



Transcript

Episode 048  
[PART 2]

“The one with Dan Sullivan”

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**Dan:** Yeah, it just happens. We can just pick that up. Yeah. I remember I was talking to a group of my entrepreneurs, and I said, “When Vince Lombardi...” Some of you are young in the group, so you may not remember who Vince Lombardi was. But when he took over a very, very bad football team, the Green Bay Packers, back in the late ‘50’s, he walked in the locker room and this is what he said. The first thing he said, he said, “Gentlemen, there’s 2 things that are true: we’re going to win a national football league championship, and only half of you are going to be there when we do it. Which half are you in?” And he was just totally sold.

So, they picked it up in the first 15 minutes of being with him, that he was totally sold. So, when he was sold, they were sold.

**Joe:** Yeah, see it’s kind of like this room a year from now there’s going to be millions of dollars made by half the group, and the others are going to be broke. Which half are you in?

**Dan:** The other half are going to be buying.

**Joe:** Are you going to listen to my shit online or not?

**Dan:** Yeah. See, a lot of this really has to do with just the conversation that’s going on with yourself. It’s not really your conversation with the world, it’s your conversation with yourself. Once the conversation with yourself is a really good one, then the conversation between you and the world is a really good one.

**Joe:** That is great. Very good. This will kind of be like a lectures series of the I Love Marketing Meetup here. It’s not often that Dan would be able to come and do this. We can take a few minutes, if anyone has any specific questions for Dan, about anything that this has opened your mind up to. Does anyone have a question for Dan about entrepreneurship, multiplying and growing your business? Yes?

**Attendee:** At the beginning, when you were talking about the 5 parts of a discussion and what make it effective and amazing, you mentioned the direction that it had to take. A lot

of times discussions end up in tangents. Would you basically say those are not productive?

What I got from what you said is that discussions should have, in essence, a beginning, a middle, and an end, and a point to them that we can bring back and start again and to build on. You kind of kept tangents out of that and said shouldn't go that way, or I would consider it exclusive to what you said.

**Dan:** Yeah.

**Attendee:** That's not quite a good question.

**Dan:** No, it's a great question.

**Joe:** No, there's no such thing as a stupid question. Only stupid people that ask questions. I'm just kidding.

**Dan:** No, I'm just thinking, because I haven't thought about the question before, so I'm thinking through the question.

I think that there has to be kind of an agreement, at the beginning of meeting, what's going to be talked about; because you can't necessarily talk about everything. And that's why I think that if you have a great idea, there's just enormous dimensions to a great idea, and people can join their experiences.

So, I would draw a distinction between tangents and dimensions, that people can add a lot from different dimensions to a central focus, and the questions, and do it. But everybody gets a sense that something in the center is being strengthened. And when it's tangents, everybody gets a sense that something in the center is being weakened. You get better at that. You get better at that.

And there's a looping back, and that's part of the role of having the leader of the discussion, "Let's just loop back now. You said this, and you said this, and you. How does it relate back to what we were talking about at the beginning?" And then, everybody's back to the center again. And that's why you need a good facilitator.

**Joe:** We'll do 2 more questions. Just 2. Let's go Billy, in the back.

**Attendee:** On the selling that I'm told I'm being the seller. How do I increase my skill level, other than just practicing selling myself? Is there like book studies or books out there I can read and study and grow this capability within myself?

**Dan:** Well, I actually have a process that I go through for myself that I'd be happy to share, of how I sell myself.

Like for example, and I do this about 20 times a week. Anything important that I'm going into, an important meeting, if I'm recording something. I do all-day workshops, speeches, anything that I do, I go through this thinking process. I'd be happy to share it. Well, you'll decide whether it's valuable or not.

Anyway, but the first thing is, what's the purpose? Why am I doing this? And purpose is always the why. Why am I doing this? And I write it down. So, this is a process that I always write down on a sheet of paper. What's the purpose of what I'm doing here? And what the purpose is what am I trying to accomplish? If I go into a meeting, what am I trying to accomplish in the meeting? If I'm doing a sales call, what am I trying to accomplish on the sales call?

Second thing is, what is the importance? What difference will it make, this event?

Third thing is, what's the ideal outcome? And that goes back to your intellectually engaging yourself with a future desirable result that's good for you.

A lot of people go in not really, really clear what they want to get out of it. "Well, let's just see what happens?" Well, guess what? Anything can happen. I just want to have happen what I want to have happen.

Then, here's 2 things which are really, really interesting, and I think this may be the 2 most important parts. And this takes about a half-hour, by the way, this thinking process. By the time you think it through, it takes about a half-hour. The tool we call in Strategic Coach, it's called the impact filter. What kind of impact are you really looking for?

But, the next 2 questions are really, for me, the most interesting ones. What's the worst that can happen, if I really blow it? If I really blow this situation, what's the worst that can happen?

And the reason is that I believe that there are 2 things necessary for great performance: one of them is fear and the other one is excitement. And when you actually tell yourself what it would look like if you blew it, you scare yourself.

I think it's very important for high performance, in any situation, to scare yourself; that if you don't pull this off there's consequences. I always tell myself, "If I blow this, this is horrible."

And then the other thing, what's the best that can happen if I do the best job ever? What happens if I do the best job ever here? And then, I get very excited about that.

So I've got 2 grades of fuel in my gas tank. I've got fear, and I've got excitement. You really get great combustion out of fear and excitement.

Now, my attention is totally there. But the other thing, now I've moved down to emotional commitment.

So, the first 3 things, the purpose, the importance, and the ideal outcome, is intellectual engagement. I'm totally engaged with the result.

But now, when I move down to what's the worst that can happen, what's the best can happen, now I'm operating on the level of emotion. And I'll enter into situations where people will say, "Could you do this?" and I'll get halfway down, and by the time I get to ideal outcome I say, "You know, it's not worth doing."

So, it saves me going into the situation. I've unsold myself. I've unsold myself. And I unsell myself from a lot of situations. I say, "Ah, it's not worth it. It's just not worth the bother."

And that's where all your wisdom comes to the front. You see, you have a massive amount of experience about what's worked and what hasn't worked in your

past life. But what's happened is that you don't always remember it when you're making a decision. And what this exercise does, it brings the full weight of all the wisdom that you've had in your life and you say, "Oh, I'm not getting involved in that. Out of here."

Then the final thing is, what is the success criteria? If this is really a success, what has to be true? This has to be true, this has to be true. And those are all measurables. They have to be measurables. I make a sale for \$5,000. I make a sale for \$9,000. I do this, I do this, I do this.

And then, what you're doing is you're creating a measuring stick in your mind that when you hit success, you'll know it. There's actually a measurement in your mind. Human brain loves measurement, and there's 2 ways that the human brain measures. It's either a number attached to it – human brain loves numbers – or it's an event that either happened or it did not happen. Sale either happened, or sale did not happen.

The human brain just loves situations where there's numbers or events, because it's measurable. And when it happens, you know it's happened. And if it didn't happen, you know it didn't happen.

So, that's what I do. It's Billy, is it?

**Attendee:** Yes.

**Dan:** Billy. So that's what I do. Now that seems like a lot of work, doesn't it?

**Attendee:** Well, if it improves it, I'll really try.

**Dan:** Yeah. That's really an important thing that you said, because there's a lot of smart people that I've taught this to that say, "I can do it without going through the process."

I teach this stuff, and I taught it over the years, and I always do it. And I'm ADD. I don't like forms and I don't like doing that sort of thing. But it protects me so much and the results are always so good, that I just always do it.

It's like if you want to be physically fit, you have to go to the gym and you have to go through the routine. You may not like to do it, but you can't do it any other way. And this really protects me.

I'll tell you, there's 2 great payoffs. One is that, generally speaking, when you go through this process, the results that you actually get as a result of this are either as good or better than you actually put down. Or you'll say no to the situation and save yourself an enormous amount of time and aggravation.

And I have people that said that it's as much valuable for the things that I don't get into as for the things I pull off.

How many of you, in your life, if you had done this a half-hour before you got involved in certain relationships, it would have saved you a lot of bother? Maybe a lot of money. Maybe a lot of money.

So, it seems like fairly simple stuff, but the life that we live in, in the 21<sup>st</sup> century, the main problem is over choice. We have too much choice. There's too many things that we can get into.

So, one of the great abilities that we really have to develop is the ability to discriminate between just what we want to do and everything else that we don't want to do. And that has an enormous amount to do who you sell to and why you're selling to them, and who you want to get involved with. A lot of you have customers that are actually costing you money. How many of you have customers that are actually costing you money?

So, after a while, you have to make a discrimination. "I just can't have this kind of customer. I need a better customer."

**Joe:** It's really like if everyone even went through that process every time they're going to get on some social media site, what is the impact? What are you looking for?

And to show you a little bit of what Dan calls front-stage and backstage, a little backstage thing, I did...

**Dan:** See Joe, Joe did one of these before tonight's session. This is what it actually looks like.

**Joe:** Yeah, so me and Kevin were eating a couple hours before this meeting started. So we called this the I Love Marketing Meetup group for tonight.

The purpose: continue education of I Love Marketing and instill the power of the mastermind.

Importance: if Dan does a great speech on the value of I Love Marketing, and in person discussions, we can have this viewed all over the world.

Ideal outcome: happy group. Are you guys happy?

**Attendees:** Yeah, yes.

**Joe:** Great discussions: they get to hear the brilliance of Dan Sullivan, and we have a powerful video to use on I Love Marketing and in the leaders Meetup groups.

Worst result, if we don't take action: we do a mediocre meeting and don't capture the video properly. If you do take action, the people attending realize how lucky they are to have this free training and they want to tell everyone about it.

Successful criteria: leave them in awe of the power of the group. Does anyone feel that way?

**Attendee:** Yes.

**Joe:** Okay, good. A 30- to 45-minute killer video with Dan. Sell whatever we can to the group. That means pitch you guys something. And so what I've got to sell, meaning getting all of you intellectually engaging in a future result that's good for you and then getting you to emotionally, and in this case financially, commit to take action.

So, we have a couple items of Dan's that I think would be so beneficial to all of you. So, I have some things that I've gotten here from Strategic Coach. I'll talk about those as we end.

Then, in spite of it being beyond capacity, meaning the amount of people that were registered, we make it work, which it seems we have. And the video quality is very good.

Kevin wrote, “People are engaged to download the podcast and share ILoveMarketing.com.” A couple people shared the experience from what they learned. And Dan Sullivan sees the power of the I Love Marketing Meetup group, because Dan has already experienced I Love Marketing. This is the first time Dan’s actually participated at an I Love Marketing Meetup group.

So, just by doing that thinking – how long do you think it took us to do this?

**Attendee:** Maybe 10 minutes.

**Joe:** 10 minutes, yeah. What Dan just went through, that process, I did that before. Has anyone seen my speech at Glazer-Kennedy? How many of you are Dan Kennedy fans? Anyone? You saw my speech, yeah. That was the highest close in Glazer-Kennedy history. And I did an impact filter, and I went through this whole process right before that. And as a result of doing that, that speech, because of that, it turned into Dean Graziosi doing the same process a week later.

I just got back from Atlanta. Jon Benson did \$100,000 in sales off of it. That one starting point has created over \$1-million in revenue. And it’s just because I thought it through. You think it through. So it’s a good thing to do. It helps.

**Dan:** Yeah. There’s a guy by the name of Daniel Kahneman, and he won the Nobel Prize, I think in 2003. It was really interesting, because he’s the only economist to ever win the Nobel Prize for economics.

What he won it for was his recognition that in the world. The people who really do things are fast-thinkers. But the things that actually get things done right are slow-thinking.

So, how many of you are fast-thinkers, you really respond very, very quickly to situations? But, if you’re just always continually a fast-thinker, you’ll fast-think this

and then you'll fast-think that, and then you'll fast-think this, and then you'll fast-think this. But at the bottom of it, nothing really, really gets done really, really well. There's not the follow-through.

So, what I've learned working with people who are probably clinically diagnosable as ADD, is that if I can get them to say what it is that they really want but then go through it 10-, 15-, 20-minute thinking process, they're combining both fast-thinking and slow-thinking, and the result is really dynamite.

If you can get fast-thinkers to think slow, at least for a short period of time, they produce dynamite results. And the reason is their natural tendency is to take action any. But then, to actually think through whether it's worth taking action and if they're going to take action what are the results actually going to be, is really dynamite.

You had one more question. Somebody else...

**Joe:** I think, it was a toss-up between these 2, because you raised your hands most. So, you guys want to fight over it.

**Attendee:** So actually, this is my first time to the group, so I should introduce myself or market myself. I'm Adrian. Actually, I thought we were going to go out for chips and salsa.

**Joe:** You still can.

**Attendee:** I just moved here, actually. Network marketing has recycled in my life over and over again. I had a negative outcome in the past, when I was younger. I just wanted your take on network marketing.

**Joe:** You want me to go with that one or do you want to go?

**Dan:** I mean you have more experience.

**Joe:** I'm biased, okay, because there's a lot of great products and services that are sold through network marketing. And statistically, more millionaires are created out of network marketing than almost any other new startup venture.

But at the same time, there is a massive number of people that join network marketing companies under this belief that they're actually selling products and services. And what they're really selling is business opportunities. And it has to be a consumable. Either you have to pour it down the drain, down your throat, rub it on your body, in order for it to be a good multilevel product, because people have to use the shit up, so they buy more.

So, the challenge I have with network marketing, not that it's not a good way to make money. Most people just don't incorporate good direct response into it. So, if you are going to get involved in a network marketing company, just use direct response, so you're not in the human behavior business, where you're trying to get other people to recruit.

I would much rather write a sales letter and just sell something and create the stuff myself, versus cutting off margins because someone's already labeled it and set up a website and done all that stuff. So, it's one of those sorts of things.

The biggest challenge I have with it, though, is the weirdness factor of network marketing. They don't call it network marketing because people already have a negative connotation. The reason is because if you get a really diehard, they're like fanatical. They're like true believers, right? Like everyone is, all of a sudden, a prospect to recruit. You can't sit next to them without them, "Hey, let me tell you about a new opportunity." So, there's that weirdness sort of factor about it.

But more than anything is it's really not a front-end sort of product. If you're a chiropractor, and you already have an existing client base, and you want to sell some multilevel vitamins, you already have a built-in client base. But if you don't already have an existing client base and just trying to make money just selling the products or services, what will typically happen with a pitch is you can make a lot of money. Everybody needs this chemical and you just talk to other people that need the chemical or need this vitamin or need this whatever. The challenge is you're selling business opportunities. You're inventory-loading people.

The product is about as important in the networking marketing company as a strip pole is to the strip club. It's just there to facilitate selling biz ops. Does that make sense?

Okay. I mean really. I could have spend 5 more minutes trying to have a soft way. So, having said that, I would much rather be the owner of a multilevel company versus one of the people in the down line. But, you can build a tremendous business, and there are lots of multilevel companies that sell stuff. And if you are a good marketer, you can kick ass and take names.

And what I would do, if you are going to go into multilevel companies, use direct response in order to recruit – robotically – a down line. And then, let them go out and annoy all their friends and relatives.

It's probably not the answer you wanted. But I will tell you this: one of the greatest ways that people can become good marketers is get enrolled in some sort of direct selling environment. Because if you have to go out and sell Kirby vacuums, if you have to go out and pitch people on multilevel, that teaches you something you are not going to learn any other way.

So, there's pros and cons to everything.

**Attendee:** Thank you.

**Joe:** Yeah. We'll do your question real quick, if you've got one.

**Attendee:** Yeah. I understand this could launch a whole podcast by itself, but we talked earlier about how an entrepreneur, a small business owner, could just be the person that is the motor. So, what are the safeguards that you need to undergo initially, as a startup, to try to work against that and not let that happen?

**Dan:** Yeah, I think it was along the lines that the business only exists if the owner is there. Is that what you were basically saying?

**Attendee:** Yeah.

**Dan:** Well, from my standpoint, I made a conscious decision, back in the 1980's, that the company wasn't going to be Dan Sullivan. So, we called it Strategic Coach. And the reason is that down the road, I wanted to have a much greater impact on the world, and we couldn't do it. I mean you can go the Tony Robbins' route. Tony is the product. But that's why he needs 5,000 people, the butts in a seat on the weekend. And if Tony's not there, they don't get the butts in the seat.

So I've got clients who have been in Strategic Coach for 15 years and I've never met them. They've signed up for 15 years. I met Cathy. She signed up for the program. The reason is that I wanted the entity and the message to be bigger than Dan Sullivan. And it wasn't about being close to Dan Sullivan and being inspired by Dan Sullivan, it was a way of thinking. It was like one of the tools that we just showed you. You master these tools.

And guess what? The tools work whether you ever meet Dan Sullivan or not or you've even heard about Dan Sullivan. The tools work.

So, I'm just interested in creating all sorts of stuff that work independently of me out in the world, and I get other people involved. So, that's the real value creation proposition.

The number one thing you have to do with your business is make sure the value creation proposition doesn't demand your presence.

**Joe:** And we did an episode on I Love Marketing. Dean talks about tiger-proof your business. Because Dean Jackson had read an article, I don't know if it was in *Fortune* or *Forbes*, years ago, and it was about the highest-paid entertainers in...

Alright, Kim, you need to quit talking to him. I'm trying to answer his question. Since I know you, I can blame you. It could have been his fault.

**Attendee:** Thank you.

**Joe:** Yeah. What's your name?

**Attendee:** Andrew.

**Joe:** Andrew, okay. Andrew. So Dean Jackson, my partner on I Love Marketing... This is horrible. It feels like you're being scolded in school, in a freaking ,meeting room.

But anyway, Dean, he read this article. He had read at the time at the Mirage, Siegfried and Roy had made \$28-million that year doing their show, and they took, I think, 6 weeks off a year. But they did like 5 shows a week or maybe even more than that, and they had 160 employees, and blah, blah, blah.

Then, he read a little further and the Blue Man Group, that same year, had made \$68-million in revenue. He wrote up a whole newsletter about people go to the Blue Man Group to see blue men. When they go to Siegfried and Roy they don't go to see 2 guys and the tiger. They go to see Siegfried and Roy.

He said that the problem is that the Blue Man Group, when they started, there was only 3 of them in the original show, but there were 4 people that started because they all have part-time jobs. And in case one of them couldn't be there, they had a sit-in, and they just put makeup on.

How many of you have ever seen the Blue Man Group? I think it's fantastic. Try it on acid. It's great.

You might want to edit that out. People may take it seriously.

So, he writes this newsletter about tiger-proof your business, because if something ever happens to Siegfried and Roy, what happens to that? The Blue Man Group is totally leveragable. And the only time that the original founders ever performed was when they were on the Emmy awards or commercials. Other than that, there was something like 60 other blue men that knew how to do the moves.

So a month after he wrote that newsletter, was it Siegfried?

**Dan:** Roy.

**Joe:** Roy, got mauled by a tiger. And all of a sudden, a \$28-million-a-year business gone, 160 employees lost their jobs. The Mirage hotel drops in hotel space.

Literally, gone. It was the creepiest thing that he wrote that whole newsletter about tiger-proof your business.

So, the point is think of it that way. What I will say is when you're starting out, though, you're going to need cash flow to fund whatever business you're in. Some people get so mired in, "Oh, I have to set it up right. I have to set it up right," when I'm like, "Just get out and sell something. Go out and start making some money and work it out as you go along."

**Attendee:** So, what I'm hearing you saying is duplicate yourself, so you don't always have to be in that seat.

**Joe:** Right. Think about marketing. The best way that I leverage myself is I've never had to hire salespeople. Not that I don't have people to do sales. But marketing, if I had to rely on face-to-face selling in order to do what it is that I do, who knows what I'd be doing. I'd probably be broke because I'm so distractible.

But when I can replicate a free recorded message that can talk... See, marketing is the ultimate leverage. It really is. If you write a sales letter, you've duplicated yourself. If you put together a killer video sales letter, a free recorded message, a great website, a great opt-in process, an autoresponder series that communicates, that is the ultimate way to duplicate and replicate yourself.

And there's certain things in my business, like 25K, if I got hit by a truck, 25K wouldn't exist. There's other aspects of my business that would continue on without me. But as far as I'm concerned, if I get hit by a truck, I get hit by a truck. So, whatever.

A lot of these are much deeper questions. But I would say the best place to start replicating and leveraging yourself is the marketing. In a lot of ways, I would say that's what Dan did with Strategic Coach. Dan has lots of books that are out there, Dan has other coaches, but what he did is he created processes, and other people can run those processes.

So, whatever process you have that leads people to get to a bigger future, replicate that. And the way that you sell the process is through marketing. Great products, great services, great marketing. Marketing is what you say and who you say it to. And the more that you effectively build that, the better.

So, we need to wrap up here in just a couple minutes. What I'd like to do is speak to these 2 knowledge products. These are not just little books. They're actually a CD recording, and it's really well-packaged. What I really love about Strategic Coach is they have really nice stuff.

So, this is The Gratitude principle. And 2 things that Dan says are the most important. It's funny how you're right here and I'm talking about, "Here's what Dan says." One of the things I really... Did you get that on video too? Somebody just lives here. It's like sound bytes. Alright.

The 2 things to protect, as an entrepreneur, that are really important are confidence and gratitude. That's what I've learned a lot from Dan. You don't do anything well in life if you don't have confidence, or if you're just lucky. Because some people can bumble their way through and be scared shitless and still do well. However, if you really want to put the odds in your favor, build and grow your confidence.

Hopefully, with I Love Marketing, we give you confidence in the area of marketing, so you become more effective at it.

So, one of the things that Dan is brilliant at is helping entrepreneurs be more confident in all areas important to their entrepreneurial and personal lives. So, confidence is one and the other is gratitude. Because you can have all the money, all the relationships in the world, but if you don't have gratitude, then you'd be a miserable human being.

So, confidence and gratitude are critically important. This is one of my favorite recordings from Dan. It's called, The Gratitude Principle. How many of

you in the room, and I would consider this myself in this, sort of like self-help personal development seminar junkies? Okay.

He says something in here, he talks about it, where he says, “You can read all of the books on happiness, and you can understand all of the things that make somebody unhappy. It doesn’t automatically make you happy.” It’s an internal thing that you develop. The Dalai Lama said, in *The Art Of Happiness*, that happiness is a skill. You can develop it.

So, the gratitude principle isn’t just ideas. He actually gives you a process on how to create more gratitude. Is there anything you would like to say about this?

**Dan:** Well, the usual attitude towards gratitude is that the whole action has to be initiated by someone else. In other words, they do something for you and then you’re grateful. First of all, that makes you very reactive. But not only that, you’re sitting there waiting for people to do good things for you, so that you can be grateful.

There’s an interesting word that goes along with gratitude, and it’s appreciation. And appreciation really has 2 meanings in our language. One appreciation that’s sort of related to that you’re grateful, you appreciate and you’re grateful, but the other one has to do with economics, which means to increase the value of. So, when gold appreciates and when stocks appreciate, what it means is that the value has gone up.

So what I did is that I took the meaning that appreciation increased the value of, so that you can be proactively grateful. In other words, you can just look at something and you can sit there and you can just appreciate it. And it doesn’t have anything to do with what it’s done for you. You just appreciate it for what it was, and it increases the value in your mind.

There’s a wonderful book called, *Man’s Search For Meaning* by Viktor Frankl. How many of you have read it? He spent 5 years in 2 Nazi death camps, essentially, and he survived and he lost his wife and he lost his members of his family.

He realized that what he had to do to combat what the Nazis were trying to do, first of all, they would destroy you as a human being, so that you no longer felt like a human being, and then they would just destroy your body. But the first thing they wanted to do was break your will and just destroy you as a human being.

So, there were a number of things that he did everyday, while he was in Auschwitz. And one of them is that he could see outside the window across. And there was a particular tree on a hill, and everyday he would look at it. And he'd say, "God, that's a beautiful tree." And then he would follow it throughout the seasons. He was there for 5 years, so he would appreciate it in spring, summer, fall, and winter.

So he realized that there were a number of things that he had to do everyday, so the Nazis couldn't defeat him. And one of them is he had to be very thankful for something. And so he had to pick out something everyday that he was really grateful about.

Second thing is he had to find something funny everyday. Now, you can imagine it's probably the toughest circumstances that human beings have ever been to find something humorous.

And the third thing is he had to do something that helped somebody that day.

But you have to appreciate that in all 3 cases, those abilities were coming from within him. They were not being generated by the circumstances. So, the Nazis were in control of the circumstances, but he was in control of his responses.

So, the more grateful you are, the more you can just look at the world around you and you can assign greater and greater value to everything around you, there's a happiness factor that comes, and you just live in a world of appreciation.

I just see that. People live with incredible wealth, they live with incredible advantages, and they're complaining. They have no appreciation. They have no gratitude. Nothing will make them happy, because it's not starting from the inside. Yep, so that's that one.

**Joe:** Yep, so that's gratitude principle. And the other is the gap. I'll let you do the...

**Dan:** Yeah. So I'll give you the short version of this, and then you can listen to the longer version of this. How many of you remember a time when you were a kid and you went outside and one day you noticed that there was a place where the sky and the ground met? How many know that there was a day when you noticed that? How many of you, probably? Yep. We call that the horizon.

Okay, so how many of you, it didn't take you pretty too long to come to the realization that you couldn't get to the horizon? How many of you actually recognized that you couldn't get there? Okay, is there anyone who still bears the emotional scars because you haven't been able to get to the horizon?

So, the horizon is actually what I call a mental structure. It's a structure in our brains. And it's learned, because children who are born blind, when they regain their sight, don't have that. They don't have 3 dimensions. 3 dimensionality is actually a learned skill. They just have shapes and then gradually their eyes begin to see depth, and then at a certain point they learn this.

One of the things the horizon line does is it allows us to orient ourselves in relationship to space. Space is one of our major dimensions, and this is the thing that allows us to actually orient ourselves to space.

You don't get any satisfaction out of the horizon. The only satisfaction you get is using the horizon to plot where you're going, but then turn around and see where you came from. All the satisfaction comes from seeing where you came from. There's no emotional satisfaction, because you're never going to get any closer to the horizon. Do it at night, it doesn't matter. You can't get there. Do it fast, you can't get there. Everything.

We have the exact corresponding mental structure in our brains. It works exactly the same way, but it's in relationship to time. So, we live in space and we live in time. The time one that's the exact correspondent to the horizon is called the ideal.

And whereas people don't have any emotional trouble at all with the horizon, they've got enormous amount of emotional problems with the ideal, because they actually believe that they can get to the ideal. But you can no more get to the ideal than you can get to the horizon.

So, the difference between you and the ideal is called the gap. I call that the gap. And if you measure yourself by the ideal, you're always in a gap. And the being in the gap means that you're always dissatisfied, you're always disappointed, you're always depressed. You will never get there and people commit suicide over this. People take drugs over this. They can't get to the ideal. They can be incredible super-performers, they can be the greatest performer in the world, they can win prizes, they can be declared greatest this or that, but inside of themselves they have no satisfaction because nothing they achieved actually matches up with the ideal.

Because in the same way that the horizon moves away from us, the ideal also moves away from us. And the only purpose we have the ideal for is so that we can set goals in the foreground. And then as we move towards the goals, we look backwards and see where we came from.

The only happiness comes from measuring backwards. There is no happiness in measuring forwards. That's the gap.

**Joe:** So if your future happiness has any semblance of importance to you, then you might want to pick up a CD.

So what did you guys think of Dan?

Paul, how much are these?

**Attendee:** Not enough.

**Dan:** Just name a price, Paul.

**Attendee:** They're \$24 each.

**Joe:** They're \$24 each?

**Attendee:** Okay, one for \$24, 2 for \$50.

**Joe:** So they're like \$24.95 I think, right? Or are they \$24 even?

**Attendee:** And you get a free I Love Marketing sticker, 2 of them, if you buy that.

**Joe:** Right, here's the deal. I just want to get Dan's wisdom and ideas into everyone's head. If I was trying to make money out of the group here, I'd be pitching you guys like multi-hundred-dollar programs. And believe me, I know how to pitch multi-hundred-dollar programs.

And if you do want one, we take cash or credit cards. So, we have a few of them up here.

What I'd like all of you to do, if you would be so kind, is please give your feedback on the I Love Marketing Meetup site and also at ILoveMarketing.com. That would be wonderful. There's a great, great interview that me and Dean Jackson did with Dan Sullivan on I Love Marketing. And if you go to ILoveMarketing.com, all you need to do is type in Dan Sullivan and you will find the video there. You can go ahead and watch that.

Just like to get some positive focus takeaways of tonight's meeting, and then we will call it a wrap. Yes?

**Attendee:** So I started in Junior Achievement when I was 2 years younger than I was allowed to be, but because my mother was one of the sponsoring companies, she worked at a company that did the sponsorship. So I started in I think 8<sup>th</sup> grade. And I had to study all about entrepreneurs and learned the whole system of creating a business and running a business and selling a business, and go through that process.

I was best in sales every year that I was in it, every quarter that I was in it, so I won a trip.

Anyway, knowing the definition, it wasn't until a year ago that I went to your talk. My business partner, you guys talked to him a little bit, he was the creator of Z-Health. And while I created alongside of him, it wasn't until a year ago that I

went and you were talking about entrepreneurs and entrepreneurs, and everybody in the room was talking about entrepreneurs. And I went, “Well I’m not sure I should sign up for Coach, because I’m not sure I’m an entrepreneur.”

And it wasn’t until tonight, when you said the definition again, that I heard. Because the only reason that I joined last year is because I said, “Well, I’m not sure I’m an entrepreneur.” And Merrill walked up to me and she went, “Yes, you are.” And then she explained to me why. But all I needed was the yes you are.

But it wasn’t until tonight, a year later after being in the program, that I heard the definition that I learned a long time ago. Yeah, so thank you.

**Dan:** Thank you, thank you.

**Joe:** Thank you. Yes sir.

**Attendee:** Yeah, I was impressed when he talked about the breakout that’s coming, how we’re the next civil war, and people are really looking for leaders. If you can bring the passion that you have for leading and not limiting, which is what everybody else is doing, you feel that negative energy in our world right now, and especially of our country, as everybody is just limiting. If you can break through that and you can be the one that’s on the forefront of that vision, you can be the leader and you can show people a new way out.

**Dan:** That’s right.

**Attendee:** Thank you for the steps.

**Joe:** Oh we also have some interviews. I have an interview with Dan, too, that anyone that gets one of these, we’ll give you one of those interviews. Anyone else?

**Attendee:** I didn’t realize that the Chinese didn’t have indoor plumbing.

**Dan:** I heard a real description about the United States. The United States has about 309-million people, and there’s 309-million people in China that sort of correspond to the 309-million in the United States. And then, there’s a billion peasants. And they

live on basically about \$1 a day, and everything like that. They're kind of like where the United States was around 1850, as a country.

The other thing is that the statistics about China growing, all the statistics are coming from a communist government, and I never believe a single figure that comes out of a communist government.

United States, all the figures are checked by 1,500 different sources and independent organizations. It's not possible to lie about the U.S. economy. There's a bottom line that everybody knows about. But a country that controls all of its own figures and does all of its own counting, you wouldn't do that if you were working with someone but you never got to check the books.

The other thing is that their GDP is based on production, and our GDP is based on sales.

**Attendee:** I actually went to St. Johns, as well.

**Dan:** Where did you go, Santa Fe?

**Attendee:** Santa Fe, yeah.

**Dan:** Santa Fe.

**Attendee:** And it really changed the course of my life.

**Dan:** That was like the leisure campus.

**Attendee:** We did manage to crack a few books.

**Dan:** Yeah, yeah. I think it was mostly Plato and \_\_ (45:02).

**Attendee:** I don't know what you're talking about.

**Dan:** But it was. It's a very unique structure.

**Attendee:** It was and it really changed the course of my life. I think it's great to acknowledge how much of an impact it had, and the idea that it really all starts with a great idea. It's not just that institution, it's any. And if you're really starting with a fantastic

idea and letting it build from there, it can have profound impact on people's lives. It's not just lip service, but really changes the way they are as human beings.

**Attendee:** Glad to have another St. John who's an entrepreneur.

**Joe:** Alright, anyone else? Any final comment?

**Attendee:** Be sold. Be sold on yourself, be certain, be committed to sell. And you're not really selling, you're sharing. And empower.

**Dan:** My feeling is that you should have an equation, like for every 5 minutes that you spend selling to other people, you should spend 5 minutes selling to yourself. Okay? Every time you sell yourself, you'll get a multiplier on the other side. It's the selling yourself that's actually the key to your selling others.

**Joe:** Yeah, you know Thomas Edison had that thing where he's like an hour to solve a problem, I'd spend 55 minutes on coming up with the right questions and 5 minutes on the answers. So, part of it is asking yourself those questions.

**Attendee:** It seems like accountability and attention management are what we need, because we have a lot of work to do before next year.

**Dan:** Yep. Yep.

**Joe:** Dan, thank you.

**Dan:** Thank you.

**Attendee:** How about it, guys?

**Joe:** If anyone would like the information on Dan's program, the Strategic Coach, just go to [StrategicCoach.com](http://StrategicCoach.com). I would encourage you to have them send you information about the program. If you make over \$100,000 a year net income, that's the minimum requirement. And it would be really good.

**Dan:** Yeah. And just get on our list, because we send out a lot of great stuff. We're great believers in moving the free line, Eben Pagan's great line of moving the free line. So, we're always sending out stuff that's just useful. So, just get on our list.

**Joe:** Yes. I'd like to, of course, acknowledge Kevin and my team and all who actually worked all day and are still here tonight, and we've got 2 days of 25K. So, my team is working their butts off and they're still here working. So I just wanted to acknowledge them. Thank you, guys.

If any of you need any video production, my friend Dave Katz here, if you need any bio videos, any testimonial videos or whatever, his company is called Bull's Eye Video. What's your website?

**Attendee:** BullsEyeVideo.com.

**Joe:** BullsEyeVideo.com. Photography, video. If any of you want to do anything from a guy who's hung around a lot of marketing seminars and stuff, he can put together lots of different ways that you can replicate yourself in video.

I encourage all of you to get to know and meet each other, and come to whatever Meetup groups you can. And if you live really far away, start your own, because we have a whole curriculum at [ILoveMarketing.com](http://ILoveMarketing.com) that actually helps you lay out an I Love Marketing meeting. And continue to have discussions, because this is how we all learn and grow.

Thank you all for coming and we will see you next time.