the cash position?

4. TYPES OF PROBLEMS:

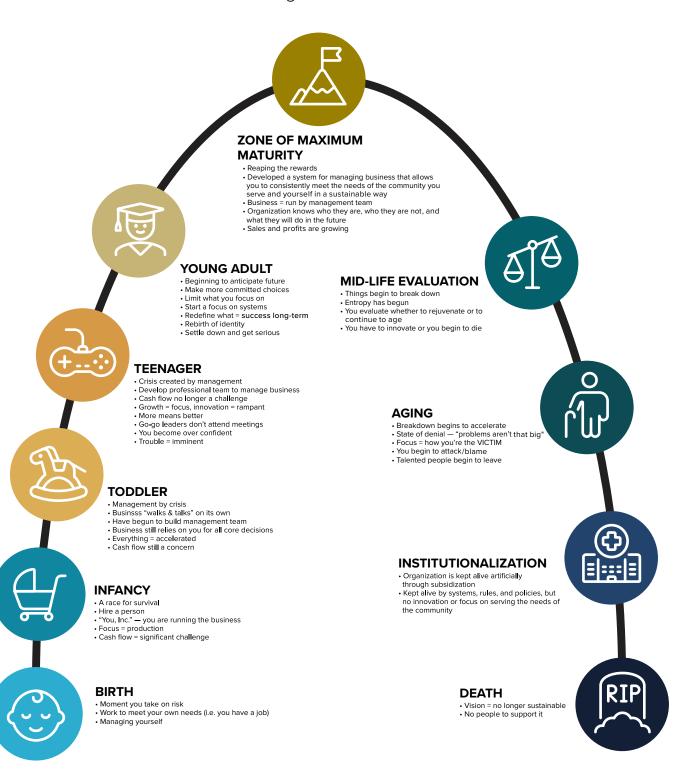
At each life cycle there are different types of problems that need to be solved. Which problems do you need to address? Which problems do you need to anticipate? Which problems do you need to ignore?

5. TYPES OF REWARDS:

What are the reward systems that are required to get to the next level? Which reward systems will destroy you at each level?

The 10 Stages of the Life Cycle of a Business

Knowing the Road Ahead





STAGE 1: BIRTH

Stage Of Certainty:

You have to have certainty at this stage or you won't start the business.

Stage of Uncertainty:

Rewards:

A business is started the moment you take on significant personal risk. Most people at this stage work to meet their own needs and hence have a job, not a business. You are primarily managing yourself. To succeed, you need to think of the needs of the business as different from your own needs.



STAGE 2: NEWBORN/INFANT "YOU, INC."

Your business has now entered a race for survival. This is the stage where you hire a person to handle the increased workload that resulted from the successful birth of your business. You are at the stage of 'You, Inc.' You have independent managers, but no organized team and you are really running the business. Your focus is almost entirely on production, and cash flow is a significant challenge.

Goal: To survive and grow.

Management Style: At this stage you are an army of one.

Revenues need to grow quickly because they are going to be **Growth/Decline:** spent.

- Doesn't know the difference between revenue and profits. **Problems:**
 - · Cash flow.
 - No systems and lack of accounting.

Very little rewards can be offered at this stage. The owner works for free and either inspires others to give their time or pays small stipends/salaries.



STAGE 3: TODDLER "MANAGEMENT BY CRISIS"

Stage of Both Certainty & Uncertainty: This stage is where your business starts to 'walk and talk' on its own. You have begun to build your management team, but you still maintain absolute control. Your management team has begun to work together, but still relies on you for all core decisions. Everything is accelerated at this stage of development. Cash flow is still a concern, but you're making significant progress and making refined distinctions that give you increased mobility.

Goal:

To survive, grow, and begin to build a company.

Management Style:

At this stage the management team begins to form and work together, but the owner still has all the authority and is relied upon for all the core decisions, even if others are made responsible. The owner must be able to manage the team and still have absolute control.

Growth/Decline:

The revenues must grow because revenues are used as if they were profits.

Cash flow

Problems:

- No systems and lack of accounting.
- The business can walk and talk, so now there are others that can make decisions and create problems.

Rewards:

Pride, excitement for being a part of something with a compelling future, small economic rewards.



STAGE 4: TEENAGER "CRISIS BY MANAGEMENT" At this stage, you start to develop a professional team to manage the business. Cash flow is no longer a challenge, growth is your primary focus, and innovation is rampant. You want to do everything and you Stage of Total think you can — you become overconfident. You mistakenly think **Certainty:** more means better. "Go-go" leaders don't attend meetings and there is a lack of accountability. Your business organizes around people vs. tasks. Systems are weak. Trouble looms on the horizon. The focus of this stage is on growth and revenues. Growth in sales, Goal: constant entrepreneurship, creativity and innovation in both products, services, and sometimes even multiple companies. A professional management team who are given responsibility, but the **Management Style:** core authority and the structure of decisions is still through the owner. Sales expand but profits are unknown and often non-existent. In the **Growth/Decline:** early stages cash grows, but in later stages it begins to decline rapidly because it no longer covers the basis of the business. Lack of systems. • Risks are taken without the fundamental understanding of the down • Over confidence makes decisions but can kill or mortally wound the business. **Problems:** • Failure to attend meetings. Lack of accountability or an ability to Accounting is sales focused versus profit focused.

Rewards:

Usually in the form of commission or based upon increased sales or revenues, which ultimately reinforces people to sell at all costs, without quality systems and economic measurement, which can lead to the demise of the organization.

• Everything is seen as an opportunity so problems are not solved on a

timely basis.

TONY ROBBINS BUSINESS MASTERY® THE 7 FORCES OF BUSINESS MASTERY



STAGE 5: YOUNG ADULT

	"THE RE-BIRTH"
Stage of Reestablishing Certainty:	At this stage, you are beginning to anticipate the future and make more educated and committed choices. You start to limit what you focus on. You start to mature and create an absolute focus on the systems that will shape aspects of your life and business. This is where you start to redefine what equals success long-term. This stage represents a rebirth of identity where you begin to settle down and get serious. You create new and different identity as an adult.
Goal:	To anticipate the future in order to make more educated and committed choices. The focus is on what not to do, control, measurement, and systems, and most importantly on increasing profits versus revenues. The goal is to cut the waste.
Management Style:	The management team is made up of professional managers who have fought the war before. They have responsibility, authority, and the ability to say "no." The structure of decision making no longer runs through the founder, although they still retain the ability to overide but rarely do.
Growth/Decline:	Revenues drop and profits expand. Cash position starts to build back.
Problems:	 Deciding what not to do — inner conflicts of teams used to having the freedom or the answer 'yes' to everything. Psychological difficulties for the founder and creators in the organization because things are now going into a controlled measurement mode and the entrepreneur's nature to create new things can throw the organization back into the teenager stage or destroy it.
Rewards:	Profits are growing, so corporate and individual behavior moves in the direction of these new rewards.



STAGE 6: ZONE OF MAXIMIZATION & MATURITY

"PRIME" This stage sees you reaping the rewards. You have developed a system for living your life that allows you to consistently meet the needs of the community you serve as well as yourself in a way that's sustainable. This is a time of reward and great certainty. The business is no longer run by the wishes of one person — it's led by a message, values, and a Stage of Certainty: reason for being. The value is on sustainable growth. The organization knows who they are, who they are not, and what they will do in the future. They know what, why, and how. There is predictable excellence, sales and profits are growing, there are clear goals, and controlled and nurtured creation. Institutional governance of processes occurs. The goals at this stage are to increase revenue and profits and to create an organization that has a vision it brings to the world and a Goal: professional team that makes all the decisions to serve customers at the highest level both internally and externally. A professional team seasoned with the balance of both control and creation, and innovation and entrepreneurship. Responsibility and Management Style: authority is structured not based on the owner but based on what's needed and what's right. Increased revenues and profits and cash position is strong Growth/Decline: and/or strengthening. • Entropy begins. • Systems and people begin to lower their intensity.

- Costs are not managed as well.
- Bureaucracy can start to be recreated.
- Owners tend to develop other interests spiritually, in their relationships, or with other businesses.

Rewards:

Problems:

Rewards are related specifically to the behavior needed: sales people are given revenue and/or profit numbers; managers and leaders are tied to growth in both revenue and profits.



STAGE 7: MID-LIFE EVALUATION "THE TRANSITION"

Stage of Uncertainty:

As you age, things begin to deteriorate and fall apart. Entropy affects you and you evaluate whether or not to rejuvenate or to continue to age. The way you rejuvenate is by adding innovation, removing some control, and adding more creativity. Otherwise, your business becomes old and outdated as you find that what worked before doesn't work anymore. You have to adapt or you begin to die. During this stage you begin to question your overall strategy and start formulating an exit strategy.

Goal:

To rejuvenate and create innovation to meet customers' needs in new ways. The focus is on innovations in systems and controls, and failure to do this accelerates aging.

Management Style:

There is a professional team with a need often for some new blood, new creativity, or the re-engagement of the founder/visionary/owner.

Growth/Decline:

Sales and revenues start to drop; profits may as well, or they may hold up for a little bit longer because the systems are strong enough to extract value.

Problems:

- People, processes, or even customers are taken for granted.
- Some of the original team may age and be at a different stage of life and not have the same level of commitment to the vision or the business.
- The owner/visionary or original stake-holder may have left the business.
- Blaming versus resolving.

Rewards:

Rewards tend to shrink and people tend to be rewarded for maintaining the status quo. At this stage they need to be rewarded for innovation.



STAGE 8: AGING "THE BREAK DOWN"

Stage of uncertainty:

If you fail to transform, the breakdown begins to accelerate. In order to allow this to happen, you have to put yourself in a state of denial that the problems aren't that big. Next, you focus on how you're the victim of something or someone and you begin to attack. This blame frame freezes the organization and talented people begin to leave.

Goal:

To survive and not be responsible, to blame someone.

Management Style:

An aged team that fights for territory, authority, or positioning, who lays blame rather than taking responsibility and/or transforming.

Growth/Decline:

Both revenues and sales are dropping rapidly.

- People problems, process problems, customer problems.
- Systems breakdown.
- Entropy is in full swing.

Problems:

- Blame freezes the organization; victimization and attack become the basis of the culture and destroys the ability to rejuvenate the organization.
- Inevitably it will disintegrate into institutionalization and death.

Rewards:

The ultimate reward is you don't get pain today.



	STAGE 9: INSTITUTIONALIZATION
Stage of uncertainty:	The organization should be dead but is kept alive on life support through subsidization or nationalization. When you are institutionalized, there is little purpose left. The only things keeping you alive are the systems, rules, policies, and procedures. There is no focus on innovation or on serving the needs of the community. There is no longer any sense of control.
Goal:	To keep it alive a few more weeks, months, or years.
Management Style:	The focus is on preservation of what was.
Growth/Decline:	Both revenues and sales are dropping rapidly.
Problems:	 Every type of problem occurs. Loss of customers, key accounts, key people. Process breakdown. Margins disappear. Blaming versus resolving.
Rewards:	Go to lawyers for bankruptcy or to those who prey upon the final moments before the death.



Stage of uncertainty: With vision no longer sustainable, and with no people to support it, your business unravels and dies.

Life Cycle of an Organization: Kinko's

Example

kinko's

Birth (1969): The concept of Kinko's began when Paul Orfalea, a University of Southern California student, noticed the copy machine in the school's library and wanted to bring this technology to more students. He borrowed \$5,000 from a local bank and rented a 100 square-foot space next to a hamburger stand at University of California, Santa Barbara, renting one Xerox copier.

Infancy (1970): In it's first year of business, Kinko's charged \$0.04 per page. Orfalea was selling pens, paper, and other items right out of his backpack. From his sales, he is making \$2,000/day while still in school.

Toddler (Early 1970's): After the first few years, with no money or credit to expand, Paul got resourceful. He found an owner, and operating partners to invest and retains controlling interest.

Teenager (Early 1980's): In 1985, Kinko's opens it's first 24-hour copy retail store in Chicago, Illinois. Three years later it had expanded to 200 locations with annual sales of \$54 million.

Young Adult (1989): In 1989, Orfalea is faced with a copyright infringement lawsuit that costs him years of distraction an, \$1.9 million.

The Zone (Mid 1990's): In 1995, Kinko's moves away from the college market and goes after, the corporate and small business industries. By this time, their retail stores were four times larger and one year later they create an award-winning website.

Mid-Life (Mid 2000's): Once Orfalea leaves the business and FedEx takes over, the innovation is lost.

Aging (2008): By 2008, Kinko's sales were down 56% and FedEx dropped the Kinko's name.

Life Cycle of an Organization: Apple

Example



Birth (1976): Apple was established in 1976 by Steve Jobs and Steve Wozniak in the garage of Jobs' parent's house. Jobs had to sell his VW bus to finance the Apple I.

Infancy (1976): The Apple I sells for \$666.66 in July of 1976.

Toddler (1983): After five years of development, the Apple Lisa is released in 1983 as the first personal computer sold with a graphical user interface.

Teenager (1984): In 1984, Apple debuted it's new line of Macintosh computers geared toward professionals during a Superbowl commercial, now considered to be the defining moment for Apple's brand.

Young Adult (1985): After an internal power struggle between Jobs and new CEO John Sculley, Jobs resigns.

The Zone (Early 1990's): The Macintosh continued to grow as Apple added a new product line, the laptop. The late 1980's through early 1990's were considered to be their "first golden age". But the 1990's brought struggle as Windows was first introduced and IBM surpassed Apple in sales.

Mid-Life (1997): The company jumps back up to mid-life in 1997, when Apple brings back Jobs to turn the company around. He begins the revitalization of Apple's brand and product line, as well as announcing a partnership with Microsoft.

Aging (1995-1996): There are major layoffs at Apple. Many software developers stop building for Apple.

HOW DO YOU MAKE A COMPANY YOUNG AGAIN?

Bring back the innovation and entrepreneurship

1998: The first iMac

2001: The most successful music distribution device in history: the iPod

2007: The first iPhone

2008: The App Store launched and the MacBook Air made its debut

2010: The first iPad

2015: The first Apple Watch

2016: The first AirPods

Life Cycle of an Organization: Nike

xample



Birth (1964): Athlete Phil Knight and track coach Bill Bowerman started Nike at the University of Oregon, originally calling it Blue Ribbon Sports.

Infancy (1965): Knight sold Japanese Track Shoes, named the "Tiger," out of the trunk of his car.

Toddler (1966–1976): In 1966, Nike's first retail store opens in Santa Monica, California. By 1974, Knight had created the first waffle iron shoe. Two years later, their annual sales were up to \$14.1 million.

Teenager (1977–1986): Only a year later their sales had doubled to \$28.7 million. By 1979, Nike became the number one brand in the United States. They had created their Nike Air technology and introduced a clothing line. They were the first company to successfully sell a pair of tennis shoes for \$50. One year later their sales increased ten fold, to \$269 million, and Nike goes public. In 1984, they signed Michael Jordan.

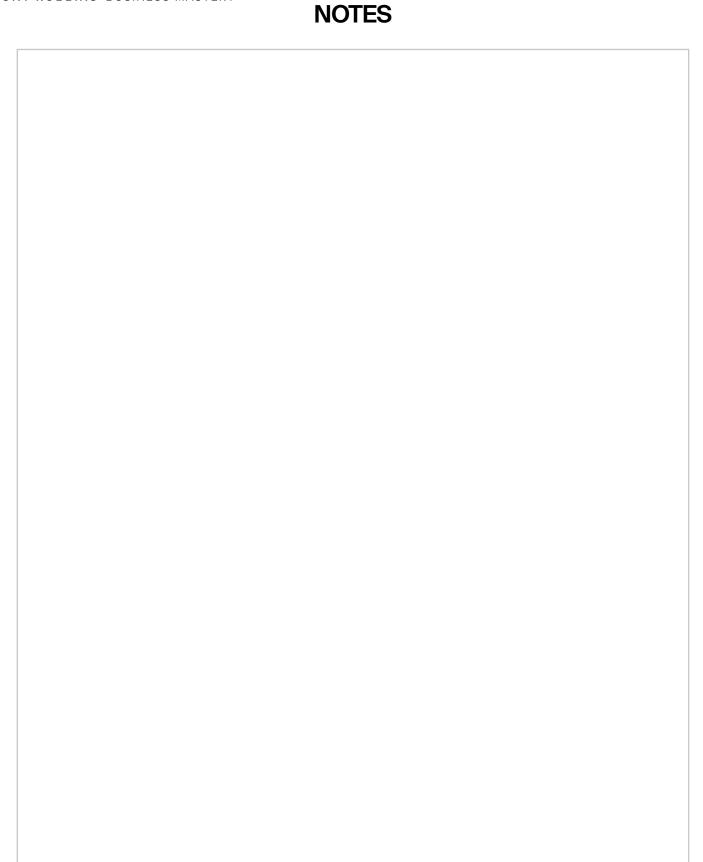
Young Adult (1987): In it's first twenty years, Nike operated on instinct, guessing the right amount of shoes to churn out, hoping they could cram them all onto retailers' shelves. By 1987, Nike overhauled its computer systems to get the right number of sneakers out to the world.

The Zone (Early 1990's): By the 1990's, Nike had become the standard for the world. Both their revenues and profits were growing. From 1992–1993, Michael Jordan wins a three-peat, and other superstar athletes like Troy Aikman and Andre Agassi join Nike during their winning years.

Throughout the 2000's, Nike continued to expand, with International sales exceeding domestic sales for the first time in 2003 and sales increasing on average 13% annually. They continued to sign celebrity athletes like LeBron James and Rafael Nadal, and advanced their innovation — parterning with Apple in 2006 to create the Nike+iPod sports kit that enables runners to track their miles on their iTunes.

Since 2009, Nike has almost doubled its number of patents, surpassing competitors Adidas and Under Armour — as well as Ford, Lockheed Martin, and Pfizer. In 2019, Nike launched a strategy called "Consumer Direct Offense," focused on speeding up the pace of product innovation, increased speed-to-market, and more direct customer engagement. Nike is also a pioneer of sustainable infrastructure, with the goal of running on 100% renewable energy by 2025.

THE 7 FORCES OF BUSINESS MASTERY®



EXERCISE: WHERE ARE YOU NOW?

1. Where are you in the life cycle of your business? Which stage is your organization currently experiencing? Why?

2. Where are you in the life cycle of your industry? Which stage of life is the industry you are part of experiencing? Why?

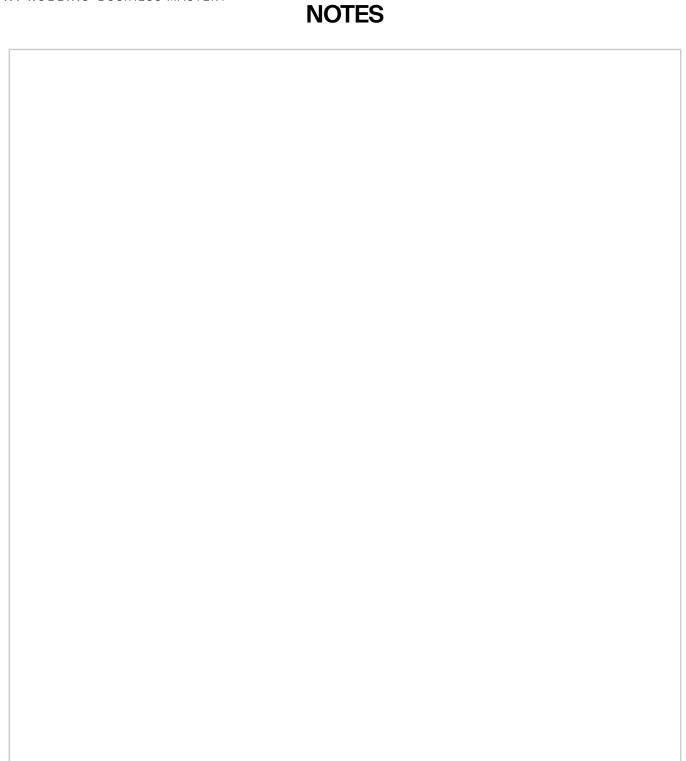
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3. Where is the economy? What life cycle is the economy in?

4. Where are you personally? What life cycle are you experiencing as an individual working in your business?

5. What do you need to do to prepare for the next stage/cycle?

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"You can't really know where you are going until you know where you have been."

— Maya Angelou

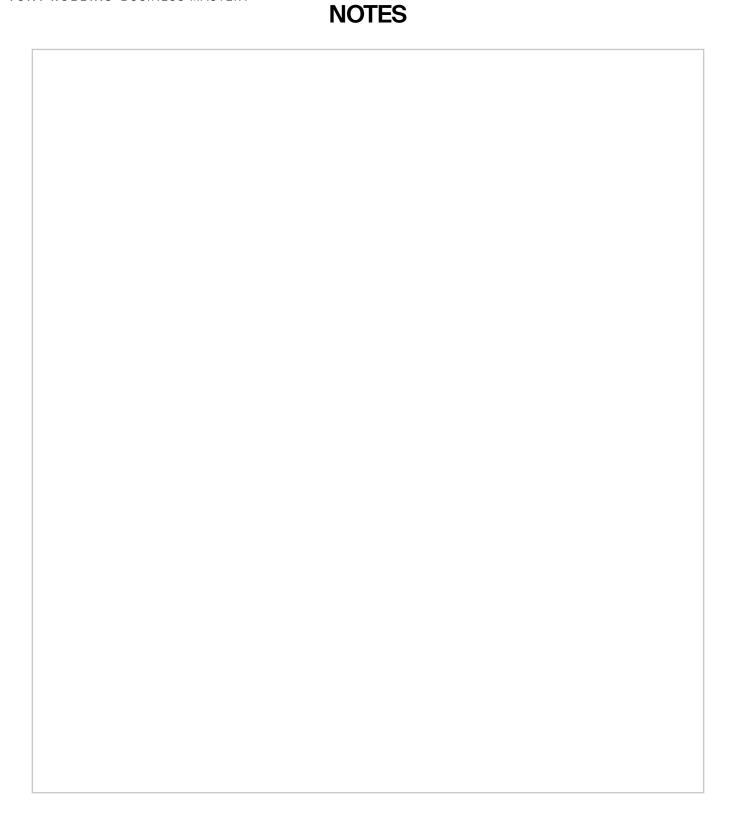
Question 5

Create a Compelling Future — What's Next?

EXERCISE: WHAT'S NEXT?

What's next for you and your business? What do you need to do now to create a compelling future and plan for geometric growth? How will you use what you learn over the next few days to get to the next level in your business?

THE 7 FORCES OF BUSINESS MASTERY



"Complexity is the enemy of execution."

— Tony Robbins

Force #2

Strategic Innovation: Products, Services, & Delivery

Utilizing the Power of Strategic Innovation

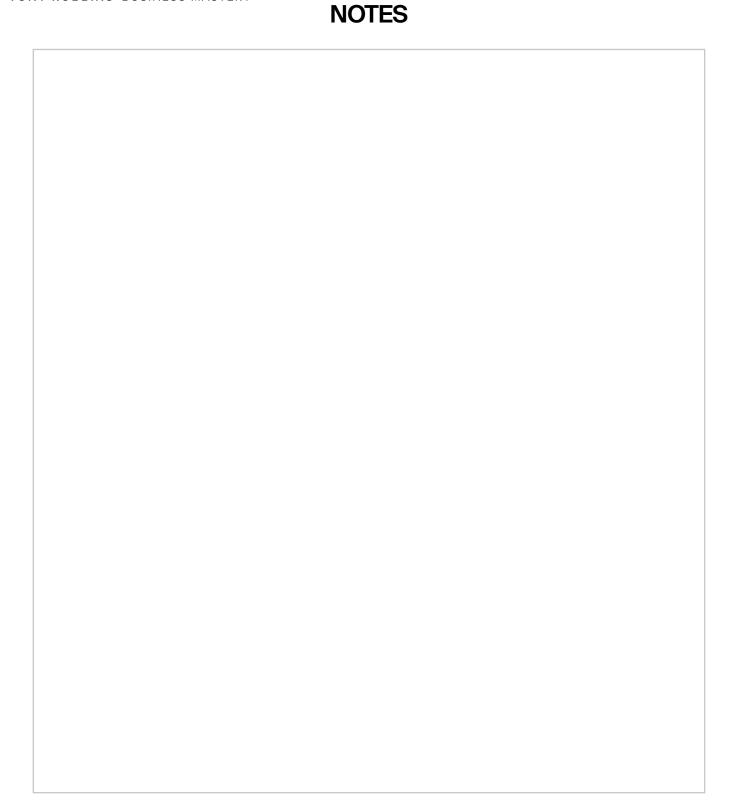
Strategizing is not a once-a-year rain dance nor is it a once-a-decade consulting project.

Strategizing must be a skill as deeply embedded in your organization as total quality, cycle-time reduction, or customer service.

STRATEGIC INNOVATION		
The ability to	the	of competition
within existing industries and to		entirely new industries.

Answers: reinvent, basis, invent

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"Innovation is the ability to see change as an opportunity — not a threat." — Steve Jobs

3 Keys to Strategic Innovation

	Be just	of the trend, but not the pioneer.
	Pioneers get arrows.	
<u>2</u> .	Ensure that there are infinite	e
8.	Strategic Innovation — 5 Ste	ps to Revitalize a Company:
	1. New	
	2. New	/ New conversations
	3. New	-
	4. New	-
	5. New	

"There's a way to do it better — find it."

-THOMAS EDISON

Answers: ahead, upsides, voices, questions, perspectives, passions, experiments

EXERCISE: STRATEGIC INNOVATION

1	Νοω	Voice	252
ı.	INGW	VOICE	:25

2. New Questions?

3. New Perspectives?

4. New Passions?

5. New Experiments?

KEY PRINCIPLE

Incremental improvements allow you to maximize profit.

Dominance in an industry comes from changing the company's Model of the World.

QUESTIONS TO PROMOTE STRATEGY INNOVATION

- 1. What business are you really in?
- 2. Why are you really successful?
- 3. Who is your customer, really?
- 4. What does your customer really need now and in the next 5 years?
- 5. If we were to start your business today from scratch and maximize your impact, leverage, and profitability, what would you do?
- 6. What distribution channels are you not using or maximizing?
- 7. What technology are you not using or maximizing?
- 8. What identity do you want people to associate to your business?
- 9. Who do they become by doing business with you?

Jay Abraham's 3 Ways to Grow a Business

- 1. Increase the **number of customers** (clients).
- 2. Increase the average transaction value.
- 3. Increase the **frequency of repurchase** get more residual value out of each customer.

SMALL COMPANY EXAMPLE:



THE RESULTS ARE EXPONENTIAL

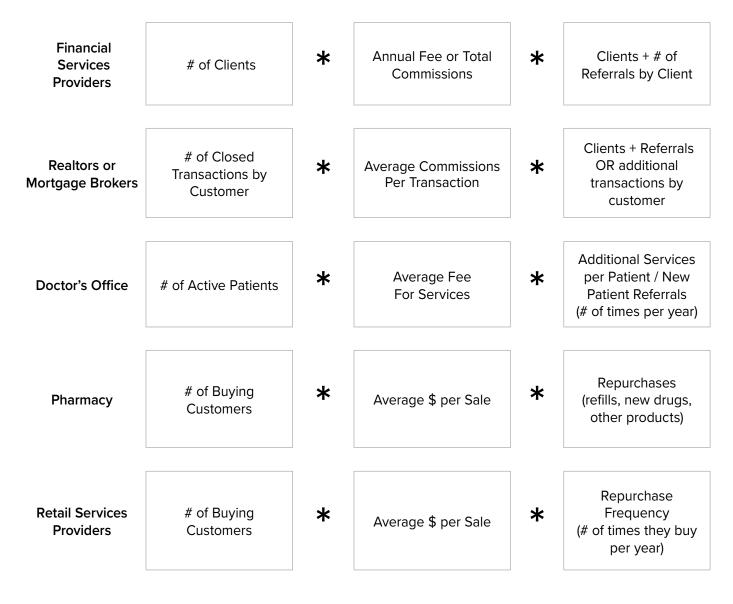
** If your product is a one time sale, you may want to count the number of referrals you get and convert to sale or consider adding an ongoing service to sell that can increase your frequency.

LARGER COMPANY EXAMPLE:

	Current # of customers	ı	Current average \$ per sale	7	Current repurchase frequency**	1	Total
	10,000	*	\$200	*	3	=	\$6,000,000
_ [10% Increase	l [10% Increase	7	10% Increase		33.1%
Example 1		*		*		_	
.	20% Increase	l [20% Increase	7	20% Increase	1	72.8%
Example 2		*		*		=	
m [33% Increase	l [25% Increase	7	50% Increase]	150%
Example 3		*		*		=	

^{**} If your product is a one time sale, you may want to count the number of referrals you get and convert to sale or consider adding an ongoing service to sell that can increase your frequency.

COMMON INDUSTRY LANGUAGE:



EXERCISE: 3 WAYS TO GROW YOUR BUSINESS

Now fill out the numbers for your own business:

PHASE 1: Current Numbers:

Current # of customers		Current average \$ per sale		Current repurchase frequency**		Total
	*		*		=	

PHASE 2: 10/10/10 Plan: Calculate a 10% increase for each box (multiply your current numbers above by 1.1) for a 33.1% total increase.

10% increase in the # of customers*		10% increase in the average \$ per sale*	r	10% increase in the epurchase frequency		Total
	*		*		=	
						Phace I Total * 1 221

PHASE 3: Now create a more aggressive target plan. Create a 33-25-50 Plan for a 150% increase. If you want to be more conservative, try a 20-20-20 Plan for a 72.8% increase.

Increase the # of customers		Increase the average \$ per sale		Increase the repurchase frequency		Total
	*		*		=	

33-25-50 Plan: Phase I Total * 1.50 20-20-20 Plan: Phase I Total * 1.728

**If your product is a one time sale, you may want to count the number of referrals you get and convert to sale or consider adding an ongoing service to sell that can increase your frequency.

EXERCISE: WHAT ARE YOUR COMPELLING REASONS?

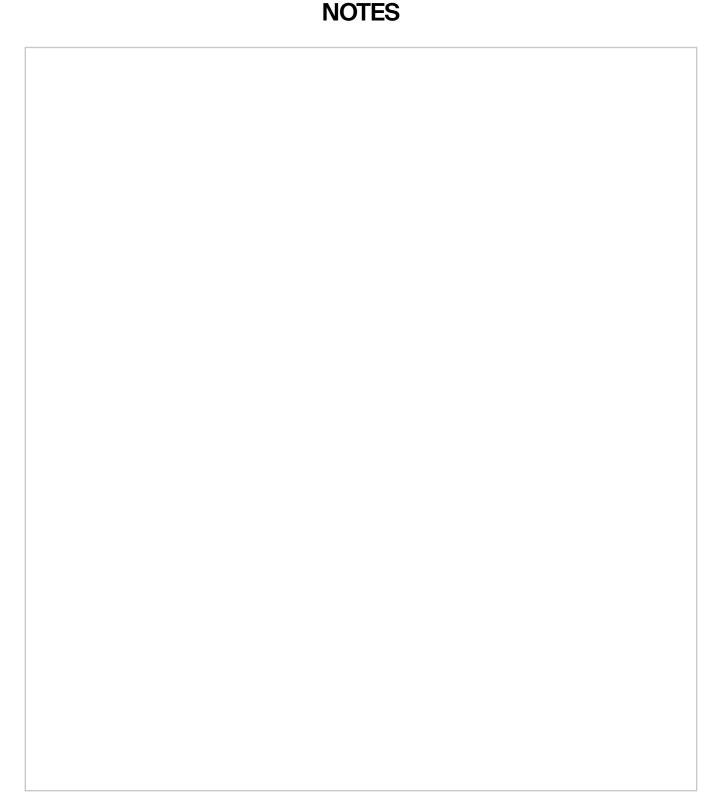
Now that you're crystal clear on your target numbers, whether you achieved them will be a matter of not only focusing on them, but also having strong enough reasons to follow through in good times and in tough times. **Reasons come first, answers come second.**

Brainstorm below all the extraordinary benefits that you'll experience by making this geometric growth happen in your business. For example, if you could make 33-100% increase this year, how proud would that make you feel? What would you do with the extra income that would excite you? How could you reward yourself and your team — what bonuses or surprises could you create? What would it feel like to consciously grow your business this quickly and this precisely with these three simple improvements?

Once you have the target, the secret is to make it compelling. Use juicy language - it will get you in a great state now and when you re-read it!

EXERCISE: 3 WAYS TO GROW YOUR BUSINESS (STRATEGIES)

Brainstorm how you can increase each of these three components to grow your business (i.e., number of customers, dollars per sale, repurchase frequency).



"If you truly believe that what you have is useful and valuable to your clients, then you have a moral obligation to try to serve them in every way possible."

— Jay Abraham

Your 10x10x10 Pledge This year, I WILL grow my business by ______%

How? I WILL grow my business by...

from	to	o
	my current #	my new #
2. I will inci	rease the current ave	erage transaction value by
moving fi	rom	to
	my current average tra	ansaction # my new average transaction #
3. I will incr	rease how often my	clients repurchase by%

This Is Done! Nothing Will Stop Me! I Am A Gladiator!

my current sales per year

TAKING MY BUSINESS FROM _____TO ___

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Force #3

CANI of World Class Marketing & Product Promises

The X-Factor: The Ultimate Competitive Advantage

If you want to really change your business and take it to an entirely new level of growth, competitive edge, and profitability, if you want to create a business in which you can find more enjoyment and fulfillment, the secret to unstoppable success is in mastering the little things that can make a giant difference.

The X-Factor in business is the ability to find a way to add intangible value — value that goes beyond what anybody can really measure. It's the ability to find a way to do more for your customers than absolutely anybody else and to consistently maintain that standard.

Think of how Apple Computer has dominated the telecommunications, music, and computer industries by continually bringing forward a dynamic fusion of new ideas in art and technology. Their X-Factor is constant innovation.

An X-Factor can be expressed in a number of different ways. At its core, it is a form a leadership and a way of thinking about who you are and what you bring to the marketplace. It can be a vision, a way of gaining clarity around your outcomes. It is critical thinking and the power to anticipate because you understand how to read seasons within the marketplace. Your X-Factor could be reading your financials and being able to see how and where you can really make a difference. It's an ability to influence people, and it's about making strategic decisions.

The following companies are some of the most successful businesses of the past few years:

 Amazon Tesla

Google

Apple

Clorox

• ICBC Netflix

General Motors

 Microsoft Salesforce

 Walmart • IBM

 Nike Verizon Costco Wholesale

Intel

• Johnson & Johnson

Proctor & Gamble

 Intuit Cisco AT&T

Verizon Communications

 Ford Motor Walt Disney

"Innovation is the specific instrument of entrepreneurship; The act that endows resources with a new capacity to create wealth."

- PETER DRUCKER

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> EXERCISE: COMMON X-FACTORS

Your X-Factor could be any one part of this program that resonates with you — it could be any distinction you make that could change it all. It could be financial analysis; it could be negotiation. Brainstorm any ideas or common X-Factors that you notice have made other companies grow to the next level.

The X-Factor In Your Business

The Ultimate Competitive Advantage

What is *The X-Factor*, really? It's a leader's ability to maximize their resources in a way that gets the outcome of constantly improving the quality of life and experience for their customer — both internally and externally.

It's about creating business breakthroughs that maximize value. Creating an X-Factor requires using a combination of skills, psychology, and experience to find that edge that makes a difference for your customers.

EXERCISE: YOUR X-FACTORS

What's the X-Factor in your business? Your X-Factor could be any one part of this program that resonates with you — it could be any distinction you make that could change it all. It could be financial analysis; it could be negotiation. It could be your culture; or perhaps it is your mission.

What makes your company stand out? How do you add more value than anyone else to your customers? What is your company great at? What makes you stand out individually? What could your X-Factor become?

NOTES

"There's no shortage of remarkable ideas, what's missing is the will to execute them."

— Seth Godin

Force 4

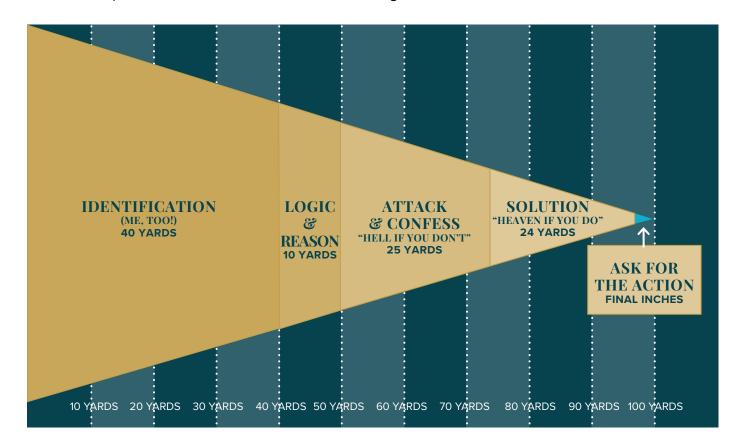
CANI of Sales Mastery Systems

The Direction of Influence: The Football Field Communication Model

The Football Field Model of Influence provides the outcomes, structure, and sequence for quality communication.

For example, think of any communication as starting at zero yards on a football field with the goal of reaching a touchdown — influencing the person you are communicating with to move down the field so that they ultimately take action. During each step of the communication process, you'll gain yardage, and move down the field toward the end goal: a "touchdown" whereby the audience takes some type of positive action. In other words, because step 1 below "Identification" accounts for the first 40 yards of the communication, it means that 40% of your communication should consist of elements that create identification up front.

While there is a flexible art to using this model, by using this structure as the basis of your communications, you will build trust and respect with your audience, connect with them on a deeper level, and inspire them to take action and follow through.



STEP 1: IDENTIFICATION (40 YARDS)

To influence somebody, get them to say: "Me too," not, "So what."

This first step is the most important part of any quality communication. It's important to capture their attention up front by creating sincere connection.

The outcome for creating identification is to get your audience to identify and relate to you and your message up front. The goal is for them to be thinking, "me too" as they process your message instead of saying, "so what." Your audience should be unconsciously thinking, "yes, yes, yes,..." as you are communicating.

STEP 2: LOGIC & REASON (10 YARDS)

People make decisions for emotional reasons, but they justify them with logic.

Logic and reason means giving your audience just enough facts and details to justify an emotional decision. In this stage you are giving them the specific facts and reasons they need in order to create this justification.

This also gives them the certainty that you can help them get what they want (i.e. provide the solution they are looking for) and that you are a credible source for doing this.

STEP 3: ATTACK & CONFESS (25 YARDS)

Attack the objection by confessing you've been guilty of doing the same thing in the past.

You have to deal with problems. Be in a position so that whatever objection someone's going to have, you bring it up first, and you address the problem before they even think of it.

In this step, you will do two things: First, anticipate and articulate the possible objections your audience could have. Then make a sincere claim that you had the same objection and attack yourself for it.

In this part of the communication, your outcome is for them to realize the "hell if they don't" — in other words, what is the consequence to them if they don't follow through. You accomplish this by relating to the consequences this created for you before you took the same action you are going to ask them to take.

STEP 4: SOLUTION (24 YARDS)

Contrast the "heaven if I do" and "hell if I don't."

At this stage in your communication, you want to give your audience the specific solution to the challenges you have already laid out. Your outcome for this step is to get the audience to think "heaven if I do" and "hell if I don't."

In other words, help them associate to all the positive benefits if they follow through and take action as well as to the negative consequences for them personally if they don't follow through. The tempo of the communication should pick up pace at this point so that you have momentum going into the final step.

STEP 5: ASK FOR THE ACTION (FINAL INCHES)

Influence is about asking others to take specific, clear, positive action.

Finally, you have to ask for the action. By this point, your audience should be sold on the power of following through. You don't, however, want to take for granted that they will. You need to ask them directly to follow through by asking for a specific commitment.

"To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others."

— TONY ROBBINS

Strategic Influence

Create a Unique Identity & Consistently Live It

Strategic Influence is a wa	ay to influence people before you even	them.
Our ability to influence is a product, service, or situ	tied to our ability to affect the way a person ₋ ation.	
Our evaluations are shap and quality of any produc	ed and filtered through ourt, service, or individual.	beliefs about the character
Ultimately, thedetermine the level of you	the "buyer" attaches to you ur success.	and/or your product will
	Name a well-known American car compa	any:
	Name a well-known computer compan	ny:
	Name a well-known soft drink:	
		

Answers: meet; evaluates; current; identity Ford/GM; IBM/Dell/Apple; Coke/Pepsi

5 Steps to Creating a Unique Identity

1. Understand the true power of identity.

A powerful and unique identity is the ultimate competitive advantage.

2. Identify and articulate your competitive advantage.

What do you bring to the table? What value do you add? What unique element/facet/point of view will you give that is above and beyond the product you represent?

3. Practice communicating congruently.

What are the reasons people should buy from/invest with you instead of someone else?

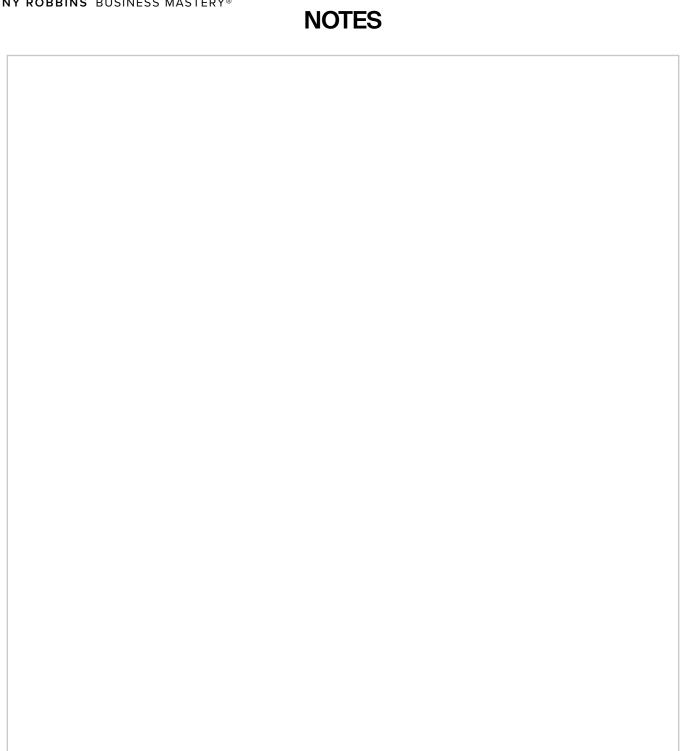
4. Live it!

Walk your talk. There is nothing worse than promoting an identity that does not accurately represent the true nature of the individual or that which is being promoted.

5. Market it!

Promote your identity en masse so that people seek you out instead of you seeking them out.

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Force #5

Constant Anticipation: The Power of Financial & Legal Analysis

Being able to measure where your business is, where it's going, and being able to see the blind spots that could get you into trouble are paramount for any business.

Do you know where your company is spending its money? How often do you review and analyze your financial reports? Have you anticipated any potential lawsuits and sought legal counsel in order to safeguard your business? Are all of your proprietary assets protected?

Unfortunately, for most business owners, the answers to these questions is overwhelmingly "no."

Although most of us have the best intentions to stay on top of these figures, because they require constant attention, it's easy to lose sight of the key measurements that can predict our progress or demise.

"To be able to fly a plane, you must be able to read all the instruments...even in foggy conditions."

— TONY ROBBINS

TONY ROBBINS BUSINESS MASTERY® **NOTES** business.

"The price of ignorance in business is obsolescence. Obsolescence in business in short order means extinction."

— Tony Robbins

The 3 Key Components of Anticipation

THE 7 FORCES OF BUSINESS MASTERY

There are three key components you must anticipate to successfully manage and grow your business.

1. Know how to read, interpret, and measure your financials.

Take stock of every financial report, analysis, and statement to which you currently have access. Interview the personnel or advisors who generate your data and make sure you understand the outcome for what is being collected. Make strategic adjustments as needed and create a system to consistently review your figures.

Note: It is extremely important to know what to measure in your business. For example, there's a huge difference between measuring profitability and measuring cash in the bank. It's easy to waste a lot of valuable time and resources tracking useless data. Yet, the right statistics can provide a wealth of dynamic information that enables you to make intelligent decisions and track progressive growth.

2. Have a system in place to manage and measure your costs.

Define a process of checks and balances, a strategy for cash flow, closely evaluate all of your expenses, and explore all possible opportunities to maximize your income. Many companies are spending money unnecessarily on people, projects, or systems that are not offering a favorable return on investment. Remember, every dollar you are losing can be re-invested towards the growth of your business. Thus, your costs are actually exponentially more than it may initially appear.

Note: It is very advantageous to become skilled in the art of powerful negotiation. While still in the process of solidifying a deal, you have a vital opportunity to ensure you become vested in something lucrative up front. During the negotiation process, you have the potential to make significant profits.

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3. Employ legal expertise where it is needed.

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Hire an attorney up front to make sure you know where potential legal challenges may show up, and don't cut corners when it comes to getting the right attorney to review a situation or handle a case. Remember, the average lawsuit today begins with legal fees upwards of \$250,000. Lawyers are like football referees; they know the rules of the game, and when a foul occurs, players pay their lawyers to straighten it out. That is how the game works...like it or not! An investment in a quality attorney will save you a significant sum in the long run.

Note: The best players in business hire an attorney to vet every deal that comes to the table before they even get involved in a negotiation.

Also, be sure to use an attorney who has at least 10 years of experience in your field and who does work for large firms. This will ensure you are working with someone who has both background and support.

It's important to remember that your economic and legal data is a fundamental part of your business. If you don't get real with yourself and make these important aspects of your business a priority, the ramifications of your ignorance will eventually catch up with you. In fact, if you don't dig deep to thoroughly analyze your data, anticipate possible issues, and make plans to stay ahead of the curve, these blind spots can actually destroy your entire business.

What can you do today to start getting a grasp on your current legal and financial situations?

When you take the time to thoroughly analyze the framework supporting your company, you give yourself a powerful and indispensable gift — one that could be the difference between a sudden bankruptcy or legal loss and sustainable profits for years to come.

"The only good is knowledge and the only evil is ignorance."

- SOCRATES

Keys to the Vault

Lemonade Game

THE MIGHTY FINE LEMONADE COMPANY BALANCE SHEET – YEAR 1					
Assets Cash Receivables Inventory Fixed Assets Depreciation Net Fixed Assets Total Assets	4,500 (1,500)	\$ 1,700 19,000 5,000 3,000 \$28,700			
Liabilities Payables Debts Income Tax Due Total Liabilities		2,000 4,000 <u>500</u> \$ 6,500			
Equity Stock Retained Earnings Total Equity		5,000 17,200 \$ 22,200			
TOTAL LIABILITIES & EQUITY		\$ 28,700			

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Keys to the Vault

Lemonade Game

THE MIGHTY FINE LEMONADE COMPANY INCOME STATEMENT – YEAR 1				
Sales COGS Gross Profit Operating Expenses Operating Income Depreciation Interest Expense Total Profit before Tax	\$ 50,000 (10,000) 40,000 (18,500) 21,500 (1,500) (800) (2,300) 19,200			
Taxes Net Income	(2,000) \$ 17,200			

Keys to the Vault

Lemonade Game

THE MIGHTY FINE LEMONADE COMPANY CASH STATEMENT – YEAR 1						
Beginning Cash Collections (Sales-A/R) Inventory Paid Operating Expenses Paid Interest Paid Income Tax Paid	31,000 (15,000) (16,500) (800) (1,500)	\$ 0				
Total OCF		(2,800)				
Fixed Asset Investment	(\$4,500)					
Total ICF		(4,500)				
Financing From Equity Financing From Bank Loan Repayment	\$5,000 8,000 (4,000)					
Total FCF		9,000				
Ending Cash		<u>1,700</u>				

Keys to the Vault

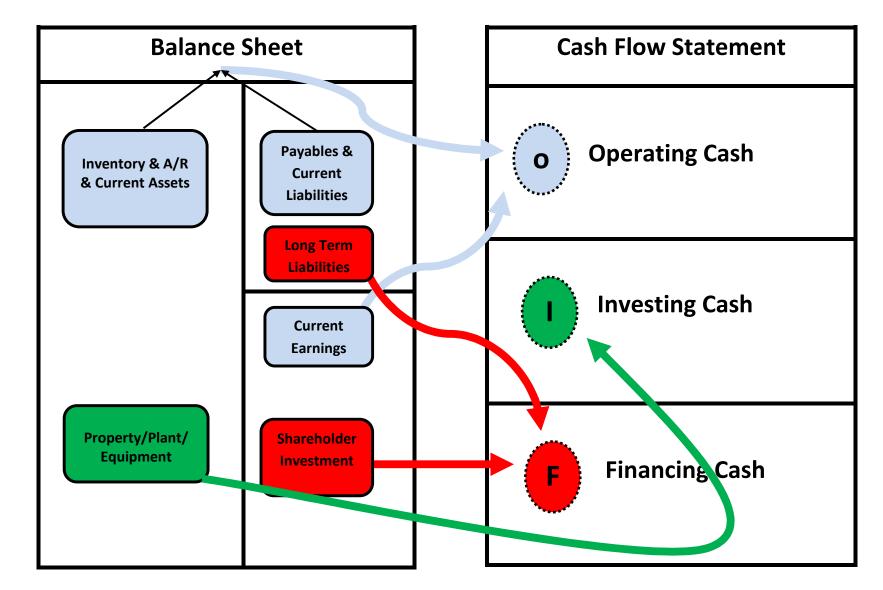
Lemonade Game

- 1. We invest \$5,000 CASH to create The Mighty Fine Lemonade Company. The Company receives a \$5,000 INVESTMENT.
- We Borrow \$8,000 CASH from the Bank. The NOTE PAYABLE is due over 2 years. The
 interest rate is 10%. Interest EXPENSE Payments are made at the end of each year.
 Year 1 LOAN REPAYMENT is \$4,000 and Year 1 interest EXPENSE payment is \$800
 CASH.
- 3. We purchased a computer, printer, and software (PPE) for the business. Total price was \$4,500. Paid CASH. The estimated useful life is 3 years. DEPRECIATION EXPENSE is \$1,500.
- 4. We purchased enough INVENTORY to actually make 75,000 Liters. Inventory raw materials cost 20¢ per Liter. Paid \$15,000 CASH.
- 5. We sold 50,000 Liters at \$1.00 each. Of the \$50,000 in SALES, \$31,000 was in CASH and \$19,000 were ACCOUNTS RECEIVABLE.
- 6. We reduced our INVENTORY by 50,000 Liters or \$10,000, which was a COST or EXPENSE of the Sales.
- 7. EXPENSES for rent, office supplies, payroll, and advertising totaled \$18,500 for the year. We used \$16,500 of CASH and the rest (\$2,000) is an ACCOUNT PAYABLE.
- 8. Estimated income tax EXPENSE came to \$2,000. We paid \$1,500 in CASH and the rest (\$500) is TAXES PAYABLE.

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The Financial Rosetta Stone The Mighty Fine Lemonade Company KEYS 10 THE 11 Susiness School for Entrepreneurs 512.231.9944 info@keystothevault.com ©2006-2012												
	ASSETS			=	LIABILITIES		+					
	CASH	A/R	INVEN	PPE	=	A/P	T/P	N/P	+	Invest.	Earnings	
1					=				+			
2					=				+			
3					=				+			
4.1					=				+			
4.2					=				+			REV
4.3					=				+			cogs
5					=				+			Op Exp.
Int.					=				+			Int. Exp.
Dep.					=				+			Dep.
Tax					=				+			Tax
NR					=	_			+	_		
BAL 12/31					=				+			
тот					=				+			
				=								



Balance Sheet – Cash Flow Statement Relationship Where does Cash get generated or used on the Balance Sheet?

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Force #6

Optimization & Maximization: People & Processes

The most successful businesses are those that have a plan to continually improve and optimize the core areas of the business. Sometimes, the biggest growth opportunities don't come from new initiatives but rather from taking the core processes the business is already doing and executing them more effectively.

When you do this, a small incremental improvement made in a few key areas can result in geometric growth to the business as a whole.

Opportunities for maximization can be found in almost every area of the business: lead generation, sales prospecting, sales conversion, incremental changes to your offerings that can lead to higher prices, or additional upsells, etc. The key is to understand specifically your company's current process and results in each of these areas, anticipate the biggest areas of challenge within your organization, and then mobilize your team with a clear plan so that you can target specific improvements that will have the most impact.

Optimization is one of the most overlooked but most important opportunities for sustainable, geometric growth that exists within your organization. When you inspire and mobilize your team to focus on the biggest opportunities for incremental improvements and create and implement a clear plan, the results can be astounding.

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

— PETER DRUCKER

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THE 7 FORCES OF BUSINESS MASTERY

The 3 Questions: The Key to Turnaround

Breaking Through Your Limiting Beliefs

The game of life is about finding an empowering meaning out of anything and helping others to do the same. When you are upset about an action that someone took or something that happened, what you are really upset about is the meaning you are giving it. Everyone can make a judgment, but if you look at it as an opportunity to come up with multiple approaches, solutions, and meanings, you can break through your limiting beliefs.

EXERCISE: 3 QUESTIONS TO TURNAROUND

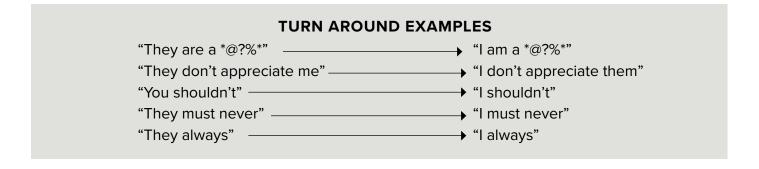
STEP ONE: Think of a limiting belief about your business. Write down all the judgments you have about that belief.

Source: The 3 Questions & Turnaround are based on Byron Katie's "The Work." We highly recommend that you check out her transformational content: www.thework.com

STEP TWO: The only way to believe something is not to question it. If you want to break through what's limiting you, ask these three questions:

- 1. Is this true? Could this be a misinterpretation or a misperception? Do you have all possible information necessary to know exactly what this means?
- 2. What do you feel, experience, and become like when you believe this thought?
- 3. If this thought didn't exist, how would you feel, behave, and experience life? What would you be like?

STEP THREE: Turn around your limiting belief — say the opposite or antithesis is true, or replace "they/he/she/you" with "I" — and come up with three examples of how you know the new belief is true.





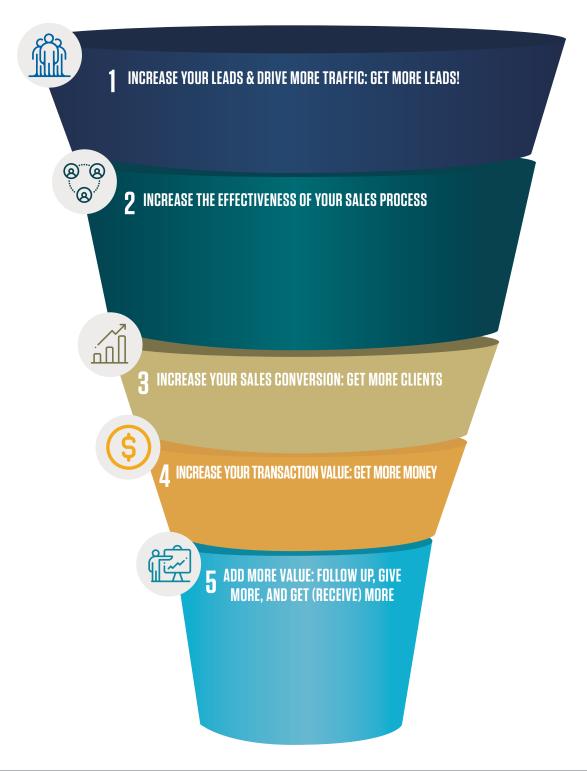
"Aerodynamically the bumblebee shouldn't be able to fly, but the bumblebee doesn't know that so it goes on flying anyway."

— Mary Kay Ash

The Power of Optimization

The 5 Stages to Find & Expand Your Key Profit Drivers

Remember, small increases in each area will geometrically grow your business and profits!



NOTES

& Expand Your Key **Profit Drivers** Stages to Find L The

small increases in each area will geometrically grow your business and profits. Remember



INGREASE YOUR LEADS & DRIVE MORE TRAFFIC: GET MORE LEADS!

- 1. BLOG/WEBSITE/COMMUNITIES
 2. ADVERTISING (PPC, SEO, SEM)
 3. DIRECT MAIL
 4. MEDIA/PR
 5. REFERRALS
 6. OUTBOUND CALLS

2 INGREASE THE EFFECTIVENESS OF YOUR SALES PROCESS

ESS IS USUALLY A 2-4 ST

INGREASE YOUR SALES CO 66

INGREASE YOUR TRANSACTION VALUE: GET MORE MONEY



ADD MORE VALUE: FOLLOW UP, GIVE டு

- MORE AND GET (RECEIVE) MORE

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Impact of Optimizing One Aspect (External Telemarketing) of ONE Division of a Company HOW THEY GREW REVENUE BY 117% IN 12 MONTHS BY FOCUSING ON JUST 7 DRIVERS

Actual % Increase	Cummulative % Increase							
STAGE1; INCREASE YOUR LEADS & DRIVE MORE TRAFFIC. GET MORE LEADS!								
20%								
STAGE 2: INCREASE THE EFFECTIVENESS OF YOUR SALES PROCESS								
3%	38%							
7%	59%							
10%	82%							
3%								
5%								
8%								
Ave: 8%	117%							
	117%							
	3% 7% 10% 3% 5% 8%							

Telemarketing is just one part of the division. After this, the company re-engineered event sales, affiliates, renewal processes, etc.

NOTES:

*15 reps x 100 calls per day = 1,500 calls per day x 5 days = 7,500 calls per week = 30,000 calls per month. To optimize, the company simply hired three sales people to make an additional 2,000 calls per month (2,000 calls per new salesperson = 6,000 additional calls per month).

^{**}New Clients Closed increased by 3% (from 19% to 22%) on a \$300 product.

^{***#} of new clients closed (359) x \$500 average price increase each + additional revenue from Upsells (\$5,385) = \$184,885.

How A Telemarketing Division Grew 117%

Key Profit Drivers: Coaching Optimization

1. Outbound Calls: 20%

ACTION: (1) Hired 3 sales people to make 2,000 calls each per month, for a total of an additional 6,000 calls per month.

2. Meaningful Conversations: 3% ACTION: (1) Sent out added value introductory videos to customers.

Appointments Set: 7%
 ACTION: (1) Called on every lead (despite whether they completed a DISC profile).

4. Appointments Show: 10% ACTION: (1) Changed their language to, "If you need

to cancel, will you promise to call me?"

New Clients Closed: 3%
 ACTION: (1) Modeled the presentation of their best salesperson.

6. Revenue from Upsells: 5% ACTION: (1) Made an offer during every appointment.

7. Price Increase: 8%

ACTION: (1) Reduced discounts by \$42/month (\$500/annually). **(2)** Made an offer during every appointment.

8. Added Value:

ACTION: (1) Gave them \$1,000 of added value unrequested, unexpected, and unrequired: Jackpot!

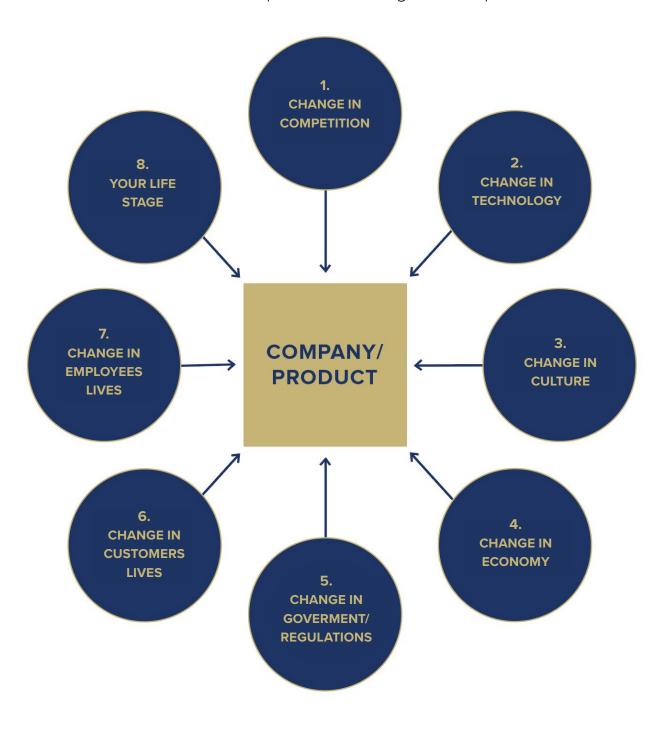


WHAT IS THE GEOMETRIC IMPACT OF IMPLEMENTING THESE CHANGES?

- Grew the marketing of one division of the company from \$2.2M to \$4.8M (117% increase in revenue) in less than 12 months.
- Through economies of scale and cost management, grew a division with a 7.5% margin on \$165K, to a 33% profit margin, which made \$1.7M in profit (increased nearly 1000%).
- Cash: **\$1.5M increase** (out of one marketing tool in one division of a company) by making these subtle improvements.
- **\$1.5M increase** over five years, if you did not grow it anymore, would still be \$7.5M of additional cash profit.
- To sell this business, at a four to six multiple = \$30M-\$45M (\$37.5M).

The 8 Triggers of Crisis

Anticipate Crisis and Change Will Be a Gift. Your Ultimate Competitive Advantage Is Anticipation.



The Formula for Wealth

To achieve financial abundance, you must learn and consistently apply this formula:

x Effective Investment Strategy x Time

= Compounded Growth & Financial Freedom

This formula will ensure that there will come a day when you never have to work another day of your life — and if you do work, it's only because you want to!

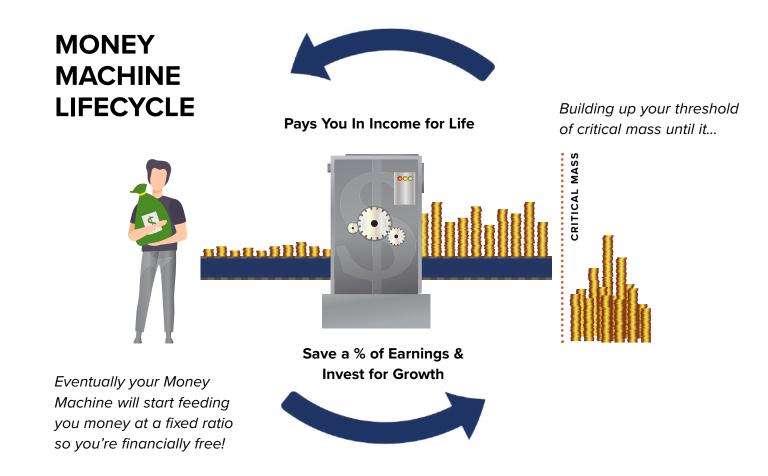
Don't Be A Chess Piece, Be A Chess Player

Think Like a Player and You'll Have a Free Life; Don't Be a Pawn.

Right now you're a money machine. You work hard and get paid. If you spend your cash, it's gone. If you take some portion and accumulate it, eventually you get to a point in which the amount of money you've accumulated (critical mass) can start to work for you. How do you accumulate large enough money the interest on the critical mass you've accumulated allows you to not have to work?

Normally we take our money, save it, invest it, and build it up. Then when we have hit critical mass, the amount of money we've accumulated through our investments, in a totally safe environment where the return is guaranteed, the interest income allows you to live the life you want.

The most important financial decision you can make is to decide what percentage you're going to take off the table and set aside for you and your family.



EXERCISE: YOUR MONEY MACHINE

1. What percent of your business income are you committed to take out and set aside for your **FREEDOM FUND**, ongoing, no matter what?

2. Why is this a **MUST** for you?

3. What **specific actions** are you going to take to automate it?

Asset Allocation

What Percentage Are You Committed To?

The most important investment decision is where you put that money. Asset allocation will determine more of your long-term financial success than any individual decision you make.



BUCKET #1: SECURITY/PEACE OF MIND

Low risk/low return investments:

- 2-6 months overhead
- Cash
- IRA

What's your percent? _____ Why?

- Bonds
- Treasury Bills
- Guaranteed investments



BUCKET #2: GROWTH/RISK

High risk/higher return investments with unlimited upside and downside:

- Stocks
- Indexes
- Commodities
- Gold/Silver

What's your percent? ______
Why?

- Real Estate
- Cryptocurrency
- Other Alternative Investments

Lastly, there is the Dream Bucket. The Dream Bucket contains the money that's free to spend on the things you really want to do and experiences you want to enjoy.



BUCKET #3: DREAM CAPITAL

Money from investments that's free to spend on thing things you really want to do, share, create, give, and have:

Adventures

Homes

Boats

Islands

Cars

- Jewelry
- Contribution/Philanthropy
- Planes

Experiences

Sports Franchises

High Fashion

What's your percent?	
Why?	

What are some of the things in your dream bucket (short-, medium-, and long-term)? What are some experiences, things, and/or gifts you want to contribute?

Force #7

Constantly Create Raving Fans & Culture

If there were one thing — if you adopted and lived it as an organization — that would create an immediate and large change in the quality and profitability of your business what would it be?

You must understand, anticipate, and consistently fulfill the deepest needs of your clients.

This is really the core strategy behind supreme organizations. Any organization that truly dwarfs anyone else they compete with is one who has extremely high customer loyalty because of their consistent ability to anticipate and fulfill their client's needs at the highest level.

Remember, the most expensive thing you can do as a business is to acquire a new customer — it takes most of your time, energy, and money. In any organization, it's the hardest thing that they do. So the easiest way to make additional money is to continually serve that same customer. The challenge is, as long as you hold them as a 'customer' (i.e. a person you are trying to get a result from), then you are always going to have a relationship that's temporary in nature.

The goal of your organization should be to create quality clients. When you have client, it changes your role from someone who's trying to give something so you get something back to the role of a fiduciary where it's your responsibility to do what's in the best interest of the client. As a fiduciary, you now treat people with a different level of respect and caring. You don't just sell something to someone because you want to make a sale. You know their needs as deeply, or more deeply, than they know then own, and you work hard to fulfill those needs on a consistent basis.

For example, if you're a lawyer or accountant and your client wants to do something that you can make money on, but it's not in their best interest, would you ever do it in a million years as a fiduciary? NO! Because this person is someone you care so much about that you're thinking about their needs even when they're not thinking about them, whether you're paid to do it or not.

REMEMBER, THE BIGGEST MISTAKE MOST ORGANIZATIONS MAKE:

They fall in love with their business or products and not with their clients.

Your goal is to create a level of relationship where you know more about your client's needs, goals, wounds, and desires than they know themselves. And to use these understandings to genuinely appreciate what's going on in their world so you can connect and serve them.

The more you generate the strategic philosophy where you're not just looking to make the sale, but rather to create a long-term relationship where you're looking out for your client's best interest at all times, the more your organization will transform.

Organizing Principles for Creating Raving Fan Clients

- 1. You need to provide incredible service to create clients for life.
- 2. It's so much more expensive to get a new customer than it is to take care of the one you have.
- 3. Your clients are both internal and external. If along the way, any one client isn't served effectively or in a timely way, then the ultimate client doesn't receive the value they should be receiving.
- 4. Any time you want someone (internal or external) to do something, you must meet their needs, not expect them to do it because you demand it.
- 5. Business is the management of promises: consistent delivery (or exceeding) of promises fulfilled to your internal and external customers.
- 6. Remember, the money is not in your list. The money is in the value you provide your list (and the relationship you have with your clients as a result).
- 7. In times of uncertainty or stress (i.e. economic uncertainty, global crisis, etc.), you must over-communicate.
- 8. Outstanding client support and service is affected by every person in your organization from the receptionist to the operations team to the CEO. You must create a culture where people are passionate about meeting the client's needs.
- 9. You must periodically question conventional wisdom about what you think your customers need and want. Remember Henry Ford: "If I'd asked my customers what they wanted, they'd have said a faster horse."
- 10. Never sell anything you're not prepared to deliver impeccably on the backend.

7 Strategies for Creating Raving Fans

1. Give more than you promote.

Your goal is a 3:1 or 4:1 ratio of giving value to promoting your products or services.

2. Always leave your clients in a better place.

Do everything in your power to help them get the result they are after with your product.

3. Use the principles of creating 'jackpots' and 'variable reinforcements.'

Karen Pryor, author of *Don't Shoot the Dog*, talks about the principle of jackpots as it relates to reinforcing behavior (or in this case client excitement and loyalty). In her words, "to reinforce a particular behavior, a jackpot has to appear, and be perceived by your learner, while the learner is doing that particular thing you want." Create unexpected surprises and bonuses for your clients.

4. Run your business in an open, transparent way.

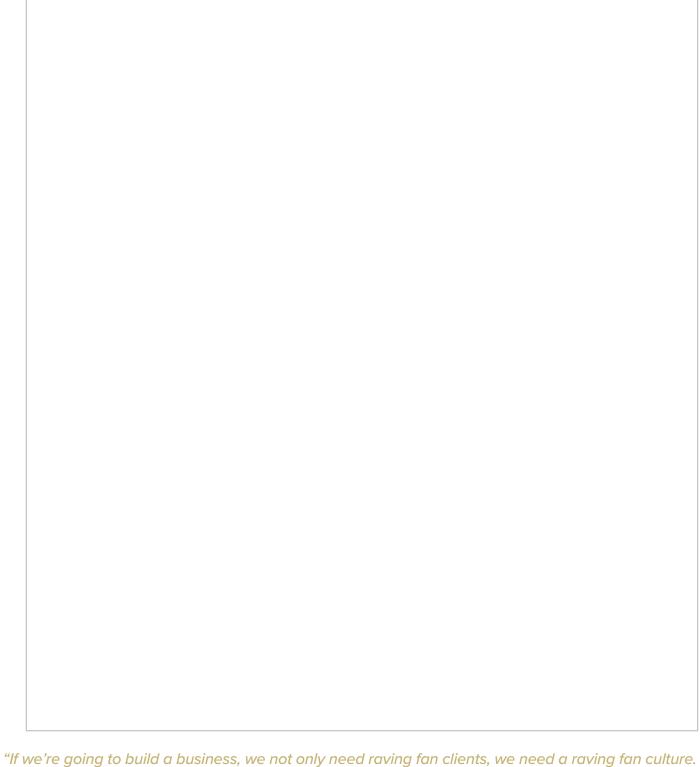
If something goes awry, tell your clients what happened. When you make your offers, be totally clear what it means to your clients.

5. Always reward your best clients.

Give them special benefits, discounts, offers, and value in addition to (or in advance of) what your core clients are receiving.

- 6. Create a structure and a system that allows everyone in your organization to consistently meet your client's needs.
- 7. Give back in whatever ways you can: to your customers, the industry, and society as a whole.





"If we're going to build a business, we not only need raving fan clients, we need a raving fan culture.

Culture meaning everybody on your team works to create raving fan experiences.

You've got to create raving fans if you want to be successful."

— Tony Robbins



"Winners take *imperfect action*, while losers are still perfecting the plan. Action is the *most important key* to any success."

—Tony Robbins

7 Steps for Taking Business Mastery Home

Engage Your Team and Take Your Business to the Next Level

1. Get associated and put yourself in state.

Associate to each individual and to all the great things that already exist within your current organization. Think about your team and what they really need from you most upon your return (to feel certain, to feel appreciated, etc.).

2. Acknowledge and reassure your team.

Thank your team sincerely for what they've built with you so far. Acknowledge the success that has been created and how they've personally contributed to that. Remember, you can't build on failure; you can only build on success.

3. Engage your team in the process.

Take your team through a version of the process on 'taking stock,' the PDA process, etc. Have them help identify what's great and what the challenges are. Lead them through this process and help them discover the core patterns of your business and what needs to change. Remember, it's much more powerful if they discover things for themselves vs. if you tell them.

4. Create a frame of reference for change.

- a. Teach people the philosophy of resources vs. resourcefulness. There is always a way to find the resources if you are resourceful enough.
- b. Remind your team of the problems/solutions/change model: Of course when we make any changes, it's going to create problems just like a tennis player who gets some new coaching gets worse before they start to improve.
- c. Acknowledge that in the beginning, it actually may slow things down.

5. Lead by example: go first and be real.

Own and share your mistakes and your ultimate responsibility in where things are.

6. Address any people issues.

If there are any people on your team who are not a right fit, or who are creating challenges, give them specific coaching and follow up and measure the result of the coaching. If it's a matter of nature, however, you may need to make a change. HINT: Generally, it's best to praise in public and correct in private!

7. Focus your team on the most important outcomes.

Focus everyone on the primary outcomes that will make the biggest difference in your business for the current year. Make sure that the outcomes are smart: specific, measurable, actionable, relevant, and timely (i.e. they have a deadline).

KEY PRINCIPLE

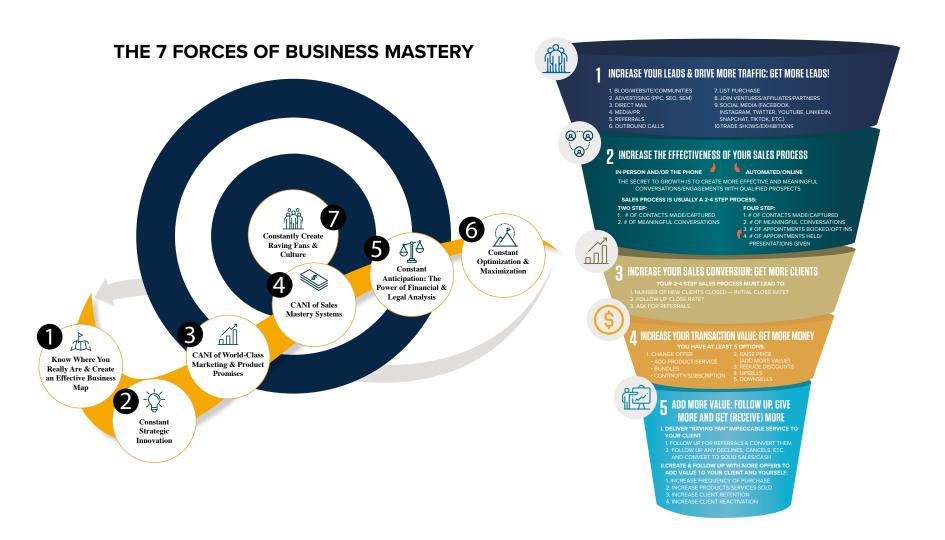
It is important that you communicate with passion and sincerity your appreciation, your excitement, and your resolve to go to the next level. Remember, there is a difference between being a 'speaker' and a person who communicates and influences. People will hear your emotion and your sincerity more than they will hear your words.

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Your Implementation Plan: The 7 Forces of Business Mastery

Your Plan to Grow Your Business 30-100%



THE 5 STAGES OF OPTIMIZATION & MAXIMIZATION

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INTEGRATION: YOUR MASTER ACTION PLAN

7 Forces of Business Mastery Implementation Plan

Force 1 - Know Where you Really Are & Create an Effective Business Map			
PRINCIPLES	ACTION ITEMS	DOLLAR VALUE	DEADLINE
	1		
	2		
	3		
	4		
	5		
	6		
	7		
	rategic Innovation: Products, Se		
PRINCIPLES	ACTION ITEMS	DOLLAR VALUE	DEADLINE
	1		
	2		
	3		
	4		
	5		

7 Forces of Business Mastery Implementation Plan

Force 3: CANI of World-Class Marketing & Product Promises			
PRINCIPLES	ACTION ITEMS	DOLLAR VALUE	DEADLINE
1	1		
2	2		
3	3		
4	4		
5	5		
6	6		
7	7		

Force 4: CANI of Sales Mastery Systems			
PRINCIPLES	ACTION ITEMS	DOLLAR VALUE	DEADLINE
1	1		
2	2		
3	3		
4	4		
5	5		
6	6		
7	7		

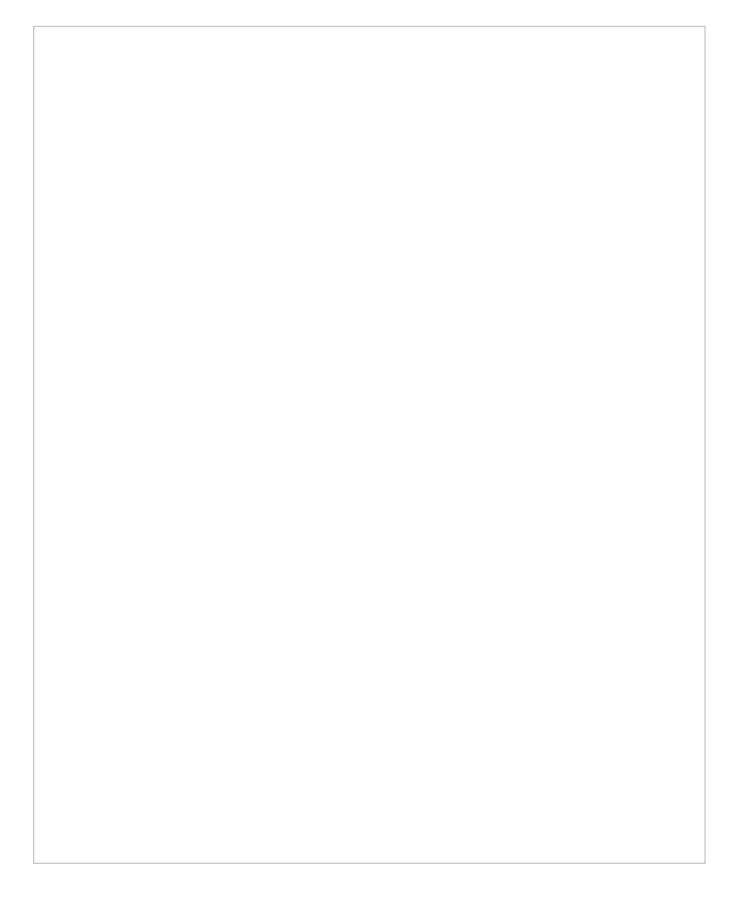
7 Forces of Business Mastery Implementation Plan

Force 5: Constant Anticipation: The Power of Financial & Legal Analysis			
PRINCIPLES	ACTION ITEMS	DOLLAR VALUE	DEADLINE
1	1		
2	2		
3	3		
4	4		
5	5		
5	6		
7	7		
Force 6: Constant Optimization	on & Maximization: People/Cultu	re & Processes/Exec	ution
Force 6: Constant Optimization	on & Maximization: People/Cultu	re & Processes/Exec	ution DEADLINE
PRINCIPLES			
PRINCIPLES	ACTION ITEMS		
PRINCIPLES	ACTION ITEMS		
PRINCIPLES 2 2 3	ACTION ITEMS 1 2		
	ACTION ITEMS 1 2 3		
PRINCIPLES 1	ACTION ITEMS 1 2 3 4		

7 Forces of Business Mastery Implementation Plan

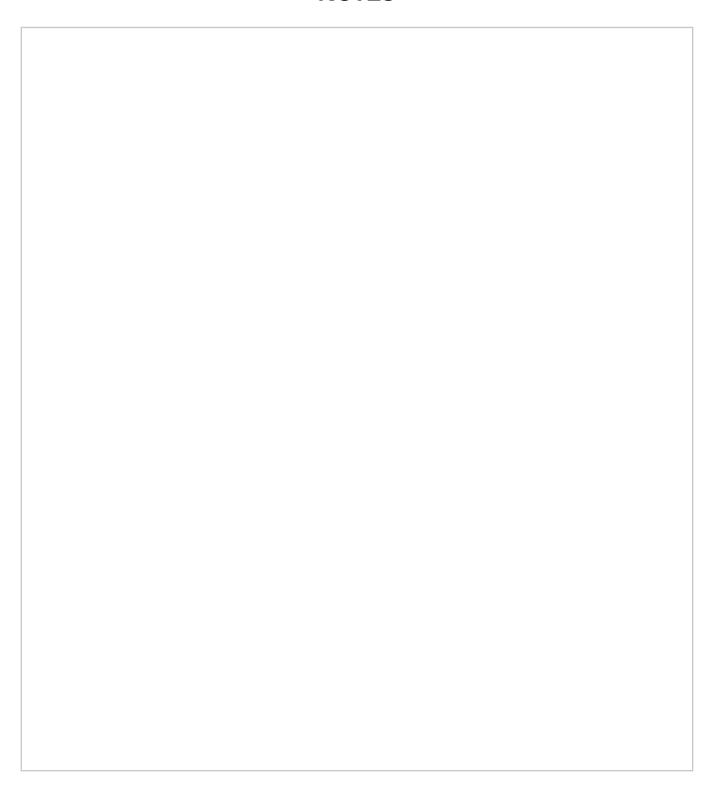
Force 7: Constantly Create Raving Fans & Culture			
PRINCIPLES	ACTION ITEMS	DOLLAR VALUE DEADLINE	
1	1		
2	2		
3	3		
4	4		
5	5		
6	6		
7	7		
Additional Notes			

NOTES



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"The future has several names. For the weak, it is impossible; for the fainthearted, it is unknown; but for the valiant, it is ideal."

Victor Hugo

