REVISED AND EXPANDED SECOND EDITION

ENTREPRENEUR REVOLUTION

How to develop your entrepreneurial mindset and start a business that works

DANIEL PRIESTLEY

CAPSTONE
A Wiley Brand

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‘Few people have done more to inspire an entrepreneur revolution and give entrepreneurs the tools and advice they need to grow their businesses in recent years than Dan. What I love about what he says and what he writes is that it all comes from a deep personal experience of bootstrapping a successful global small business himself from little more than a maxed out credit card.’

Mike Harris, Founder of FirstDirect and Egg PLC, Author of *Find Your Lightbulb*

‘We live in the Age of the Entrepreneur, surrounded by some tremendously innovative, fast-growing and game-changing companies. By nature, entrepreneurs are always looking forward and identifying new opportunities. However, the truly great entrepreneurs also use lessons from past successes and failures and learn from those who have gone before them. Daniel's book is a brilliant resource to help entrepreneurs “find their place” and live the “entrepreneur revolution dream”. ’

Alistair Lukies, CEO of Monitise and cited by David Cameron as one of Britain's most inspiring entrepreneurs

‘Daniel Priestley's book *Entrepreneur Revolution* perfectly teaches how to adopt an enterprising, street-smart mindset that produces results. His own failures, like mine, have taught him valuable and practical down-to-earth lessons which any aspiring leaders can learn from and will enjoy trying and applying themselves.’

Lara Morgan, Founder of Pacific Direct

‘Daniel Priestley will help anyone with the drive and determination to start their own business (or explode an existing one), so that they can transform their lives, improve their finances radically and raise their quality of life substantially. Not only does Daniel walk the talk of the Entrepreneur Revolution, but he has inspired thousands of others to do the same. I know, like and trust this man, and follow his wisdom. If you want to play a bigger part in the Entrepreneur Revolution and you have any sense whatsoever, then you'll do the same.’

Steve Bolton, Founder, Platinum Property Partners, President of Peace One Day Patrons and Author of *Successful Property Investing* and

other books

‘Daniel Priestly is one of a kind. Having worked with him for many years now, I can clearly see his unique ability to intuitively identify a collective need and provide a completely innovative solution, always at the right time and in the right place. He truly is an extraordinary individual and a phenomenon in the entrepreneurial world.’

Andrew Griffiths, Australia's #1 Small Business Author

‘Most entrepreneurs have been through some sort of a shift due to the recent economic correction. Some fell by the wayside, gave up their dreams and went back into the workforce to be safe. Other entrepreneurs stepped up and said “now is my time to shine while the economy is down”. Daniel is the modern day entrepreneur and is certainly one that has stepped up to create an amazing infrastructure to enable entrepreneurs to take their business to the next level. You probably have lots of books you want to read to help you grow your business: put this on top of the pile.’

Anthony Amos, Founder of HydroDog

‘Daniel Priestley's book will help any entrepreneur focus on building a huge business in a controlled, focused fashion. Daniel's book gives you a blueprint for success!’

Kevin Harrington, Founder and Chairman of As Seen on TV Inc, and ‘Shark’ for three seasons on the ABC Network hit show *Shark Tank*

‘Building a business requires both aspiration and inspiration. *Entrepreneur Revolution* delivers on both.’

Guy Rigby, Partner, Head of Entrepreneurs, Smith & Williamson LLP and Author of *From Vision to Exit*

‘Daniel's writing helps business owners realize that they are an expert in their chosen field, that they are sitting on a mountain of value and they have the opportunity to influence the world just by being themselves and bringing their best to the table every time they do business. It's inspiring, simple and incredibly effective stuff.’

David Hooton, Founder of Platform Networks, Australia, www.hooton.org

‘Daniel's analysis of where we stand – on the brink of a global, small business revolution – is startling. If he's right, he's 20 years ahead of the game and we need to be taking action now. Who's ready to sail on the crest of the seismic wave that will ultimately change the way we all work forever? It's not sink or swim time yet, but it is the moment to get miles out in front of the competition. You can start building the ark that will weather the storms of tomorrow and leave you smiling, fulfilled and richly rewarded. Daniel can show you the entrepreneur's essential mindset and the secrets of tapping into the power of a technological revolution which is only just beginning.’

Oliver Selway, Personal Trainer, Founder of Paleo Training, UK

‘Daniel Priestley has totally revolutionized my thinking. I have emerged from being a factory worker with a monkey brain to an entrepreneur. My entire life has changed and I am finally in a position to make a difference to those around me. Thank you Daniel.’

Sonya Blondinau, Executive Coach, Founder of Walk Like a Rock Star

‘*Entrepreneur Revolution* is a must-read for anyone wanting to leave their treadmill job behind and join the movement of global small businesses. Daniel's experience in helping small business owners become great is invaluable and this book holds all his gems in an easy-to-read, easy-to-understand and comprehensive form. If you want to join the entrepreneur revolution – buy this book – highly recommended.’

Jessica McGregor Johnson, International Speaker and Coach and Author of *The Right T-Shirt: Write Your Own Rules and Live the Life You Want*

‘Technology will speed a change in our thinking, access to opportunities and personal desire for success over the coming years in a way we can only imagine. Daniel Priestley's book *Entrepreneur Revolution* lays out the 10 challenges facing us and gives us the opportunity to get on board… Unless you are happy to sit in the station watching everything pass you by… Read this book now… twice!’

Vicki Wusche, Founder of The Property Mermaid, www.vickiwusche.com

‘Having read Daniel's first book *Key Person of Influence,* I really couldn't wait to read his new title *Entrepreneur Revolution.* I must say that it certainly didn't disappoint! In his new book, Daniel shares some incredible insights into how modern technology is set to change the business landscape over the coming decades. Truly thought-provoking, and an absolute must-read for business owners and entrepreneurs who are serious about staying ahead of the game.’

Matt Gubba, British Entrepreneur and Founder of Business Circuit

‘Daniel's actually implemented everything he talks and writes about and can speak with authority about what works and what doesn't. I have recommended to many of my friends and colleagues that they engage in the Key Person of Influence Program and would say to anyone who is contemplating making their mark on the world: Read This Book!’

Ned Coten, MD of Acorn Brand Design

‘When I started out in business, entrepreneurs were considered weird people who dropped out of school and couldn't get a job. As Daniel has shown, now is the rise of entrepreneurship as a vehicle for highly talented and skilled people to build something that gives them a better life than a boring corporate job. This book will totally change the way you think about growing a business. An absolute must read that should be in the hands of more people.’

Jeremy Harbour, Author of *Go Do!*, Founder of The Unity Group

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This edition first published 2018

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Registered office

John Wiley & Sons Ltd, The Atrium, Southern Gate, Chichester, West Sussex, PO19 8SQ, United Kingdom

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Library of Congress Cataloging-in-Publication Data

Names: Priestley, Daniel.

Title: Entrepreneur revolution : how to develop your entrepreneurial mindset and start a business that works / by Daniel Priestley.

Description: Chichester, West Sussex, United Kingdom : John Wiley & Sons, 2018. | Earlier edition: 2013. | Includes index. |

Identifiers: LCCN 2018012645 (print) | LCCN 2018013326 (ebook) | ISBN 9780857087836 (pdf) | ISBN 9780857087690 (epub) | ISBN 9780857087829 (pbk.)

Subjects: LCSH: New business enterprises. | Small business—Management.

Classification: LCC HD62.5 (ebook) | LCC HD62.5 .P675 2018 (print) | DDC 658.1/1—dc23

LC record available at https://lccn.loc.gov/2018012645

Cover Design: AIA Worldwide

DEDICATION

This book is dedicated to the bravest, most authentic, creative, expansive, dynamic people I know: the entrepreneurs of the world.

To the farmer I met in Uganda who had the courage to take a micro-loan and lift herself from poverty through her chicken business.

To the IT manager who dared to pitch an ‘impossible idea’ to the chairman of his bank and created three iconic businesses, and has helped hundreds of entrepreneurs and become the best mentor I could have dreamed of.

To the 16-year-old who started *Student* magazine and ended up inspiring a generation of entrepreneurs.

To the 30-year-old who was fired from his own technology company for being too disruptive, only to save the company 10 years later by revolutionising every industry he touched. True icons leave early – we will miss him.

To the person who bit the bullet today and registered their first business.

This book is my tribute to you. I’m just as excited as you are!

INTRODUCTION

The idea of the Entrepreneur Revolution is that the rules that created commercial success in the past have radically changed. Doing what worked yesterday may not bring you success tomorrow.

For some people, this will be a time of great uncertainty and loss. For others, it will be the greatest opportunity in history.

An entrepreneur is simply someone who spots an opportunity and acts to make it into a commercial success.

This book is written to help *you* to become better at spotting opportunities and turning them into a commercial success.

A revolution is a great shift in society, where an old system is thrown out and a new one is embraced. In all of history, the real fortunes are made in revolutionary times. The difference with this revolution is that it presents a chance for wealth to spread to a lot more people. The tools, technology and opportunities that have shown up recently are designed to empower people. Lots of people.

Today, farmers in rural India have access to more computing power in a smartphone than the US Department of Defense and Energy had in 1990.

Today, a teenager in their bedroom has more tools for building a global enterprise than Coca-Cola did when it grew internationally.

Today, your business ideas have more potential to be massive than ever before in history.

With that said, it's not the land of milk and honey either. We live in challenging times, where more people than ever are being edged out of traditional jobs and forced into a more entrepreneurial path. There are millions of businesses all shouting about how great they are, and all that noise makes it hard to stand out. We have a political climate of upheaval; whole industries are being disrupted and planet earth is changing more than any other time in modern history.

More than ever, you must have an entrepreneurial mindset that can see opportunity and make a success of any circumstances you find yourself in.

For whatever reason, you were born to live through these transformational times. You weren't born to live in the dark ages as a serf, you weren't born to live in the agricultural age as a farmer, you weren't born to live in the industrial age as a factory worker. You are alive during a unique point in history; a time when anything is possible for you.

This book is here to wake up the part of you that can spot opportunities and make them successful. Not just any opportunities, but those that are right for you.

In these pages you will discover that there's a part of your brain that is already highly entrepreneurial and wants to build something you can be proud of. You'll discover exactly how to create a product or service, and build a small team that performs like a much bigger business. You'll find your ‘entrepreneur sweet spot’ where you do what you love, you do it well and you get rewarded generously for it.

This book will challenge you too. I've laid out several challenges for you to get started on almost immediately. They are designed to push your buttons and get you out of your comfort zone.

I'll give you a way of creating a high-performance culture within a small dynamic team, so that no matter how many complex decisions you face, you will always continue to move forward.

I've also hidden a few little gems in this book – ideas that I refer to, but don't specifically reveal in black and white.

There's an underlying theme, relating to a key ingredient that you need if you really want to be successful. You might spot it straight away, or it might come to you later.

YOU MIGHT WANT TO READ THIS BOOK MORE THAN ONCE

This new ingredient hasn't been necessary in business up until this point but, from now on, it must be at the very heart of what you do. When you spot this ingredient, put it into everything you do.

I'm going to mention this ingredient many times in the book, but I can't say what it is specifically for you – it's different for you than for me. I will leave you to find it for yourself, because only you can do that.

When you read through this book, I want you to have a sense of curiosity and look for specific ideas that inspire you, stories that light you up and clues to what you are passionate about doing.

The beginning is important and the end will unfold but, at the centre, you might discover a mountain of value you never noticed when you first looked.

Sometimes people read this book and ‘get it’; other times they don't right away. Some people get it on the second or third read. I've not hidden this key ingredient from you; if anything, it's actually right under your nose.

Whatever you do, don't stop looking. You simply can't build a successful enterprise without this ingredient in the Entrepreneur Revolution.

Good luck. I hope you love reading this book.

PART I
BREAKING FREE FROM THE INDUSTRIAL REVOLUTION ECONOMY

CHAPTER 1
THE ENTREPRENEUR REVOLUTION IS HAPPENING

The word ‘revolution’ gets bandied about an awful lot. I've heard soft drinks being described as ‘a revolution’. I've seen footwear commercials portraying their latest designs as ‘revolutionary’.

So I forgive you if you rolled your eyes when you read the title of this book for the first time.

I want you to know, however, that I haven't used the word lightly. I use the word ‘revolution’ with all the gravity and reverence that I can muster.

What's taking place is a revolution. Everything as you know it will change in the coming years.

The nature of work, lifestyle and wealth is all changing faster than ever before.

Before we look forward, however, let's look backwards at the last revolution.

Let's begin with the agricultural age. If you went back 250 years in a time machine, the chances are the first person you would meet would be a farmer. The agricultural age was defined by the fact that most people worked the land.

Then came a technological breakthrough. The steam engine, fossil fuels and machinery.

One tractor could do the work of 100 men in the field. One textile factory could make all the suits for a city at a fraction of the cost of a tailor.

The technology changed things. You couldn't fight it, you couldn't avoid it. It was a revolution.

If you took your time machine back any time between about 1850 and the year 2000, there's a lot less chance you would meet a single farmer, even if you tried. You would meet factory workers.

In the early part of the revolution, you would see people who worked on machines making products. They were ‘blue-collar’ factory workers. If you went back to the late 1900s you would find people working on the new machines – computers – making data. These are ‘white-collar’ factory workers.

Regardless of the colour of their collar or the machines they work on, their labour is repetitive. They sit at their work station and repeat their tasks for hours on end until the day is over. This is just how it is for most people who live in the industrial age.

We have moved into a new age. We left the Industrial Revolution and are entering the ‘Entrepreneur Revolution’.

This means, quite simply, that if you took your time machine forward to any time in the next 100 years, you would most likely meet people who are self-employed or work in small businesses in an ‘entrepreneurial team’.

Why do I believe this?

Once again, it's technology that has changed things. Technology has robbed big factories of their awesome competitive advantage and given an edge to small, innovative businesses.

Technology has made it possible for any small business to find a market globally, access factories, raise funding, build their brand, be open for business 24/7 and innovate faster.

Small businesses can do almost all the things big businesses can do; and they can do something more.

A small business has spirit. It has a team of people who care. They know their customers, they love what they do, they respond faster, there's less red tape, the workplace is more fun and everyone gets to have a say.

SMALL BUSINESSES CAN MAKE A DIFFERENCE

When a company has less than 150 staff, everyone tends to know everyone else. There's a buzz and an excitement. There's a tribal feeling that often gets lost in big corporations.

When the founder of the business is involved in the operations, there's magic. Rarely is this magic scalable for big business.

For these reasons and more, top performers are quitting their jobs in big organisations to start businesses and they're taking other top performers with them to build entrepreneurial teams.

These entrepreneurial teams will be faster, more cost-effective, more nimble, more responsive and more profitable than traditional corporations. So, if the technology has created a revolution, let's take a quick look at how this revolution got started and when it's likely to really take off.

In the late 1800s the telephone was invented, but it wasn't until the 1920s that it took off. It made it feasible for businesses to have multiple local locations.

In the 1920s commercial air travel was born, but it wasn't until the 1950s that it was popularised. Once again, a 20–30-year lag time before the systemic changes arrived. Once air travel was widely available, we saw the birth of national and international companies.

In the 1930s along came TV. However, most people believe it was a 1950s phenomenon; again, a 20-year lag time. Television gave birth to the brand. Whoever dominated the airwaves dominated people's spending habits.

Jump forward to the late 1960s and you will see the first computers. It wasn't until the 1980s, however, that computers were being purchased by a significant number of businesses or individuals.

You might not have spotted it right away but, if you looked closely, in the 1980s and 1990s people were beginning to use their computers in home-based businesses.

These home-based businesses might have been tiny, but they didn't necessarily appear so. For the first time in over 100 years, small businesses could be just as competitive as large businesses.

In 1989 Tim Berners-Lee came up with the world wide web and the internet was born. Again, it took close to 20 years for the majority to adopt it, and I was surprised to discover that, even in 2010, over 20% of people in the UK still didn't have a broadband internet connection at home.

In 1998 Google made the whole web searchable. Anything you want, anyone you need, any question you have, all discovered in a matter of seconds – 2018 is Google's 20th birthday.

In 2004 social media was born, democratising information and connecting people who shared common interests to share ideas like never before.

In 2007 the iPhone was launched, beginning the ubiquitous rollout of location-aware, always-connected computers in the pockets of almost 3 billion people.

In 2008 cloud computing was born, giving rise to the ‘virtual business’. Staff and customers can be anywhere in the world and the business is exactly the same. Work can be done from home, teams can be spaced out globally and no productivity is lost.

And then came breakthroughs in connected devices, artificial intelligence, logistics and payment technology.

Let's not lose sight of the typical lag time though – 20 to 30 years. That's the lag time for business to really catch on to major new technology and for the world to reshape around it. When we look back on this time, we will describe it as the very beginning of an era.

We were just seeing the effects of the internet in 2010. We'll probably see the true effects of Google around 2020, and the impact of social media and cloud computing in 2030 and beyond.

We don't need to wait though; we know what's going to happen.

All of this technology can make a small business look big. It makes small teams more powerful. It makes micro-niches accessible. It levels the playing field.

So, let's be honest. Where would you rather work? Would you like to work in a soulless company that cares only about its balance sheet and treats you like a number? Or, instead, would you like to be part of a small, dynamic team of creative people who are servicing the needs of a niche you feel passionate about?

An entrepreneur is not just the founder of the business. In my opinion, founders get too much credit. An entrepreneur is someone who makes valuable things happen and who takes full responsibility for their success or failure.

In that context, high-performing entrepreneurial teams can only exist because the ‘entrepreneurship’ is shared by the leaders, managers and team members and not just the person who started the business entity.

Your goal in the Entrepreneur Revolution is to create value, to take on meaningful work and to care deeply about what you are involved in.

Would you like to work for a company that says ‘We can't spend shareholders' money on community projects and we can't waste money on buying ethically produced inputs’?

Or would you like to work for a company that says ‘We care. End of story. If we can make a positive impact, it's more important than squeezing out every last penny of profit’.

Chances are, if you are a top performer, you want to work somewhere that you are recognised and where you feel that the work you do makes a difference.

If you're an entrepreneur, then this is your time. Never in history has there been a better time for you to start and grow a business that brings excitement to the workplace and makes an inspiring difference to the world.

On the flipside, if you are the type of person who wants stability and certainty so badly that you would happily do a boring repetitive job, you're going to find the coming years very challenging. The technology that will replace your job has already been invented and it's only a matter of time before it's rolled out. In the coming years, the only certainty is rapid change and income security will be linked to your ability to adapt.

The Entrepreneur Revolution is taking place. There's no point fighting it. It's happening.

This book is designed to help you transition out of the old and into the new. It's designed to get you ahead of the curve, seeing the future and making the most of it.

Just like the farmers who had to change the way they viewed the world or they would end up as factory fodder, we too must change. We must develop a more entrepreneurial nature.

We must wake up the part of ourselves that is OK with change; the part that loves a challenge, that takes responsibility and that cares.

We must cease being ‘factory workers’ and start being entrepreneurs. We must develop our entrepreneurial mindset and skill set.

To see Daniel talk about the Entrepreneur Revolution visit:

www.dent.global/talk-er

CHAPTER 2
THE RISE OF THE GLOBAL SMALL BUSINESS

Not too long from now, almost every business will be a multinational. Tiny little businesses will behave big. There will be millions of ‘Global Small Businesses’.

The Global Small Business (GSB) isn't like a big global business, and neither is it like a traditional small business. As the name suggests, this is a business that typically has less than 15 people on the core team but isn't limited by geography. It can reach into cities all over the world and can easily be making millions in sales despite a relatively small headcount.

GSBs might be service providers, offer intangible products like software and information, or sell physical products that can be sent whizzing all over the globe to customers in faraway cities.

GSBs will have incredibly well-developed brands compared with traditional small businesses, making them look much bigger than they are. Their brand identity will be consistent across social media platforms, their systems will be cutting edge, they will be driven by a powerful culture that all team members connect with and they will access funding directly from their marketplace when they have a big idea they want to scale.

Supported by technology and specialist services, GSBs will be comfortable dealing with legal issues and complex accounting. They might license their valuable intellectual property to a network of local partners, they will accept several currencies (including new cryptocurrencies) and will utilise company structures and global banking facilities that only massive companies had access to in the early 2000s.

They will be built around a ‘micro-niche’. Rather than being a business for ‘health and wellness’, they will be for ‘vegetarian marathon runners’ or ‘triathlon mums’.

A GSB can function in the tiniest of niches and go miles deep with its loyal followers.

GSBs will be great with digital media. They will interact with the world through video on the web, written articles, audio podcasts, software downloads, streaming live events, slideshows, blogs, tweets and communities. They will get their stories and ideas onto the smartphone screens of people all over the world.

A GSB will revolve around the special talents of a few ‘Key Persons of Influence’. The business will outsource almost every function that is not clearly creating value and unique to the business.

Inside the team you will probably find communications experts, technical talent, project managers and product designers. These people may be geographically separated but everyone on the team will share the vision, values and passion of the business.

These GSB teams will communicate on dedicated messaging platforms, market themselves using social media, manage their operations in the cloud and be based wherever it makes sense from a tax and intellectual property protection standpoint.

The GSBs will have their top talent working from home offices and meeting in virtual environments or rented boardrooms on a weekly or monthly basis. Owing to multiple time zones, the edges of work and play will blur.

Performance will be more important than hours clocked – ‘we measure results not hours’ is the new mantra for managing employees of GSBs.

GSBs will become an attractive alternative to white-collar employment. Professionals like lawyers, accountants, consultants and managers will define a micro-niche and then leave traditional employment in favour of their own GSB start-up, or join a GSB that stirs up their underlying passion.

Lifestyle and flexibility will be a huge advantage for a GSB.

Taxation will be a key challenge for GSBs. Governments are slow to change, and define themselves by physical geographical borders. Correctly structured, the owners of GSBs will pay less tax compared with their employee counterparts. Many GSB owners will travel constantly or split their time, living between two or three locations and legally avoiding income tax altogether.

Regardless of your ethical stance on taxation, until governments adapt to this global mindset they will struggle to collect taxes from small businesses of the future in the same way that they struggle to tax multinationals like Google, Facebook, Amazon and Starbucks.

Having a GSB will create an enviable lifestyle. A GSB isn't like having a traditional, local small business that prevents the owner from travelling and limits the money they can make to the local economy.

A GSB, on the contrary, *expands* as you travel and is only limited by the size of the micro-niche and the creativity of the team. Many GSBs will earn millions in revenue and have only a few staff (some of whom will be based in low-labour-cost countries like the Philippines, India or Thailand and will be paid highly by a GSB compared with local jobs). For this reason, many GSB owners will earn seven-figure salaries with comparative ease.

The GSB is an exciting new category of business to look out for in the decade ahead, as the barriers to entry drop for doing business across borders.

Your next side-project might be for a GSB. You might even be setting up one for yourself in the not-too-distant future.

There's a good chance, if you're reading a book like this, that I may bump into you a few years from now and you will be fully embracing the

Entrepreneur Revolution, enjoying the benefits of your GSB.

You'll have the power to log into your business from your smartphone anywhere in the world. You will be able to see sales figures, workflow and financials instantly.

You will have customers all over the world. You will probably spend a lot of your time travelling around on an endless working holiday.

Your business won't sleep – you'll be open 24/7. All of this is made possible by the times we are in. The foundations have been laid for people like yourself to unfold your passion into a highly flexible and fun business that delivers a ton of value to the world.

IT'S TIME TO CHOOSE

It might seem idealistic, however, it's entirely realistic. These are the times we live in. You have the power and the choice to leave the Industrial Revolution model of employment and step into an age of empowerment and enterprise.

For the foreseeable future, the two systems will still co-exist side by side and it will be your choice which one you want to operate in.

Already I attend dinner parties with both groups of people. On one side of the table are my friends working in corporations (white-collar factories). They steer the conversation towards issues of job security and retirement. They complain that they aren't fulfilled in their work, they find it hard to move up the ladder and they aren't able to save enough money or get the time off for the holidays, retirement and lifestyle they want.

On the other side of the table are my entrepreneurial friends. They talk about their latest product launch, their new technology and the freedom it's brought them. They are in control of their destiny and feel fulfilled in life. Also, they have discovered that they can make exponentially more money in their own business than in a job, and they don't even feel the need to retire.

The Industrial Revolution model is a slowly dying animal. It's fundamentally not right for the times we live in. The entrepreneurial GSB is nimble, dynamic and rewarding. In the UK there are only 7000ish companies that have over 250 staff. These large companies currently earn 53% of all business revenue. The other 47% is earned by 5.5 million small businesses, many of which are fast figuring out how to disrupt the markets of the big businesses.

The choice is in your hands. Do you want to work in one of the big companies where you will be required to fit in, or do you want to play a leading role in a small, disruptive entrepreneurial company? Do you want to let go of the past and embrace these revolutionary times we are in, or do you want to try to do things the way they've always been done?

DISRUPT OR BE DISRUPTED

Right now, we are at a cusp in history. It's a revolutionary time.

Technology, since the year 2000, has been building and building like a giant wave. This wave has grown in size and speed thanks to something called ‘convergence’.

Convergence is when several unrelated ideas bump into each other and create massive, unpredictable results.

Digital cameras meet mobile phones and create camera phones. Camera phones meet social networking and, suddenly, news breaks on Twitter rather than on the BBC.

Touchscreens meet ultra-thin lithium batteries and iPads are born. iPads meet digital book libraries and the publishing industry radically shifts.

Google Maps bumps into precise sensor technology, packaged inside electric cars, and suddenly vehicles don't need human drivers.

Huge breakthrough technologies are all bumping into each other. Smartphones, cloud computing, voice recognition, artificial intelligence, machine learning algorithms, social influence, collaborative workspace, cheap travel, resource capacity sharing, free video conferencing, RDF chips, emerging middle-class consumers in Asia, crowdfunding, automation, robots, DNA sequencing, 3D printing, highly targeted advertising, self-checkout, intuitive user experience, cryptocurrencies, gesture recognition, open-source operating systems, multi-device ecosystems, face recognition… the list goes on and on.

Each of these ideas, on its own, has the power to shift industries; but it's bigger than that. These technologies are all bumping into each other!

In the 1990s and early 2000s we saw every home become computerised and connected. In the mid-2000s until now we've seen everyone become computerised and connected. In the next 10 years we will see *everything* become computerised and connected.

A great wave of change is about to seriously take off and a wedge will be driven between two classes of people.

1. Those who are surfing this wave into the Entrepreneur Revolution.
2. Those who are clinging to the Industrial Revolution and are in serious trouble, whether they know it or not.

The surfers are the ones who embrace change, are future focused and who have positioned themselves to catch the wave and have fun with it.

Those who are in trouble are unaware of what's happening, clinging to old ways of doing things, expecting their future to be much the same as the past or trying to force things to go back to a time they felt safer.

As dramatic as it sounds, I genuinely believe that there's now just a brief window of time for people to get on the wave or risk getting left behind.

If you're reading this book, I dare say you're at the very least curious about stepping away from the old paradigms and towards the new, and this gives you a shot at being on the surfing side of the wave. If so, let's begin to take some steps forward into the Entrepreneur Revolution.

CHAPTER 3
LET'S LOOK AT THE SYSTEM

When I look around, I still see many people living according to a system that makes very little sense to me anymore.

I see people giving up the best part of their day to push power to a vision that doesn't inspire them, for a small amount of money that barely affords them an exciting life.

I see people who are stuck with mortgages that limit every decision they make. People who live in towns that they chose because they grew up there (but never looked anywhere else).

I notice some people who have friends they don't respect or admire. They are friends just because they have always been friends.

I see people who hold ideas, religious or otherwise, that don't really make a lot of sense to them but they believe because everyone else in their area does.

So many people are living by their past decisions. Or, even worse, they are living by someone else's past decisions.

Over the last 150 years that hasn't been such a bad thing. The Industrial Revolution set the tone; working for a factory or a big corporation was the norm. As a worker you needed to be on site every day from 8:30am to 5:30pm, travel was something you had to squeeze into your annual leave, fun was something you could look forward to when you were too old for it.

The Industrial Revolution caused a massive shift in the way we live. Prior to this factory age, we were all entrepreneurs. We were butchers, bakers and candlestick makers. We knew the names of our customers, people knew our names (in fact they made our names from our little businesses – Robert Butcher, John Baker, Sally Candlestickmaker).

Then, along came the machines. Steam engines, cars, sewing machines, tractors and the like. Forward-thinking people, who could afford to buy machines, multiplied their wealth and made vast fortunes. Those who didn't have the means were swept up onto the factory floor to become faceless, nameless corporate slaves.

The world of work is rapidly changing, thanks to those new technologies flooding into our daily lives. Fast internet gave everyone new powers to create from anywhere in the world. With a few clicks you have your own TV station for free, a radio station for free, a daily publication for free and a way of selling products and services for free. It takes your ideas and products and distributes them for you globally.

It allows you to make money from tiny, silly little ideas.

Radically, it allows people to make money from their passion. An idea that seems so foreign to so many.

This is giving people the opportunity to become entrepreneurs and in some cases it is forcing them to.

In this new entrepreneurial age, people are free to earn while they explore. Their personal breakthroughs, their journey of self-discovery and their expression of creativity will replace the daily grind of the workplace.

At the beginning of the Industrial Revolution a factory cost a fortune to set up. Now the ‘factory’ costs a few thousand pounds to set up. To be in business today requires you to have a smartphone and an idea.

This simple fact has given birth to a new breed of person: part owner, part worker, part artist. The new breed of entrepreneurs have arrived.

Big companies will find it hard to compete with small ones. Small companies will reinvent themselves almost every two or three years. People and values will matter more, causes will matter more and maybe we will see a world that works for a lot more people when there are millions of small businesses that care about more than quarterly earnings reports.

For me, this has been a discovery I have witnessed first-hand.

I am an entrepreneur. In fact, I've never had a traditional job with a secure annual wage in my life.

I grew up in a beachside town in Australia. As a teenager I worked at McDonald's, I delivered pizza, I went door-to-door selling and I worked behind a bar.

All through my teen years I wanted to be an entrepreneur. I read books about business, I read business magazines and I collected articles about entrepreneurs who had been successful.

At 18 I went to university to study business. I believed that I would be rubbing shoulders with multi-millionaire entrepreneurs and learning how to raise big money, start up, grow fast and exit big.

I was disappointed at university. None of my lecturers had built or sold businesses. Most of them were struggling.

At age 19 I dropped out of university to work directly for a successful entrepreneur. I shadowed him for two years as we grew from a 5-person team to 50 people. I learned all about sales, marketing, product creation, team building and managing fast growth. It was exactly the kind of learning I had wanted from university.

I founded my first company at 21 years old, after my two years of apprenticeship in a fast-growth marketing business.

I created a highly niched marketing business specialising in event marketing and sales follow-up. By 25, I had a team of over 15 people and we were generating millions in sales.

At age 25 I decided to expand internationally and set up an office in London. We generated millions in sales in the first year of launch, despite being warned that London was a tough city.

In my late 20s business took me all over the world. I visited dozens of countries, did deals, worked alongside some awe-inspiring entrepreneurs and rubbed shoulders with my childhood entrepreneurial heroes.

At age 29 I wrote a book called *Key Person of Influence*. It became a business best-seller and put me in contact with thousands of entrepreneurs.

As a result, we set up a business growth accelerator helping companies to stand out and scale up in the industries they love. Within three years we were set up in multiple countries, helping thousands of entrepreneurs to grow their businesses with support from some of the world's most successful business leaders who are part of the mentor team. Today, we have offices all over the world with team members in seven countries. We've raised hundreds of thousands of dollars for charities, we've pursued fun ideas and developed media assets that are watched by tens of thousands of people each week. Without a doubt, it's been an exciting journey thus far and it feels like we are just getting started.

Along the way I have set up side-ventures. I've bought and sold businesses and I've raised money and invested in all sorts of enterprises. I've had some stunning wins and some cringeworthy flops (I've learned more from the flops than the wins). I've formed some deep friendships through the extreme ups and downs. I've also had some intense fights. I've also had the opportunity to speak to thousands of other business owners about what's working and what they are struggling with.

I've witnessed a huge shift in the way business is done since I began my first company in 2002. From what I've witnessed first-hand, I feel very strongly that the world is going through a radical transformation.

Had I been slightly older, I would have been more established when the internet came along and I might have missed out on being part of the digital trends over the last 10 years. I wouldn't have paid enough attention to the radical shifts that the internet has caused and I might be struggling to cling onto the ways of the past.

Had I been much younger, I would have started in business focused only on digital trends. I wouldn't have seen the big shifts because I wouldn't have had any grounding in traditional business.

As it happened, I got into business at the right age and the right time to witness a radical shift. It's an incredible shift, which I refer to as the “Entrepreneur Revolution”.

Today I live the Entrepreneur Revolution lifestyle. I travel the world, I earn money from my GSBs, my time is my own, I have clients all over the world, I raise money for causes that matter to me and I feel a huge sense of freedom.

When I want to take a break with my family I can, when I want to attend an exciting event I do, if I want to buy something special I don't need to think about the money.

Better still, almost every day I get emails from clients saying they love working with us, they want to recommend us and they feel we've made a difference to them.

I have an awesome team. My business partners are my closest friends, we have incredibly talented people who have been proudly creating with us for years. We have charity partners who are now expanding their reach as a result of the partnership we have with them.

I'm not saying all that to be boastful, I'm saying it because I feel it has come as a result of being tapped into the Entrepreneur Revolution and the ideas I will share with you. As the industrial age comes to an end, the entrepreneurial age is in full swing and it's great to be part of it.

I owe my lifestyle to the new emerging world. I owe it to the internet being everywhere, valuable digital services being cheap or free, the cloud making my enterprise instantly global and living in an age of collaboration.

Everything indicates this isn't a blip on the radar. It's all getting better and easier as I let go fully of the industrialised worker mindset and fully embrace the Entrepreneur Revolution that's taking place.

Living in the Entrepreneur Revolution, it seems perfectly normal to live a life that's very free.

It's a foreign idea to wake up to an alarm, to have a person who I think of as my boss, or to ask permission to get on a plane and go away for a week.

Through the miraculous technology of Facebook, I have kept contact with my friends who haven't busted loose yet; the people who got good grades and then got good jobs. I see that behind the great corporate titles are very boring jobs. Behind the annual holidays are people sitting at their desks, doing what they are told, counting down the days until the next break comes around and hoping their jobs aren't disrupted.

It's a choice. Times have changed and we live in a unique time where if you want a job you can have one or if you want to make just as much money doing whatever you like, whenever you like, with whoever you like, you can do that too.

It's just as much effort to find and hold down a good job today as it is to be completely free as a bird. It's just a choice you make. Do you want to live according to the rules of the Industrial Revolution or the Entrepreneur Revolution?

Many young people who've followed the advice of their parents can't get stable jobs. There are people with Masters Degrees driving buses on hourly wages because the safe, secure corporate job never emerged.

This book is designed for people who want to live by a set of new rules. The Entrepreneur Revolution rules.

If you're still reading, I'm sure you want to fully embrace the time we're in and live by these new rules. However, it's not quite as simple as it sounds.

In the same way that your computer can't function properly without upgrading its software, you must also be willing to delete some old ‘apps’ from your mind and install some new (somewhat radical) ideas.

In the next few chapters we're going to take a critical look at the current system, and I'm going to suggest some ways to break out of it.

When you're ready to shake up your world with some fresh ideas, read over the next few chapters. I will take you on a journey. It's the journey I have been on and I will give you the lessons that I learned along the way.

Some of the lessons you might already agree with. Some may challenge you. Some may give you the key to unlock a whole new way of being – if only you're willing to try them out. Let's take a look.

IT'S A SYSTEM THAT'S NO LONGER RIGHT FOR US

It's time we had a very honest conversation about the industrialised system we have bought into. It's a system that transformed humanity more than any other. As a result of the Industrial Revolution we have better health, longer lives, more wealth and technology.

The Industrial Revolution is an awe-inspiring time in history. However, I believe it's a system that no longer serves you.

The system is made up of rules and ideas that were perfect for the Industrial Revolution but they are no longer right for people who choose to live in the Entrepreneur Revolution.

The Industrial Revolution needed workers to perform meaningless, repetitive tasks. It needed lots of them.

The dull and repetitive stuff is now being done by software and robots. The Entrepreneur Revolution needs people who are passionate, free thinking, inspired innovators. The systems and rules for creating people like that are different from the rules used to create industrialised workers.

Let's take three simple ideas: ideas that serve people when applied to the Industrial Revolution but don't serve you in the Entrepreneur Revolution.

1. ‘Work hard now and you will get your rewards later.’
2. ‘Work isn't meant to be fun.’
3. ‘Work hard to prove how smart you are.’

These are just three examples I use to show how differently you must start to think if you're going to take full advantage of the times we are in.

Just like it was explained in the movie *The Matrix*, the system creeps up on you and it hums along in the background like a motor; most people can't see it, hear it, feel it and they certainly don't think about it.

Let's start with the first simple idea.

OLD IDEA: WORK HARD NOW AND YOU WILL GET YOUR REWARDS LATER

This idea is in religion, in institutional work, in governments, in schools and many other places you look; the idea that you should make sacrifices now for some far-off reward in the future.

Agents of the Industrial Revolution controlled workers with the idea that in the future they would have great rewards for their labour if they suffered now. The work required from people was so dull, horrible or dangerous that you needed people to balance it with a fantasy about their future or they wouldn't do it. To this day, people put their real dreams on hold so they can work more for their industrial-age employer. They dream about one day retiring with a pension, paying off their mortgage or getting long-service leave.

It isn't the case; in a fast-changing world, rewards in the future are a gamble at best. Many loyal employees of banks, manufacturing plants, media companies and the government are seeing their benefits erode, their jobs being cut back and their retirement plans tipped on their heads.

Right here, in this moment, is all your power, all your joy, all your life force. You have no power in the future or in the past, it's all here in this moment.

When you are present to your true feelings, you make better choices. When you project yourself into the future or the past, you lose your power.

I'm not talking about people who are following an inspired path, where they love the journey and also have a big goal in mind (like an Olympic athlete or a start-up business). Even though the rewards are in the future, these people are engaged just as much in their present journey.

When I talk about people who are paralysed by the ‘rewards later’ game, I'm talking about people who are stuck doing something they hate because they think some day it will pay off and the rewards will be worth it… some day.

Here's the newsflash: if you're doing something you hate, I'm here to tell you your sacrifice probably won't deliver a payoff in the future. There's a really good chance that the fantasy future is just that, and it's only acting as a counterweight to offset the pain you experience day-to-day. You will probably just spend a whole lifetime making sacrifices and then get resentful that you're too old to do the things that really matter to you.

If you continue to sacrifice, you will probably realise after it's too late that a great life is made up of great days.

NEW IDEA: THERE IS NO PAY DAY, THERE'S JUST LIFE

Reading this, you might start to feel annoyed. You might think that sacrificing now for a distant reward is just the way it is and that I am mad for suggesting otherwise.

So, let's question it. Take a look around at those of your friends who are sacrificing now so they can get ahead later. Is it actually paying off for them? Does it matter if they are 30, 40 or 50 years old? Is it working?

What about you? Are you playing the ‘delayed gratification’ game by putting things off for the future, and how is it working out for you?

Surely, if this idea worked, it would be really starting to show signs of producing results by now, right? Surely if you have been putting off big dreams for 15 years there would be some pretty big rewards starting to stack up already. If this idea worked you could see the evidence starting to show. Right?

For most people I speak to it hasn't started to show up in a big way and if it has, the sacrifice wasn't worth it. They gave up the best part of their 20s and 30s only to spark a reckless midlife crisis later in life.

I have spoken to countless people who get themselves in debt in their 20s, trying to ‘get ahead’ through home ownership. The mortgage is crippling and property isn't performing the way it did for the baby boomers. By the time they get their head back above water, they feel unable to take financial risks ever again and they are very keen to play catch-ups on lost holidays. They end up in a confused state.

When I probe into a person's best choice, more often than not it arose from being brave and seizing the moment. Rarely do people achieve momentous things because they hesitated and put off what their heart was calling them to do.

For me the idea of passing up the most virile, energetic years of my life so I can take a few Euro-getaway tours in my 70s is a complete non-starter. It's crazy! Why play golf when you could have played anything? Why wait until you are too old to do the things you are waiting to do?

Why cash in the nest egg when you could have been free as a bird in the first place?

One reason is fear. We are scared of living in the present because of what might happen in the future.

Ironically, from a centred perspective in the present, we have our most authentic and powerful visions for the future.

The place to plan your future is in the present. The best place is on the beach or in a forest or in a rooftop penthouse apartment. If you are inspired, you will create an inspired vision. If you are fearful, you will create a vision based on mitigating your fear. It will be about scarcity and not abundance.

I'm not saying that you don't have goals, dreams and plans. I'm saying that you are living in a time where they can happen now, not later.

We are stuck with the remnants of the industrialised worker mentality. We think it's wrong to have fun all day, it's wasteful to sit and think, it's somehow bad to question authority. All of those ideas were taught to you at school or in your first apprentice programme.

OLD IDEA: WORK ISN'T MEANT TO BE FUN

My grandfather worked hard. He was a factory technician manufacturing copper electrical cable. It was hard repetitive work, in hot tin sheds with loud machines and noxious fumes.

My grandfather got injured at work. He almost blinded himself when sparks flew in his face. Another time he chopped off a big chunk of his finger when he was operating heavy machinery. He didn't take time off, he was back at work the next day.

Apparently this was a good thing. It proved how hard he was willing to work, and that getting the work done was most important.

He got promoted to a junior manager, a foreman, then a middle manager. Eventually he became the general manager of the whole factory. At one point his work was so stressful that he went to see his doctor and was told to start smoking so he could take short breaks.

He never expected that work would be fun, he had his weekends for that. On weekends he liked to play golf or go fishing. Golf and fishing were fun, work was hard. Simple.

In the industrial age, work required you to repeat and repeat tasks as a small part in a bigger machine. School taught you through repetition, you sat in straight lines and advanced through the system based upon the time you'd spent sitting at your desk. Your first days at work probably involved a lot of repetition, you were given a set of tasks and the worst thing you could do was to get creative about how they got done.

None of this was meant to be fun. Fun was for weekends, creativity was for hobbies and variety was for annual holidays.

NEW IDEA: FUN BUILDS YOUR BUSINESS

In the Entrepreneur Revolution it doesn't have to be that way. If he were alive today, and so inclined, my grandpa could easily make golf and fishing a business. He could build a website, he could invent products, he could have a community of like-minded people who subscribe to his tips, he could be an affiliate for other great products that he discovers.

Today he could join a team anywhere in the world and work from home. His passion, combined with his methodical approach, could make him invaluable to a GSB.

Today, working in a repetitive, boring job indicates you are doing something replaceable, not something valuable.

People who thrive in the Entrepreneur Revolution don't work hard. They create, they get stuff done, they make things happen, they organise change, they drive projects, they engineer results. There are stressful times – like any passion, it will challenge you – but the stress is often caused when a new complex problem requires new levels of creativity.

Sometimes your passion requires dedicated effort, sometimes it takes time to work the angles, often there are many conversations to be had. However, it's not ‘hard work’ that is being done. At least not in the traditional sense.

Following the fun is a business strategy in the entrepreneurial age. Fun will get your team into flow, laughter will help make sales and keep stressful moments in perspective. Doing the things you find fun leads to deep insights that others will pay for. Living a fun life will attract talented people and unique opportunities.

OLD IDEA: PROVE HOW SMART YOU ARE BY REMEMBERING ALL THE ANSWERS

One of the first rules you learn in school is that it's wrong to look to others for answers. If you pay a smart kid to do your maths homework, you're a cheat. If you find someone who's done the work before and use it, you're a cheat. If you have answers to problems and you sell them to others, you're a cheat.

Why on earth is all that called cheating? These are valuable skills as an entrepreneur. True entrepreneurs don't try to do their own homework, they find the best people they can afford to do it for them. Finding suppliers, identifying existing best practices and developing and commercialising intellectual property are pretty core to entrepreneurship.

In school the kid who 'discovers insights from a competitor' gets punished and nothing happens to the kid who left her 'intellectual property unprotected'.

We should reward the kid who's solving problems rapidly by finding existing best practices and punish the child who created valuable answers but carelessly left them to be discovered by the competition. That would more accurately reflect the real world today and would teach children the mindset they will need in their adult lives.

Having the answers is less valuable than knowing how to get the answers. Knowing too much can slow you down as an entrepreneur because it stops you from asking silly questions, questioning assumptions and finding experts who can help you.

To make matters worse, we fail to teach children the high value of following your passion, joy, love and curiosity. Instead, we teach them that joy and passion are distractions from the topics they have been assigned to learn. School rarely cultivates the valuable type of learning process that turns passion into profit through insights, innovation and creativity.

NEW IDEA: SMART PEOPLE SURROUND THEMSELVES WITH SMARTER PEOPLE

Being smart in business is about finding the best people to work with you. You don't show how smart you are by having every answer; you show how smart you are by having access to every answer.

In business we reward the person who can find the answers quickly and who can use them to innovate in a new way. Life rewards team leaders who pool resources and connect people to create value. Life rewards the people who can connect the dots, not the people who are the dots. Investors look for entrepreneurs who can assemble an experienced board of directors, a skilful team of technicians and a bevy of attractive partnerships.

Why not reward those skills at school? Why were you taught that this sort of behaviour is wrong?

The reason is simple. School is designed to create industrialised workers, not entrepreneurs. Factory owners wanted their workers to learn skills and perform tasks without asking questions. They didn't want workers to look around and ask questions about how things could be done differently, they certainly didn't want workers copying what they saw and developing their own version. Since the school system's job was to create workers that employers wanted to hire, we get trained in a way that serves the factory owners not the creative individuals.

Remove the pressure from yourself to be smart, to be seen, to take the credit or to have all the answers. Reconnect with your childlike curiosity and playfulness, which creates room for lots of the right people to come and play your game with you.

If you went to school, you are probably riddled with old ideas that don't serve you in the new times we're entering. In the next chapter we will expose some more of them and attempt to flush a few out. If you are ready to get rid of some old industrial worker ideas and replace them with dynamic entrepreneurial ideas, then read on.

ACTIVITY: SELFISH LITTLE PLEBS

Let's play a game.

Pick a number. This number is an amount of money you want to spend in the next 12 months. It should be a number that at least satisfies all your wants and needs for the next year but isn't greedy.

Imagine that any number you write, as if by magic, will be yours to do with as you wish without further conditions. You can write any amount you want as long as you aren't greedy.

Choose the amount you want and write it down:

£ ____________________

NOTE: *Do it now, don't read on until you've got a number written down*.

How much did you choose? Was it twice your salary, three times or did you go wild and write down something ten times what you earn today?

The instructions were clear. You had to choose a number that isn't ‘greedy’.

If you wrote down a number less than ten billion pounds I'm disappointed and we have a lot of work to do on your entrepreneur mindset. Less than ten billion indicates that you are too greedy and selfish to be fully functional in the Entrepreneur Revolution.

TOO ‘GREEDY’ AND ‘SELFISH’!?

Why would I accuse you of that (if you wrote down less than ten billion)? After all, if you are like most people your number was probably modest, you didn't ask for vast sums, you were reasonable.

Well, here is the thing. I said ‘an amount that would satisfy all your wants and needs’.

If you only thought about your own personal desires, you're amount would be a small amount. It would be greedy. If you thought about your family, the amount would be bigger but still fairly small. If you thought about the big issues we face as a planet, your amount would have been trillions!

Choosing a bigger amount would allow you to impact more people.

I am really hoping you have wants and needs that extend past you and your family. I hope you want to save rainforests, end hunger in faraway countries, influence government policy, set up charitable foundations, empower people less fortunate, rescue animals or improve something much bigger than your own personal situation.

You can't do that with an amount like £5 million even.

With £5 million you could have a nice home, a nice car, a nice holiday and invest a nice little amount for your future.

That is it. You're barely able to do nice things for your extended family, your community, your local elderly, your local environment.

My answer is a little different.

I answer that question like this:

‘*I want the most amount of money that I can receive as a result of me being true to my authentic passions, talents and inspirations*.’

If I am lucky enough to be like Bill Gates and my passion makes me a billionaire, then I will rise to the challenges that billions call for. I may also do what he did and run one of the biggest charitable foundations on the planet too.

If my passion, talent and available opportunity make only a small amount of money but I am self-governing, free and an inspiration to myself and others, then I will accept that too. I will make the most of the situation and do what I can with what I've got.

The important point is that it's not selfish to have a lot of spare time or a lot of spare cash. If given the opportunity, you should embrace receiving more money and more freedom with less effort. It's selfish to indulge all of your time doing something that neither serves nor inspires anyone and then make a boring amount of money that only barely compensates you for your time. It's selfish to deprive the world of your joy, your passion, your creativity and your generosity because you are busy doing something you don't care about for an amount that only caters to your immediate needs.

THE POOR MINDSET IS THE GREEDY MINDSET

If you ask a rich person ‘What would you do for £1000?’ they would say ‘It's not about the money’.

If you ask a poor person ‘What will you do for £1000?’ they will quickly demonstrate how easily they are bought. For £1000 most people will give up the best part of their week for a vision that doesn't inspire them, working with people they barely care about and performing a role that is repetitive and dull. Most people will stay in a job they hate if the money is good enough.

In my opinion it is the poor-minded person who is greedy for money, addicted to money; a slave to the filthy lucre.

It is the people with a rich mindset who are mostly indifferent to the stuff. They are interested in their vision, their passion, their companions, their adventures and money is nothing more than a tool for achieving it.

In the Entrepreneur Revolution you must be true to your convictions. If you're easily bought, you'll end up stuck in a dead-end job.

A STATE OF MONEY OR A STATE OF MIND?

Of course, it is all just a state of mind. However, it affects your most important decisions. It is a choice you can make at any time. Naturally, you will need a vision, a passion, an adventure (that will come later in this book). For now I still have a few points I need to make on the mindset shifts that will serve you in the years ahead.

ACTIVITY: WHAT DO YOU DO FOR A LIVING?

What do you currently do for a living? Write it down:

____

NOTE: *Don't read on until you have written down your answer*.

What did you write? Did you put down sales executive, area manager, apprentice plumber, tree surgeon, town planner, designer or architect?

Did you write down your job? Your occupation? Your source of income?

Why? Why did you write that? Why do most people think that what they do for income is what keeps them alive?

It's not! What keeps you alive is not your job title.

If you ask an American Inuit tribesman what he does for a living he will look at you strangely and say, ‘I breathe’.

At least in the short term. After that I guess he will need some water, some good food, a good night's rest and an active day filled with a sense of adventure to keep him living.

After 200 years of conditioning, we now answer with our job title.

The factory owners of the Industrial Revolution wanted their staff to be clear on one thing: ‘working in my factory keeps you alive, I give you your living’. They wanted us to fear leaving the factory so they could pay people just enough to survive. Work for a crust, be worth your salt and earn your living.

It's a silly belief that work keeps you alive. Are you really scared of stopping breathing, or having access to water, food and shelter if work stopped? I gave up my fear of that a long time ago. If you are reading this book then you are probably lucky enough to be in the small percentage of the world's population that will not starve or go thirsty even if you really mess up. You have family, friends and welfare to fall back on until you get your wits about you. Chances are you're at more risk of eating too many calories than too few.

In the Entrepreneur Revolution we kiss goodbye to this irrational survival fear of ‘not having enough to live’. We have built up a fear that what we do for income is keeping us alive; but now we must move beyond it. It isn't logical and it doesn't serve us anymore.

It is an idea that wealthy families don't have. If you asked Prince Charles what he did for a living he would probably be quite confused. When you explained that you were asking about how he sustained his place in the economy, he would tell you that he is royalty and has an empire to reign over. It's unlikely he thinks he ‘works at the palace for a living’.

Even self-made people are different. They all hate being asked what they do for a living. As an entrepreneur who's passionate about their business, it doesn't feel like you're doing things to survive. The truth is that you do a lot of stuff and it all seems to be in service of a vision you have. The truth is that wealthy people kind of ‘reign’ over their little empires more than they ‘work for a crust’.

Entrepreneurs don't normally get paid purely for their time either, and once income is no longer linked directly to the number of hours worked, it feels strange to think that you are working for a living. Some work you do as an entrepreneur doesn't pay anything in the short term, some generates more in a few hours than most people make in a month. For this reason, most entrepreneurs also hate the idea of retiring from work. Many feel they are already retired from work and are doing things they are inspired to do.

If you asked me what I physically do for income my answer isn't so simple. I now have multiple business interests, I am an international public speaker, I am an author, I have investments. It is my little empire and it's not directly linked to where I spend my time.

More to the point, it's not purely about the income. I do this stuff because it's in line with my vision, it's part of my adventure and I am inspired to do it. It just so happens that it is set up in a way that produces income as well.

None of it makes me feel like I'm scraping out a living. I don't have to show up for work; I want to play this game.

THE WORLD HAS CHANGED FOR THE BETTER

The industrial age was a time of great transformation and gave humans so much. We owe our parents', grandparents' and great-grandparents' generations a debt of gratitude for what they accomplished. What they endured and struggled for has set the scene for a new way of living that no other humans have ever had the chance to experience. With gratitude and respect, we must change our mindsets from the industrialised worker to the visionary entrepreneur if we are going to live into the potential we've been presented with.

Our lives can now centre on the important issues that face humanity, we are free to learn, explore, create and solve meaningful problems. We can do more meaningful work and we can have more meaningful relationships if we simply recognise the potential of the times we are living in.

In many ways, it would be a great disservice to our ancestors if we didn't wake up every day brimming with gratitude and a sense of possibility. It would be a slap in their face to play small, to complain or to avoid taking a few risks. I'm sure my grandmother – who worked in an ammunition factory – would have dreamed of a future where no-one ever had to do that again and instead we could fight positive and creative frontiers that improve the planet.

It's time for you to make the most of these times we are in and to really wake up your inner visionary. We need to start thinking differently. We must stop thinking like workers and start thinking like entrepreneurs.

CHAPTER 4
MEET YOUR ENTREPRENEUR BRAIN

Your brain controls the way you think and the way you think controls what you do.

What you do largely gives you the results you see in the outside world (including your bank balance, your house, your car, the types of holidays you go on and the difference you make).

So, if you want to consistently make things happen, it's vitally important that we take a look at the brain and how it's wired. This is especially true as you enter the world of entrepreneurship, because growing a business regularly triggers the extremes of your personality.

An entrepreneur must be a visionary who can see how something can be transformed in order to be more valuable. An entrepreneur must be highly aware of resources that could be useful in the service of that vision. An entrepreneur must be practical and disciplined in order to complete complex tasks without getting distracted.

An entrepreneur must build a network of new people and enrol them in the vision. An entrepreneur will also come up against people's doubts, fears and greed. An entrepreneur has to be aware of when they are operating at their best and when they are being dragged down into the negativity of others. An entrepreneur needs to know if they are working towards a realistic vision or if they are being delusional. All of this relies on you having a useful understanding of your brain.

Industrial-age employees didn't need this understanding. The architects of the industrial age did everything they could to ensure you were neither visionary nor disruptive. They created a schooling system that ironed out the highs and lows of the personality spectrum. They created structures and routines that reduced the likelihood of emotional outbursts and tantrums; equally they limited your exposure to a sense of awe, wonder and possibility, reducing the likelihood that you would be highly innovative. The goal was simple, create workers who won't be disruptive.

As an entrepreneur, these structures and routines are removed and you will open up to a wider spectrum of human experience. You will experience new highs and lows that industrial workers wouldn't dream of. As an entrepreneur, you will meet the worst version of yourself and the best version of yourself, which are already pre-installed – sometimes you'll meet both extremes in the same week!

To give you a simple way of recognising and labelling your highs and lows, I've broken your brain down into three simple modes that you will find yourself in – the reptile, the monkey and the entrepreneur.

The brain is incredibly complex, and an exciting piece of equipment to learn about properly. If you happen to be a brain scientist, forgive me for oversimplifying things but what I am about to discuss is designed to be useful for entrepreneurs rather than accurate for brain scientists.

Here are the three key parts of your ‘entrepreneur brain’.

1. **The reptile.** The highly emotional, survival-orientated part of your brain that has you see the world as a dangerous place where most people and most things can't be trusted. Its main purpose is to make sure that you can escape and survive any dangerous or stressful situation. When this part of the brain isn't dealing with a survival situation, it's looking for sex or entertainment to give it an emotional fix. If ever you're highly emotional, aggressive, distracted or agitated, you're in reptile mode.
2. **The monkey.** The functional worker part of your brain that has you see the world as a set of challenges and problems for you to complete. This is your physiological comfort zone, designed to keep you repeating the same day over and over again. If ever you find yourself on autopilot doing familiar tasks, you're in monkey mode.
3. **The entrepreneur** (or ‘humanitarian’ or ‘visionary’ if you prefer). The entrepreneurial part of your brain has you see the world as a deeply connected place that you can transform in a meaningful way. Your entrepreneur isn't limited by your current circumstances or resources, it's creative, dynamic, caring, loving, inspired and passionate. If ever you are working towards a big and meaningful goal, feeling centred and inspired, you're in entrepreneur mode.

DON'T LET THE REPTILE RUN YOUR LIFE

If you operate from the primitive, survival part of your brain, you can expect to live like a reptile. Reptiles don't achieve very much, they eat scraps, they crawl all over each other, they don't evolve and they feel the cold when the winters of life come around. Reptiles are either fighting for scraps, mating or conserving energy while watching anything that moves to see if it's good for food or sex.

Operating from this survival brain gives you more scarcity in the times we are living in. This part of the brain has no empathy for others, a skill that is vital in ‘value creation’. The reptile isn't able to reason effectively and it has no concept of time. It's not a logical or strategic part of the brain, it's programmed to seek out situations that seem good for immediate survival with as little effort as possible.

Unfortunately, it's easily fooled in these modern times. It's the part of the brain that will gamble on slot machines for hours on end, trading small coins for the hope of many coins, but it will never compute the folly of this activity. It will play repetitive, colourful games on the phone, scroll through endless social media accounts and get fooled into buying dumb things like weight-loss pills on late-night television.

It's the part of the brain that will hope for ‘passive income’ and will sacrifice relationships and genuine opportunities in exchange for a shot at having an endless stream of ‘flies that land in your mouth’ every day on their own.

The reptile believes the only resources that exist are those it can touch right now. If it can't see money, there's no money. If it can't see food, there's no food. The reptile will destroy everything around itself if it thinks that will bring an immediate benefit to its survival. If you have ever lashed out at someone close to you, if you have ever smashed something valuable or sent a venomous email that later cost you dearly, it was you 'going reptile'. This short-term view will have you make your worst decisions, often leaving you having to apologise or losing someone or something important to you.

THE MONKEY BRAIN DOES WHAT IT'S TOLD

The monkey brain isn't much better than the reptile brain if you want to achieve success as an entrepreneur.

If you operate from the purely functional part of your brain, you will live like a monkey. You will have friends and you will be able to perform repetitive tasks, but most of what you do will not be very meaningful in the long term. You will have a repetitive, comfortable existence, spend your time nit-picking and stay amused with very simple things.

The monkey brain works closely with the reptile to stay entertained. The monkey does all the repetitive tasks, and the reptile provides a variety of peak emotions like anger, sadness, happiness, anger, surprise, sexual arousal and excitement. The chiefs of the industrial age discovered that you can keep the monkey working on repetitive tasks for 40 years if you make sure the reptile keeps it entertained with emotional ups and downs on a daily basis.

The monkey believes the only resources that it can access are those it has been told (preferably in writing) it can access. If you tell the monkey it earns £45,000 a year, it believes that's all there is. If you tell the monkey it has a credit card limit of £3500, that's it until a letter arrives from the bank saying that it's now £4000! The monkey cannot perceive how life can be any different from the way it is now because no one has told it how. The monkey can only act if it's shown how to do something and then it can repeat it.

All the monkey wants to do is stay safe and see what the reptile comes up with next as entertainment.

If you've ever gotten caught in meaningless repetitive endeavours or felt helpless about how to change your life for the better because you don't know how, you were caught in monkey mode.

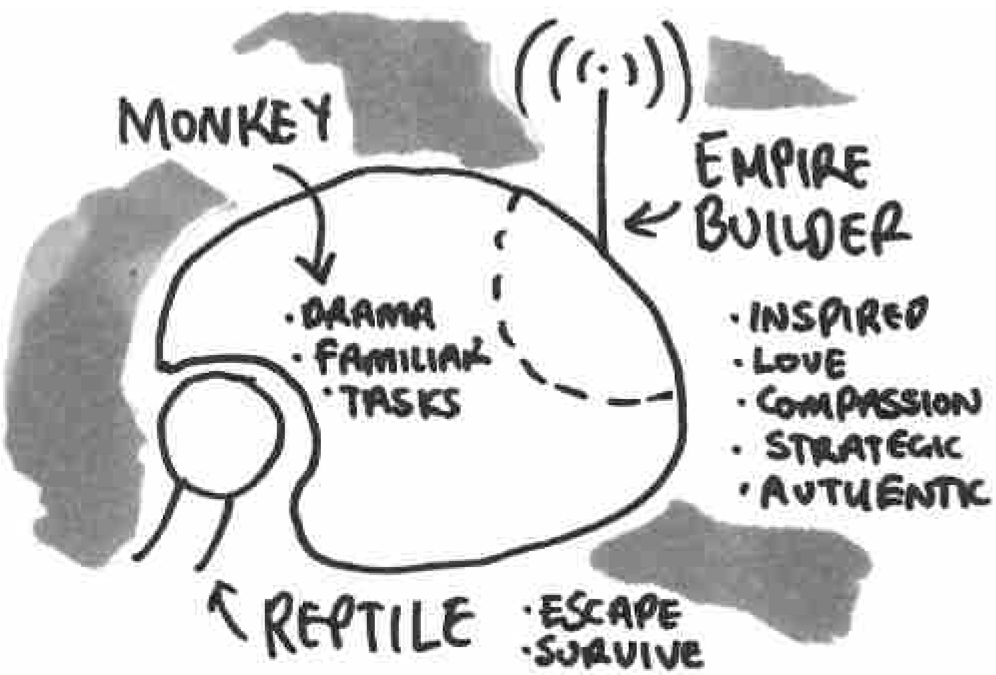
THE ENTREPRENEUR BRAIN TRANSFORMS YOUR WORLD

If you want to innovate, transform the world and build an inspiring empire, you need to access your entrepreneur brain.

If you operate from the entrepreneurial part of your brain, you will live like an emperor. You will develop a space that is truly your own, people will be honoured to share conversations with you, you will solve big important problems and make a difference to many people.

The entrepreneur part of your brain has great amounts of empathy, logic, reasoning and higher consciousness. These are all great skills for turning a vision into an empire.

Your entrepreneur brain has a capacity, quite literally, to love the world and everyone in it. It can connect with people and events over vast distances. It can calculate future consequences, it can draw unique insights from your own past or even the stories of others and naturally devise strategies. It's wise beyond the comprehension of the monkey or the reptile.



While the reptile believes in resources it can touch and the monkey believes what it is told, the entrepreneur believes in its ability to influence.

An entrepreneur believes that if a resource exists somewhere in the world, it can have a powerful discussion about how that resource gets used. The entrepreneur brain doesn't care who currently ‘owns’ the resource, only that it's possible to access it. If someone has a set of skills, the entrepreneur wants to enrol them in using those skills towards their vision. If someone has money, the entrepreneur is curious to see if that money could be put to better use with their company. If someone is famous, the entrepreneur sees the potential in them drawing attention to a common cause. The entrepreneur always sees the win–win relationships and therefore the entrepreneur doesn't need to own things in order for them to be useful.

Richard Branson sees the media as a resource because he has mastered such influence over the media, but he doesn't own it. SoftBank founder Massayoshi Son raised $45 billion in a 45-minute pitch to build his vision for the future – the money existed in a sovereign wealth fund and he influenced how it would be used.

If you have ever had moments of pure inspiration, where you feel anything is possible, you want to start a movement and do something meaningful for humanity, you were having an entrepreneur brain moment.

THE ENTREPRENEUR IS RARELY IN CHARGE

Here's the problem. The brain was built in such a way that the lower parts of the mind can shut down the higher parts. If the reptile brain is overstimulated, it shorts out the monkey and the entrepreneur and the reptile takes over.

In a genuine survival situation, you don't want to empathise with your attacker and you don't want to just keep doing what you are doing. You want to do what's needed to survive and nothing else. So the reptile is in charge when you feel your survival is imminently threatened.

If the reptile part of the brain returns to calm again, the monkey brain takes over and gets on with its feeble existence, bouncing between repetitive tasks with slight distractions from fluctuating emotions. The monkey brain is in charge when you do not feel like your survival is immediately threatened and you're just getting on with familiar tasks.

The monkey brain is designed to stay focused on tasks while the reptile keeps it entertained from time to time. From a survival standpoint, doing repetitive and familiar tasks that have always paid the bills, kept you fed and a roof over your head makes sense. If you are surviving, your monkey doesn't want you to rock the boat with a big idea that could destabilise things and make the reptile start attacking everything.

Provided the reptile or the monkey brain is stimulated, you cannot access the higher mind of the entrepreneur. The entrepreneur only comes out when you truly feel abundant, centred and complete in the moment. The entrepreneur needs to be in an environment that is inspiring.

This realisation may start to give you insights into why society is set up the way that it is.

The people who ran the show in the Industrial Revolution did not want millions of disruptive entrepreneurs running around.

Many parts of society during the Industrial Revolution evolved to keep people from going into 'survival mode' and tearing the streets up like savage reptiles. Governments set up provision for social security, pensions and healthcare because, without these things, the population might feel their very survival was under threat and end up burning down the city just trying to survive winter.

After survival is taken care of, the system is designed to keep people performing like well-trained little monkeys, who can carry out mind-numbing, repetitive tasks for years on end. Good factory workers. Part of this system is to give daily doses of emotion to the reptile so the monkey can stay entertained.

Most importantly, the system seems to have been set up to keep people from spending time in their higher mind – the entrepreneurial part.

Entrepreneurs pose a threat to powerful industrialists; if an entrepreneur is in business, they can take your market share (like Richard Branson, Steve Jobs or Oprah Winfrey); or, if they are a humanitarian, they can liberate your workers (like Gandhi, Bobby Kennedy, Martin Luther King Jr).

In order to keep the workers as workers, and to prevent them from rising up, two things must happen:

1. People must be convinced that they are able to survive. You must not threaten their survival in the immediate moment or they will turn savage and behave like reptiles; but you must also ensure that people know

they aren't abundant yet – *however* – one day in the future, you will receive rewards beyond all comprehension if you behave as you are told.

2. People must be kept occupied with tasks or entertainment at all times. While they aren't working, they must never have a spare moment to access their higher mind. Not only will this prevent people from becoming disruptive, but also the stimulated reptiles and monkeys love to consume shiny new objects that they get bored with rapidly. The stimulated monkey and reptile brains are wonderful consumers in the economy.

Does this sound familiar? It should: it's exactly how the masses have been treated for the last 250 years. The mainstream news, entertainment and popular personalities all reinforce these two messages.

The traditional, mainstream media is an elegant way to keep most people in their monkey brain. It stimulates emotional highs and lows without immediately threatening your survival, which would throw you into your reptile brain.

If you look at the way we are bombarded by advertising and entertainment, it's no wonder so few people ever escape their monkey life of repetitive, meaningless tasks.

When you look at what's really going on in society, we have built global systems to keep people on the treadmill of being in the monkey brain.

If we examine almost every spiritual teaching that gives you a path to enlightenment, the advice is fairly simple – tune out from all the garbage for a while and give yourself a chance to access your higher consciousness.

Spiritual teachers often suggest going to a very safe place and fasting, meditating, being silent and celibate for a while. It's all about avoiding the stimulation of the reptile and monkey brain.

When people tune out from the noise, they give themselves a chance to access their inner entrepreneur. They tap into new ideas that could help thousands of other people, and they discover vast resources they barely knew existed.

Accessing your inner entrepreneur isn't as hard as you might think. You first need to convince yourself of three things:

1. You don't need anything – you are whole and complete in this moment and your survival is not threatened in any way.
2. You are not required to perform repetitive and meaningless tasks in order to survive.
3. You're here to transform the world for the better, serve others and experience the rewards that come from these inspired acts of service.

In the next chapter we will begin the process of awakening your entrepreneur brain and seeing just how much opportunity is surrounding you right now.

First, let's make sure you aren't feeding the reptile or stimulating the monkey too much. If you are, you'll spend all your time cleaning up the messes they make and there'll be none left for building your empire.

NO MORE STIMULATING YOUR REPTILE BRAIN!

Your reptile brain will destroy you and therefore you need to stop feeding it. This begins with monitoring and improving what you talk about and think about. Avoid engaging in negative self-talk whereby you tell yourself, over and again, how scarce things are and how tough life is. Stop telling yourself or others that you are barely surviving and there are no resources around you. Put an end to sentences like:

‘There's not enough money' and replace it with ‘I'm living in the most abundant time in human history, I can access as much money as my vision requires for its fulfilment’.

‘I'm so busy and have no time' and replace it with ‘time is equal for everyone, I'm completely in control of how I spend my time and there are millions of people who can help me if they are inspired to do so’.

‘I'm not good enough' and replace it with ‘I am fortunate to be surrounded by skilful people who can help and support me to achieve my vision if I inspire them’.

‘You can't trust anyone’ and replace it with ‘I only move in circles with people who share my vision and are open to supporting it’.

This new self-talk might sound a bit fluffy to your monkey and reptile, but it enriches the parts of your brain that have what it takes to succeed. The science is clear, your higher mind is exponentially more powerful than the primitive zones of your brain.

Next for some practical steps to keep your survival fears at bay. Don't keep an empty fridge. Don't deprive yourself of sleep. Don't deprive yourself of access to the cash you need to survive. Don't starve yourself of nutrition by eating cheap food. Don't deny yourself little rewards for your efforts.

Having no food, water, sleep or cash around stimulates the reptile brain, which will push you to the brink of your worst behaviour. You will act aggressively to those who are closest to you, you will take stupid, short-term actions that come back to bite you and you will spiral out of control.

In order to try to stop the spiral, your brain will construct an unattainable fantasy. In your fantasy, you might imagine yourself with passive income, a lazy retirement and big winnings.

In this fantasy, you probably don't have to do anything and money keeps rolling in. This fantasy is designed as a safety mechanism to try to stop you completely destroying yourself.

As with any fantasy, you are removed from your power in this moment and you begin to pursue a juvenile approach to life which causes you to spend what little money or time you have on quick-fix solutions. You might join a multi-level marketing operation that you won't actually give any time to, or send money to a high-risk investment that you don't understand. You gamble or you blow money you don't have trying to create the fantasy.

It's easy to spot these reptile fantasies. They are typically presented to you as:

- **Passive income.** The reptile imagines that money comes from a source that requires no time, energy, effort or focus. The entrepreneur knows that making money and building a successful business will always require energy, time and effort. However, if you are dedicated to a meaningful cause, it will be fulfilling, rewarding and ethical.

- **Retirement.** The reptile wants you to squirrel away money that you believe you will live on after you are too old ‘to hunt or gather’. The entrepreneur never wants to retire, but looks to making a contribution for as many years as possible.
- **Multiple streams of income.** The reptile enjoys fantasising about money coming from many sources, thus ‘safeguarding your food supply’. The entrepreneur loves to focus on earning money from sources that fit perfectly with their mission and vision; if it's one source or twenty, the entrepreneur cares not.
- **Big wins.** The reptile likes the idea of making all the money you need for the rest of your life in one hit. The entrepreneur doesn't try to get everything done in one hit, because it realises that consistently creating regular wins creates big jumps.
- **Entitlements.** Your reptile brain believes there's money that ‘should rightfully be yours’. The entrepreneur believes that money is energy and will flow towards people who earn the right to utilise it best.
- **Providers.** The reptile wants a person or organisation who will take care of you and then you won't need to worry about money. The entrepreneur is looking for organisations, causes and people to provide for.
- **Financial freedom.** The reptile imagines a time when you will not need to be responsible for money and thus be free from it. The entrepreneur recognises and embraces the need to tackle the financial complexity that's created along with wealth.

Of course, all of these are juvenile concepts created by clever people who know how to sell ideas to reptiles and monkeys.

The only people who have these things are entrepreneurial empire builders. However, they don't even relate to these concepts. They just think about turning their inspired vision into a functioning empire.

For starters, entrepreneurs never retire. They do what they love so they don't want to stop doing it. They typically work as long as they can – often they stop ‘working’ just weeks before they die.

They don't see themselves as beneficiaries of passive income or multiple streams of income. They see that they are in the service of one growing empire, which has much to be cared for.

They don't go for easy, quick wins. They take on the big challenges and, when they do have a big win, they find another big challenge to take on next.

They don't seek financial freedom, they manage financial complexity. They don't look for a provider, they look for opportunities to provide for others.

DON'T BE A MONKEY

Living a monkey life is easy. Almost the whole of society wants you to do this. Often, it's your parents, your teachers, your government and your friends who want you to live by the monkey brain rules. They might say things to you like:

‘Get a good job, settle down, fix your mortgage, don't rock the boat and put that dream off until you retire.’

This is the monkey anthem. It's more than just an anthem – it's the day-to-day noise that is deafening when you realise how loud it's playing.

Even when you do try to tune out, a hundred things will show up and try to tune you back in.

The news, the media, the advertising industry, organised religion, workplaces, families and the government are all beating the same drum. It's designed to keep you marching to that drum – work, consume, pay taxes, repeat.

It might feel nice to march to that drum at times. I've often envied those people who can do it. At times when my journey got tough, I wondered what it would be like to have a regular pay cheque, a planned holiday break and to trust in the government or an employer to look after me in retirement. I imagine it must be bliss to those who haven't woken up their entrepreneur brain. Like you have.

If you want to live like a monkey, repeat the same day over and over again while you ride the little emotional ripples the reptile provides. When you get bored, create pointless drama. When the drama is too much, go back to work. Trust the system and let it age you.

If you want to live as a monkey, settle. Settle for a safe little house with a manageable little mortgage. Settle for a menial job that you could do in your sleep and which pays a basic little survival wage. Settle for TV shows to entertain you. Settle for the spectator seats. Settle for answers that don't make sense. Settle for self-serving institutions that take advantage of what little spare time and money you do have.

If that sounds unbearable, then keep reading. The alternative is to take your life up a gear and live as an entrepreneur.

To see Daniel talk about the entrepreneur brain visit:

www.dent.global/talk-brain

CHAPTER 5
TEN CHALLENGES TO WAKE UP YOUR ENTREPRENEUR BRAIN

You now have a problem. If you are reading a book like this, you've probably already woken up the entrepreneurial part of your brain and it makes you restless.

You yearn to do big, meaningful work. You want to cause an impact. You want progress and positive transformation in the world.

This will not go away; it will get worse if you don't act upon it. This book is going to move you in the direction of being a successful entrepreneur. If you trust my process, you won't just wake up your inner entrepreneur – you will live that way.

Let your monkey brain know that I will cover the ‘how’. I will cover how to create a concept and how to earn money from it. I will cover how to build a team and how to enjoy more freedom. For now though, we need to begin some basic tasks that exercise the entrepreneur mind.

Rather than just talking about this mindset stuff (because I do appreciate that the mere fact you're reading this book is evidence you're already on the path), I want to give you some real-life challenges that will automatically start to break you out of the monkey brain system and begin to activate your entrepreneur mind.

Let's begin by doing something.

I'm going to introduce you to ten tasks that are designed to challenge you. These tasks aren't theory. As you'll see, I've done each of them myself.

I've recommended these ten tasks to numerous friends and consistently the feedback is that they are nothing short of transformational.

As you read through these tasks, it might be easy just to keep reading on without putting them into practice.

If you do keep reading, make sure you come back to these tasks as soon as possible and complete them.

These ten tasks aren't just fun things to read about, they are tasks to be completed. You will need to ‘do’ these things to get the lessons.

Even if you think you can imagine what it would be like to complete these tasks – do them for real.

I promise, if you do, you will rapidly begin to flush out the industrialised worker mentality and open yourself up to a world of new opportunities. Magic will happen.

Knowing is not enough, we must apply. Willing is not enough, we must do.

Bruce Lee

CHALLENGE 1: MAKE THREE CALLS

Begin something bold without knowing how, exactly, it will work out. You might want to plan an event, start producing a song, talk to an investor, introduce yourself to that person you've been admiring and just say ‘Hi, how are you today?’ Whatever it is, don't plan too far ahead, begin it and let it unfold AFTER you're in too deep. Make three phone calls and see what happens.

Let me take you back to the beginning of my entrepreneurial journey and walk you through some critical lessons I had along the way.

In the first year of university, my friend Marcus and I came up with an idea to run a dance party for 15–17 year olds. The more we researched it and created clever and cheap ways to market the party, the more it seemed like an entirely valid idea.

I was excited but didn't know what to do next. I called up my dad, explained the situation and asked him what I should do; and he said ‘make three calls’.

His suggestion was simple: make three phone calls to see if anyone else is interested in your idea. Not friends, not family, but three people who will either advance the idea forward or tell you why it's not for them.

My first call was to a warehouse shed company that had a big green building across the street from my local park. They told me that it wasn't a suitable venue and that they tried to have an 18th birthday party there once and it was a disaster. They suggested I call an actual nightclub venue.

My second call was more ambitious. I called the top nightclub in town.

After being put through to the General Manager, I said in my most professional voice: ‘I am from a dance party promotions company and we have selected your venue as a possible venue for our next big gig for under-18s. You're normally closed on a Tuesday night so we were thinking about running something in the first week of school holidays with you.’

To my amazement he didn't hang up on me, nor did he get excited. He simply asked me to fax through a proposal and then organise a time to meet with him through his assistant.

‘Well I can't send you a proposal today because I am out of the office, but I will have one to you by lunch time tomorrow.’

My third call was back to my dad to find out what a proposal was.

We met with the nightclub manager and he agreed to run the party. As we walked out the door, he asked if we had thought about running some radio ads.

We didn't have any money for radio ads, but I used my dad's advice again and made three calls to local radio stations.

To my surprise, I secured A$4000 of free advertising in exchange for the naming rights of the party. The radio station suggested we should get some prizes from retail stores. I made three more calls and found retailers who were happy to give us thousands of dollars' worth of prizes.

The retail stores suggested we have a fashion parade. I made three calls and found that one of the cutest girls in our class was a model who knew how to run a fashion parade. She suggested I also take her on a date some time and I made three calls to brag to my friends!

Our party was a huge success and my business partner and I both walked away with more cash than we could carry that night.

This became our sideline business, and we were both able to make good spending money while at university.

On that first day, I never knew how it would unfold, I just made those calls to see what would happen next. I hadn't a clue what we would be getting ourselves into, but it felt great to begin it. With each step forward, the next steps appeared and before long we had an exciting result.

I'm not saying you should be reckless, I'm saying that it's impossible to know how things will pan out until after you begin. Take the first steps, pick up the phone and put yourself out there. Make a move that is directionally correct.

The monkey brain loves the idea that decisions are black and white. It craves clarity and certainty, wants a recipe to follow and takes comfort that if it sticks to a plan, everything will be OK.

Sadly this isn't how the world works, and it isn't how entrepreneurial success happens either. Success is always in a mess, it unfolds from a world of grey decisions that are directionally correct.

The way success looks from a distance is as if it was a perfect plan that came to fruition. The way it is behind the scenes is a mess that was moving in vaguely the right direction most of the time.

When you look closely at successful people, few of their decisions were black and white and obviously safe. Safe decisions don't provide a payoff. Safe and clear decisions are actually dangerous for a person who's seeking the rewards of entrepreneurship. If the decisions don't feel risky and incomplete, then the opportunity is too obvious and therefore too contested. Directionally correct decisions take you into the unknown.

Your inner entrepreneur is OK with sitting in the tension of uncertainty. The entrepreneur knows that resources show up when they are needed and normally not beforehand.

Entrepreneurial people believe that they have access to any resources that exist on the planet, whenever they need them, and that they only need to have the right conversation to get them – this means you have to pick up the phone and start having conversations.

To begin this task, simply pick up the phone, send some emails and arrange some meetings. Begin the conversation without knowing where it will lead you.

The entrepreneurial empire builder is OK stepping into the unknown and having an adventure. The empire builder sees the whole world as a stage and everyone as a fellow player in the game of life.

The entrepreneur isn't scared, but the monkey and the reptile get terrified if they think you're not able to survive, or if there's no money for the little luxuries later on in life. If they feel threatened, the reptile and the monkey will do everything they can to hold the entrepreneur back.

CHALLENGE 2: GET YOUR MONKEY A BANK ACCOUNT

Set up a new bank account and put at least 10% of all the money you earn into that account. This 'monkey account' helps you to feel OK about taking risks, and will eventually stop you from needing to do boring, familiar tasks. Don't touch that money; its purpose is nothing more than to become part of 'your wealth'. This automatic wealth-building plan will be an essential key for keeping the monkey and the reptile off your back.

After the success of our first dance party, Marcus and I were thoroughly convinced that we were going to be successful entrepreneurs. We talked endlessly about how, one day, we would have expensive cars, big boats and houses all over the world. We were planning out our dreams and we were excited.

Marcus's dad, Vac, took us aside and gave us some interesting advice. He said, 'be sure to put 10% aside and then you can go blow the rest on whatever you want'.

It was shocking advice coming from an adult. Weren't we meant to invest it all, or pay off some debt (not that we had any), or save it up for a distant rainy day?

Vac was a clever businessman, and this was good advice: enjoy our earnings whilst putting aside 10% of everything into a separate, wealth-building account. He said, ‘if you just keep 10% of everything you earn, you'll build wealth. Having wealth puts you in a position to make better choices with your life’.

The monkey and reptile brain are risk-adverse. The monkey thrives on repetitive things and loves a system that just works on autopilot. The monkey will feel very safe about money if it knows that there's a repetitive system in place that stashes money aside.

As you step into the Entrepreneur Revolution, well-meaning people around you will tell you how risky it is to go and do big things like start a business. Having a safe stash of money, that just keeps growing, helps you to reason with your monkey and reptile brain.

You need your monkey and reptile brain to feel safe that this money will not be used by the entrepreneur for any ‘risky dreams or schemes’. The money you put aside can never be used for business, spending or risky investments. It's for boring stuff like cash, property, tracker funds and blue-chip shares.

The monkey and the reptile need to know your future is being taken care of, so this account will please the part of you that's conservative and safe and concerned about your long-term survival.

I set up a special account with my bank called ‘the monkey brain account’ and 10% of my earnings went into it from the start.

To this day, these earnings sit around in boring investments – nothing too sexy, nothing too risky. I keep about 3 months of living expenses in cash, and then put the surplus into boring investments that I won't touch. The purpose of this money is to ‘have money’, not to spend one day. So many people imagine that one day they will have money, but they are unwilling to hold on to any money when it arrives. I can assure you, if you find it hard to save a little bit when you are starting out, you will find it hard to save a lot when the numbers increase. The more money you earn, the faster you will discover ways of spending it that you never knew existed. That is why, from your first income in business, you must put aside 10% as your automatic strategy for accumulating wealth over time.

After that, it just keeps ticking along automatically and it works. I bought one set of shares for A$12 and they were at A$45 the last time I checked. I put some money into a fund that always seems to go up by 5% a year. I hardly look at it and it always shocks me to see how much it adds up to over time. It makes me feel very calm to know that I have money to fall back on if I need it.

The other thing to note is that when you put a bit of money aside, you don't miss it. I have lived on yachts, had penthouse apartments, travelled the world, eaten in the best restaurants and driven prestige cars, and never found myself unable to do something because of my savings strategy. In time, you'll see that your entrepreneur plan is going just fine without your little monkey money.

This money is not for spending at a later date, this money is for having. If you imagine that one day you will have wealth, then you can either wait for a massive payday to come and hope that you magically know how to handle it or you can begin building wealth every month and adjust to it as it grows. I've seen that people who get the big payday often lose it quickly, and people who build wealth slowly keep it for longer.

I've also experienced that when you have money, your reptile and monkey brain are more trusting of your entrepreneurial ideas – having money will open you up to a bigger vision.

CHALLENGE 3: STOP SPENDING TIME WITH PEOPLE WHO BRING YOU DOWN

Start making friends with more people who inspire you. Spend more time having conversations with people who bring out the best in you. Stop hanging around people who drag you down. Make a list of people you currently spend a lot of time with and decide who can stay and who might need to go.

You become just like the people you have regular conversations with. These people determine the dominant ideas you ponder, the opportunities you notice and the resources you can access. Your peer group normalises a level of performance and if you don't like the results your friends have, you had better consider spending time with people who live the kind of life you aspire to.

When you look at the list of people you spend the most time around, if you do not have many people who inspire you, you're better off spending time out networking in inspirational places trying to find some.

Today I'm fortunate to spend a lot of my time with very inspiring people. I talk regularly with people who run exciting, fast-growth enterprises, people who lead charities and people who've achieved remarkable things and continue to address meaningful challenges.

Most of my insights come from an ongoing conversation with a peer group of successful entrepreneurs and leaders.

One of the reasons I dropped out of university was because I realised that most people I spent time with were playing small. At the end of my first year in university I became aware that most people I met were struggling to survive. I remember talking to a Finance lecturer who shared the fact that he and his wife were really struggling to pay the rent. This scared me. Why am I learning Finance from a guy who's struggling to pay the rent?

I could see this was only going to make me believe that playing small was normal.

So I decided to set out and find some mentors to shadow. I figured that if I could spend time with wealthy, dynamic, inspiring people, I might actually figure out what they do differently.

It was a frightening move to leave my friends and peers. I was afraid that I would be alone and wouldn't fit in with another crowd. My parents were both the first in their families to have a university degree, and now I was going to become a ‘dropout’.

When I was 19 years old I went to work for a friend of a friend named Jon, a successful businessman and marketeer.

Jon's company promoted and ran events all over Australia. He had a big house on the water, a vibrant family and he was engaged in meaningful work. He wore casual shorts and sandals most of the time, woke up when his kids did, played lots of games with them and was great fun to be around.

When he asked me to join his team of ‘inspired sales legends’, I laughed, because it was a very different way of explaining a job compared with the door-to-door roof insulation company sales team I had been working in at the weekends. They simply called me a ‘door-knocker’.

The other people who worked for Jon were all interested in achieving big, exciting and meaningful things too. The inspired conversations began and my mind tuned into all sorts of new opportunities.

I went from having regular conversations about grocery bills, rent and university deadlines to goals, dreams, plans and revenue targets. I was employee number four in Jon's start-up and I got the chance to discuss every aspect of the business with him. I learned more in my first month with Jon than I had in a year of university.

I was hungry to learn, so at every opportunity I asked Jon if he could teach me about sales, marketing, finding suppliers, conducting meetings, building a team and running a business. He happily taught me what he knew and a mentor relationship evolved. The lessons began flowing fast.

He taught me a lot about business and he also taught me how to shift my mindset from the broke university student to someone who was comfortable with larger sums of money.

CHALLENGE 4: CARRY CASH

Carry £1000 on you at all times. If £1000 isn't enough to make you a little bit uncomfortable, carry the amount you'd love to earn in a day.

One day, my new mentor Jon asked me how much money I considered to be a lot. After some thought I replied, ‘There's not much a guy can't do on A$1000 a week’.

He laughed, and said that if I was only making A$10,000 worth of sales a week (I was on 10%) then he wouldn't keep me on his sales team. To Jon, A$1000 wasn't a lot of money. It was the bare minimum I could earn before he would fire me – this excited me no end.

Noticing my reaction, he asked me to do something quite strange, which had a powerful impact on my life.

Jon asked me to get my hands on A$2000 and bring it back to him. I told him that I had A$100 in cash, A$500 in the bank and a limit of A$1000 on my credit card. He said, ‘go ask your dad for the rest or something, just bring me A$2000 tomorrow’.

I somehow got my hands on this *vast* sum of money and brought it back to him. Without much of a care he took it off me, stuck a bulldog clip on it and said, ‘carry that in your pocket at all times’.

It was wild. I was walking down the street feeling that, at any moment, a gang of ninjas would jump me and steal my entire net worth. I was nervous and excited all at once, and my hand never left my pocket for the first few weeks (better safe than sorry).

Then, one day, something strange happened. I was walking past a jewellery store and I saw an Omega watch. It was awesome!

CARRY CASH

‘It's A$2000, you can't afford that’ I said to myself. ‘Wait a second… I have A$2000 in my pocket. I can afford it if I want it.’

After a brief conversation with my entrepreneur brain, I realised that, even though I could afford it, I would choose to wait until I had earned it. I decided that when I had turned over A$1 million in my own business I would buy it as a reward. That felt right, and it also made me feel empowered that I had made this decision on my own rather than feeling powerless in view of the watch's price tag.

Over the following 12 months this became a regular occurrence. I would notice something I thought I could not afford and then realise that I actually had enough money in my pocket to buy most things.

All of a sudden, I was in the driver's seat. I had the power over the things and not the other way around. I had lost my emotional charge on them, I had also lost my charge on the idea that A$2000 was a lot of money; it's just how much I carried in my pocket.

This activity quickly surfaced my hang-ups about money. I realised that I had a fear of being taken advantage of if I had money, I had a fear of people judging me, I had a fear of losing it, I had a fear of being irresponsible with it and a fear of only being liked because of it. In the process of carrying it, I examined those fears and let go of them.

Prior to engaging in this challenge I also struggled to talk to people about money in my sales conversations. I would deliver a flawless presentation and make a clear case as to why we could deliver value, but then I would shy away from talking about the price because I personally had hang-ups about money. After carrying cash for a few months, my non-verbal communication changed and I confidently talked about our fees as though it was pocket money – because for me, it was.

It's almost impossible to go ‘reptile mode’ when you have a wad of cash in your possession. The reptile simply won't register a survival situation unless it's worried about immediate survival issues. With cash in your pocket, you won't be worried about your immediate survival. If the reptile is calm, you also won't be as susceptible to juvenile promises of easy windfalls.

In the first year working for Jon I went from earning A$800 a month, as a broke university student, to earning A$12,000 a month doing something that I considered fun; plus, I was living in a gorgeous beach location. Few people take this sort of a jump so quickly, and I believe that the A$2000 in the pocket was a big part of that shift.

Carry cash so you don't ever feel your survival is at stake. It will also allow you to confront your issues around money and recalibrate how much your brain thinks is a lot. This activity will do more for you than reading all the money books or attending all the money seminars.

CHALLENGE 5: EVERY WEEK TAKE SOMEONE NEW TO LUNCH

Take two new people out to lunch each week and pick up the bill. Have no fixed agenda, talk about life, liberty and the pursuit of happiness. It's not a sales meeting or a meeting to look for partnership opportunities, it's just a warm, friendly chat over lunch.

I was told that I needed to build a good network of people around me who weren't customers, clients or old friends. To help with this, I had to select two new people a week to take out for lunch at my expense. This was tough in the beginning, but wonderful later on.

Initially, I couldn't think of anyone who would want to go to lunch with me, who I would be willing to pay for. I was stalemated by my lack of confidence and my lack of money.

But I had to come up with two per week, so I just started asking people who I would never have thought would join me for lunch. Business owners, investors, accountants and occasionally an attractive girl if I was feeling particularly brave.

You'll be surprised at how many great people respond favourably when you say: ‘Can I take you out for lunch next week, it's on me, I don't know you well enough but I'm sure there's plenty of good reason we should be talking.’

To my amazement, people I invited were always quite happy to go out to lunch. I listened to their stories, got great advice, fresh ideas and found myself learning all sorts of new things. I learned to connect with people and discovered what people are going through in life beneath the surface.

I never went with an agenda, I simply showed up to talk about life and listen to their stories. I would often run ideas past people, ask them what books they were reading or if they had learned any life lessons I should know.

Without trying too hard, I was developing a network and I was able to start introducing people, which made me feel even more valuable.

Often I would get introduced to people as well. I would get referrals, opportunities and advice. Taking people out to lunch wasn't an expense, it was making me money.

When I got on the phone to make a sales call I had all sorts of stories to share and I was speaking from experience and a genuinely inspired place. People would listen to me talk about lessons I'd learned from others, and I made a lot of sales.

The reptile brain fears people it doesn't know. It believes that a new person is probably unsafe or untrustworthy. This subconscious belief will hold you back in business, because entrepreneurs have to meet new people all the time. An entrepreneur needs to be able to quickly connect with someone, build trust and find common ground to discuss. Without the ability to talk to strangers, you are limited to a very small pool of opportunities, but when you open up to new people you open up to new resources as well.

When you begin to do this, you will find out very quickly that taking people out to lunch makes you more money than it costs. Having a network builds your net worth more than almost anything else.

CHALLENGE 6: TUNE OUT FROM THE NEWS

Give up on all news. No papers, no radio, no TV, no news websites. Feel free to Google specific stories that relate to what you do, but avoid news as a form of entertainment.

On the weekends I would walk down to the local cafe on the beach and order breakfast and a juice and read the newspaper, to catch up on the rest of the world that I had missed out on while I was busily building my little empire through the week.

It was terrible: war, death, accidents, failing businesses, crashing stock markets, rising interest rates, rapists and murderers. This stuff was everywhere!

Well, it wasn't everywhere; a lot of it was happening in other parts of the world. Very few disasters were happening in my little beachside township, no murderers had killed people I knew personally and none of the wars were taking place in my local area.

When I took stock of this fact I realised that almost none of the news was relevant to my life at all. These events were going to happen with or without my involvement. Even though I was aware of these news stories, I wasn't going to reactively do much about it, other than to ride the emotional highs and lows of the story.

I had been led to believe that I needed to be up-to-date with these world events in order to function in society. I'd been told that news was important and it helped to shape my mind as a free thinker. I discovered that this isn't as true today as it once was, and that carefully selected books and websites are much better.

With encouragement from a mentor, I decided it was safe to tune out from the news. I bought good books for the weekend at the cafe and to be completely free from the world events of politics, wars, death and destruction.

And guess what happened? Nothing.

I didn't get surprised by the phantom boogeyman that the papers had been warning me about. I didn't lose all my money in a stock market crash that had been foretold on TV. No national draft picked me to fight a war that I hadn't been up-to-date on. Absolutely nothing happened – except I felt good.

I felt light and empowered all the time. Occasionally, someone would say ‘aren't you worried about flying?’ and I would say ‘No, why would I be?’ and they would look at me as if I was either a heroic champion for getting on with things under pressure, or a loony who simply didn't understand the imminent threats associated with the new insurgence of terrorists.

Either way, I made it through the dangerous world just fine.

My reptile brain was terrified of tuning out from the news – the news is perfect food for the reptile. It loved the emotional highs and lows that the news provides and, in the first few weeks, it really kept nagging at me to get a newspaper or switch on the TV for an update.

After a while, my reptile brain calmed down and I felt OK about living in a world without a daily download of the statistically improbable disturbances to the planet.

When you tune out from the news, you will probably feel anxious that you're missing out on something. Quickly you will discover that, if anything does relate to you, someone will tell you about it. After a while, you will be shocked at how much energy you once gave to this thinly veiled form of entertainment.

Today we live in a world where the best computer scientists are paid to create news content from around the world and from your friendship groups that grabs your attention and doesn't let go. The power of a digital newsfeed is that there are no ‘stopping cues’. At least an old-fashioned newspaper had a physical stopping point, but digital media can hold your attention indefinitely as you scroll and click endlessly between world events and social gossip.

I admit that I struggle with social media because I can see many positive benefits when it's used correctly, but it's easy to fall into the trap of endlessly scrolling and clicking.

An early investor in Facebook, Sean Parker openly said the system is deliberately built to trigger addictive chemicals in the brain to keep you on the platform for longer.

As an entrepreneur who values your time, anything that distracts you from your mission, makes you feel scared or reduces your ability to influence should be considered a threat. If you're using social media to build your business it's an opportunity, but be careful that it doesn't start using you.

After tuning out from the news, instead of getting worried about world events or gossip I stayed inspired and kept on doing things that worked.

I came to discover that my own life was more important than the stories presented to me by some newsroom editor or social media feed. When I focused on my own life I did things that were newsworthy myself. My life was becoming more interesting and I put value on my own unfolding story.

So much was happening that I decided to start writing it down.

CHALLENGE 7: KEEP A JOURNAL

Start a journal. Make lists of high-value tasks, write down your goals, draw pictures, write marketing copy and project your future. Keep track of your thoughts and mark down your milestones. Every entrepreneur needs to explore ideas, plans, goals, targets and keep track of important stories for perspective.

Every mentor I've ever had keeps a journal on them. It shows up at every meeting, it goes on holiday with them, it rides shotgun next to them in the car and sleeps by their bed at night.

There are so many ideas buzzing about in the entrepreneurial brain. Brilliant, multi-million-dollar ideas seem to come thick and fast, showing up virtually every day – almost like a replacement for the news I block out.

These ideas need to be explored on paper. Calculations need to be done, resources need to be calculated, lists of missing pieces need to be accounted for and diagrams need to be sketched.

No matter how smart you are, you need a journal.

My first mentor, Jon, insisted that I keep a journal. He would give me a magazine and tell me to rewrite the ads in a way that was more customer-focused. He would get me to work out projected revenues on campaigns we were running. He would ask me to list all the goals I wanted to achieve by my 21st birthday, and to make a tally of all the things I was most grateful for to date.

My journals filled up quickly and, by writing things down, I noticed that my mind was free to have even more ideas. I also discovered that a journal is an excellent tool for beating stress, because the brain tends to have a hard time remembering lists of more than seven things at once. As an entrepreneur, you will almost always have more than seven things you are mentally juggling and if they aren't written down, too much of your brain power is spent simply remembering what you need to remember.

To this day I'm constantly surprised when I go back through my journals from years earlier. Quite regularly the things I named as ‘big goals’ I could tick off the list just 24 months later. The things I wrote down that were stressing me out, were resolved. The ideas that I was exploring often evolved into something valuable.

Get into the habit of writing in your journal daily. Even if you just sit with it open and make lists of things that come to your mind. If you've not kept a regular journal it can seem foreign to sit and write but, eventually, you wake up a very creative part of your brain that loves to express itself.

Here are some key things to write down to get you started:

- What are you most grateful for in your life so far?
- Who's been helping you recently whom you haven't acknowledged?
- What do you want to achieve in the coming 3 years?
- What would you do if you had £100k to invest in your business?
- Who can you take out to lunch this month?
- What have you noticed since carrying £1000 in your pocket?

- What problems can you solve for your clients?
- Where would you like to go on holiday in the next 12 months?

CHALLENGE 8: PLAN YOUR HOLIDAYS FIRST

Using a yearly planner (I like giant Sasco wall planners) schedule in the holidays you want to take. Blank out the time you'll be taking off in the coming year. Rule out the long weekends you plan on taking off and the mid-week lazy days you want free.

This task is an exciting one and it will do wonders for you as an entrepreneur.

Most people plan their holidays around their work. They hope there will be some spare time and money for holidays each year. But you are not a robot, you are a human being with limited time to explore the earth.

The successful people I know plan their work around their holidays, and you should try this approach too.

Start the year by blocking out at least 6–8 weeks of holiday time. Take out a big year planner at the beginning of the year and block out your holidays first. Work out where you want to go, how much you need to set aside and then reverse-engineer your work to serve the lifestyle you want to live.

Why is this important? Firstly, it allows your brain to relax about getting some downtime because it knows the holidays are coming. This allows you to get so much done when you are working. It also allows your family and friends to relax about when they will be able to spend some real quality time with you. If your family knows that there is a good two weeks of planned holidays coming soon, they won't worry so much if you have to be home late or work through a weekend here and there.

Next, holidays also give you time to think. I have my best ideas on holiday. The monkey brain takes over whenever you do repetitive tasks that you are familiar with; going to new places snaps you out of that.

With distance between me and the functional elements of my business, I get to play with the big picture and the really important stuff. It's amazing how powerful it is to get some time in nature, away from all the screens. Holidays recharge you.

Finally, your holidays ensure you have deadlines. It's amazing how much gets done the week before you take two weeks to go sailing with limited WiFi. The week before, you somehow move mountains so you can switch off and enjoy the trip.

For most of the last 10 years, I've started the year by blocking out my holidays. There have been a few years where I forgot to do it proactively, and I ended up not taking my holidays and suffering for it.

As a result of this principle, I feel I've had an interesting multi-dimensional decade. As well as building businesses, I've had some great adventures. I've sailed Thailand, Vanuatu, the Mediterranean and the Australian coast. I've snowboarded the Alps, the Rockies and in Japan and Australia. I've explored waterfalls in Asia and Indonesia. I've volunteered and raised funds in India and Africa. I've partied in Ibiza, Las Vegas, Bali and Morocco.

The years I took holidays were always much better than the ones I just worked. Better financially, better for my morale, better for connecting with people, better for big dreams and better for my family and my health.

Don't skip this step. Find a way to make it happen.

CHALLENGE 9: GET STRUCTURED

Make an appointment with an accountant and a lawyer to discuss your business and wealth-building plans. Ask them to steer you in the right direction for tax planning, wealth protection and attracting investment.

Consider this:

- Entrepreneurs have structures in place that accommodate their big, global vision.
- Entrepreneurs use company structures, partnerships and trusts to manage their wealth.
- Entrepreneurs learn how the system works, so they can legally structure themselves and live exactly how they want.
- Entrepreneurs believe they should pay the tax legally required of them but not more (unless you love the way they spend it).
- Entrepreneurs believe it would be folly to expose their empire to the risk of being unfairly sued by an opportunist.
- Entrepreneurs believe they can leverage the resources of others, provided they can create fair structures that are attractive to investors and high-performing people.

All of this takes planning.

In recent years, offshore companies and structures have been broadly labelled as tax-avoidance schemes and indeed many of them are set up purely to dodge tax that should rightfully be paid. With that said, many entrepreneurs legitimately set up companies and structures so that they can do business all over the world, attract investment, reduce risk and pay their fair taxes in the jurisdiction that makes most sense from a global perspective. In this time in history, having an overly simplistic approach reduces your ability to scale up a great idea that could help people all over the world.

From a young age I was encouraged to meet with accountants and lawyers to discuss my plans and the types of structures that would best fit with them.

No one is born with an inbuilt knowledge of how legal and accounting systems operate, so it's something every ambitious entrepreneur needs to learn. There's also good reason why you were never taught about tax and structuring in school. The system is more than happy for you to earn money in your personal name, pay the highest possible rate of tax and be completely liable for every risk you encounter, even though both of these liabilities can be legally reduced.

Some people feel a moral obligation to pay as much tax as possible, and by all means if you feel that way you can send half your earnings to the government for them to spend with all their wisdom. Many wealthy people I know reduce their tax obligations legally and fairly, and then free up money to donate to charities, invest in new innovations or scale their own businesses faster. The choice is ultimately yours, because the system facilitates a broad spectrum of options for entrepreneurs. My only encouragement would be to know your options before you commit to any particular path.

You spend 100% of your life interacting with the tax and legal systems. It's crazy not to understand them and have a plan for how you will interact with them.

Some people think they will set up a structure *after* they make a lot of money. Sadly, this doesn't work and it can cost hundreds of thousands to restructure a company that is already up and running. You must create a wealth structure before you make money. It's a nasty catch-22. Companies, trusts, accountants and lawyers all cost money, and you have to spend this money before you have it but if you do, it will make life easier down the road.

Wealth structures are an investment and you need to find ways to build them. I recommend that you talk to lawyers and accountants before you make a lot of money. Many lawyers and accountants will meet you for an hour, free of charge, to talk about your plans.

We live in exciting times that will certainly take your business to a global audience, and the right structure will allow you to effortlessly scale up to meet your market wherever they are. You may want investment, and investors will want to know how you are structured before they invest.

To complete this challenge, you should set up several meetings with these business advisors to discuss your plans. Even if you don't go ahead with any of their suggestions, you will be more knowledgeable about your options.

CHALLENGE 10: GET AN ENTREPRENEURIAL TEAM IN PLACE

Identify people around you who can help you to implement your ideas and achieve the big goals you have for your future. No matter if you are starting out or you're already a millionaire, it will be the team you build today that will determine the results you get tomorrow.

There's no such thing as a self-made millionaire. In every case, people who are described as self-made are surrounded by a brilliant team of people. Entrepreneurship is a team sport and the more successful you want to become, the more great people you'll need around you.

Talking about your next big move in business is nice and it's important, however, there's no traction until you recruit key players onto your team. In the coming chapters we will talk about how to attract and build a team, and it's wise to start early to identify people who might join you as an employee or supplier.

I started out as a valuable player on my mentor's team, then I had to go out and build a team of my own.

It wasn't until I built a team that I was able to start my business. When I left my job with Jon to start my own company, it was only because my friend Glen was an exceptional sales person and he had agreed to be part of the team.

If you are starting out, here's my draft pick for who you should be looking for from day one:

1. A graphic designer – someone who can take the vision and create brochures, websites, sales forms, business cards and make a business idea look tangible.
2. A sales person – someone who's genuine, likeable and can ask that tough question: ‘How would you like to pay for that?’
3. A Swiss army knife – someone who isn't 100% brilliant in any one thing, but can get most things done well enough. They are organised,

flexible, frugal and detail-orientated. They can do data entry if required, customer service calls, order supplies, book flights, fix most IT problems or quickly find someone who can.

4. A technician – someone who's brilliant at delivering value to your clients in the industry you're in (e.g. a hair dresser for your hair salon, a software coder for your technology business, a builder for your home renovations business).

5. A mentor – someone outside the business, successful, wise, who's been around the block and had a few bloody noses, available for late-night chats over a glass of wine. This could also take the form of a mastermind group rather than just one person.

These people could be a mix of full-time staff that you hire, virtual staff paid by the hour, or even people who are helping you out as a favour.

If you're already in business, with an existing team, this principle still applies. If you want to grow, you will need some new high performers and it's worth thinking about who could be your next great recruit or supplier. You'll know better than I do who you need next on your team but, rest assured, you got this far because of who you put around you, and you'll get where you're going for the same reason.

I have seen businesses start out with complex financial modelling, forecasts, projections, schedules and big ticks in all the boxes from government agencies who supposedly know something about starting up. Despite all the planning, they fail hard and fail fast if they don't have a team to implement the plan.

Some of the best entrepreneurs I know are quite bad at putting business plans together, and tend to write notes on scraps of paper more often than they write detailed plans.

One thing they are good at, however, is recruiting the right people around them and building a culture where high performers want to stay.

Entrepreneurial teams might not always have a plan, but they possess an amazing ability to pull things together under all sorts of conditions. They get sales in the door, deliver upon the promises of the business, keep costs down, start early, finish late, communicate powerfully and stand strong under pressure.

A powerful question I have asked many people is: ‘What would it take for you to quit your current job and come work with me?’ An alternative question might be: ‘Would you be willing to do a little bit of part-time work with me if we could find a way to fit it around your current job?’ Those questions are excellent for sparking useful conversations about how the business will evolve.

Make a list of people you'd like to have on your entrepreneurial team, even if they are currently employed elsewhere. Start keeping an eye out for a great sales person, a detail-oriented administrator, a customer service person, and so on.

You simply can't build a successful business on your own. You need to become a master at spotting the potential in everyone you meet.

> To see Daniel talk about the ten challenges visit:
>
> www.dent.global/ten-challenges

DON'T SKIP THE TOUGH CHALLENGES

The tasks that I set out each have important lessons built in, designed to stimulate your entrepreneurial brain and shut down the monkey and the reptile.

If any of these tasks really challenge you and you feel uncomfortable, they absolutely have to be done. Try to dig deep and look for the underlying beliefs that make it so challenging. Over the years, I have seen these ten challenges bring up some strange beliefs in my clients.

What might you believe about money that prevents you from carrying it?

If you worry that you will lose it, explore why you feel you are irresponsible with money. If you are scared of being mugged, take a look at your belief that having money means attracting bad people and events.

What do you believe about yourself that stops you from associating only with inspirational people?

If you are worried that they won't like you, what makes you feel so unworthy? If you are afraid they will take advantage of you, explore why you believe successful people are manipulative.

What is it that makes you feel so uneasy about switching off from the news, taking leaps into the unknown or planning great holidays?

Anything at all that comes up in your mind and stops you from implementing these ideas is worth taking a good look at.

Is it possible that these limiting beliefs are holding you back in other areas of your life too? If so, you need to push through and do these toughest challenges the most.

I promise you that these ten challenges will change your life, if only you are willing to step into the unknown and trust the process.

It's not easy going from the world of ‘industrialised factory worker’ to the world of being an ‘entrepreneur’.

As we discussed, society has so many unspoken rules about what you should and shouldn't be doing. These ten challenges will most definitely feel uncomfortable at first, because they deliberately rub up against old rules that no longer serve you.

In the Steven King movie *The Shawshank Redemption*, the main character spends close to two decades tunnelling out of his prison to freedom. Inch by inch, he frees himself from the physical and psychological constraints of his maximum-security confines.

It's an inspiring movie for many people, and a powerful metaphor. I've given you ten ways to tunnel out of the Industrial Revolution and into the freedom of the Entrepreneur Revolution. Take your time, keep digging and inch by inch you will be closer to a whole new level of freedom.

Get a coach, a mentor or join a group to hold you accountable if you need to, but push yourself to get the breakthrough you deserve. The juice will be worth the squeeze.

As you tunnel your way out of the industrialised system, sometimes you will catch a glimpse of what it's like living outside the system and sometimes it will get tough.

No matter what, you must continue to lean in.

CHAPTER 6
LEAN IN

On a snowboard, it's common to feel tired, unstable, stuck or out of your depth. Most newbie riders naturally lean back to try to escape the situation that's troubling them.

They secretly wish they were off the mountain. However, the minute you lean back, your feet wobble, you can't steer and you find yourself face down in the snow. Leaning back causes you to lose balance completely. It hurts, it's humiliating and it makes you want to get the hell off the mountain even more.

Experienced riders know that leaning back doesn't work. They know that if they want to have a good time they must overcome the urge to lean back. They must lean *in* to the mountain.

As soon as they lean in, they get stability and control, and they get into the flow of things.

Most people are leaning back from their business, industry, job or even their life.

Secretly, they are wanting things to be easier. They want to have the idea and get paid for being a visionary. This isn't how it works.

Entrepreneurs are the ones who implement with excellence, not the ones who just sit around with nothing more than their lofty ideas.

Leaning back in your business or your life will cost you dearly.

Leaning back is when you start looking for an exit; it's when you want an old product just to keep on selling; it's when you get annoyed that you have competition. Leaning back is the lazy way, or the way of a coward.

True entrepreneurs lean in. When they have the chance to invest money in a smart way, they take it. If a great person becomes available, they hire them. If a competitor shows up, they get fired up for the challenge of outperforming them.

When you lean in, you don't dream of retirement. You don't hope for an exit to show up. You hope to see bigger challenges, you want your vision to show up faster and you dream of *never* retiring.

Leaning in means working with the best people, it means showing up with your game face on and leaving your doubts at the door.

Leaning in means taking the calculated risk, it means committing to being excellent and doing what it takes to solve whatever problems come along. It means spending time, money and energy when the opportunity comes along and then taking accountability for the results.

Leaning in is about pursuing your vision, loving your team, caring about the details and getting it right.

Leaning in is about wishing to be better, not wishing for things to be easier.

Strangely, leaning in produces an easier life.

Just like on a snowboard, when you lean in life gets easier. When you lean in your business works, you attract a great team, your products sell. When you lean out, life is hard. When you lean in life shows up as easy, you have stability and you attract opportunity.

Leaning back from your world produces a difficult life. You end up falling for every gimmick because you are searching for an easy answer. Leaning back makes everyone else lean back: the people on your team are also looking for an exit, they are also wanting quick fixes and they are only giving 50% of their best game.

If you want the results, you'd better be leaning in.

Before reading on, make a list of the key problems you need to solve in the year ahead so that your business succeeds:

NOTE: *make this list first, before you go on*.

LOOK FOR BIG PROBLEMS NOT SMALL ONES

So here's some bad news – you can't solve entrepreneurial problems, they get bigger as you get more successful. I have personally sat with thousands of entrepreneurs and they all have the same problems – marketing, sales, cash flow, recruitment, technology, systems, standing out, achieving growth, fear of failure, confidence issues, limiting beliefs, not enough time or money.

The only difference is that the scale of the problems changes. A small business might be looking to hire a sales person, a bigger business might need to hire a whole sales team. A small business might need to get a £25k overdraft, a bigger business might need £2.5m investment but it's the same problem – funding growth.

As you solve entrepreneurial problems, they are almost immediately replaced with another problem on a bigger scale. The difference between successful entrepreneurs and aspiring entrepreneurs is the size of the problems they are facing – NOT the nature of the problems. Conversely, if you scale back you'll experience the exact same problem on a smaller scale. You won't solve the problems; you'll just find yourself solving problems that aren't very inspiring.

By trying to solve problems, you set yourself up for anxiety, frustration and disappointment, because you're expecting to reach a point where no more problems exist. It would be like a footballer setting a goal to run onto the field and have no opponents; the nature of the game is that as you get better, the opponents get stronger not weaker.

The paradigm shift is to deliberately focus on bigger problems. Rather than trying to minimise problems or solve problems, successful entrepreneurs simply choose to solve more meaningful problems on a bigger scale. They go looking for a bigger problem that lots of people face. They try to solve the problem in a bigger and more powerful way. They go out to raise larger sums of money so they can help more customers. They develop technology that's more robust so they can deliver a better experience globally. They hire people who are big thinkers and doers to be on their team.

Consider the entrepreneurs you admire most. My bet is that if you look closely, you will discover that they have much bigger problems than you. Many of them are dealing with huge financial requirements, cutting-edge technology innovation and extensive government regulations. Every mistake they make costs millions, but they plough ahead regardless. They focus on solving huge issues in a transformational way, with high-end people and technology that aren't easy to find, develop or work with.

Rather than hoping to solve the problems you have today, start focusing on how you can take on bigger problems that will grow and expand as you do. Develop an expectation that, for the rest of your life, you'll be facing bigger and bigger problems.

Great entrepreneurs don't bother trying to solve business-related problems, they focus all of their energy on solving problems for their clients. The most successful entrepreneurs focus on solving problems for society. If you want to really unleash your entrepreneurial mind, start by trying to solve problems that relate to the United Nations Global Goals – the 17 most important problems facing humanity.

Expect that you are up for it – your shoulders are broad, your wits are sharp, surrounded by resources, you are alive at the most amazing time in history. You have what it takes to solve big and meaningful problems, so don't bog yourself down for too long with anything less.

ACCEPT THESE SEVEN HARD TRUTHS OF ENTREPRENEURSHIP

I see a lot of people who are struggling on their entrepreneur journey. They suffer stress, anxiety and all sorts of emotional highs and lows. Pretty soon they start leaning out and they wobble. Entrepreneurship was meant to be fun, it was meant to be a route to islands, endless parties and even space travel. What happened? Where did things go wrong?

Whenever I meet with a forlorn-faced entrepreneur, I share seven harsh truths with them to try and snap them out of their funk. On the surface my advice isn't motivational, in fact it seems downright depressing and makes you want to go back to a day job. But delve a little deeper and you'll see a formula for being a lot happier in business. When you deny these truths, you suffer. When you embrace them, you thrive.

TRUTH 1: IT'S HARD AND IT GETS HARDER

Entrepreneurship isn't easy: you're taking on people's problems. You are taking on problems for your customers, for your staff, for your family and ultimately yourself. This responsibility is something that your family and your staff won't or can't grasp (and nor should you try to make them – it's your journey not theirs). Entrepreneurship is so hard at times, it's not even worth mentioning how hard it is. Rather than hoping for the day it's effortless, you need to embrace the challenge. Realise that you aren't digging ditches or scavenging for food and water.

Your problems are entirely of your own making and you are engaged in a meaningful struggle to bring your vision out into the world. Stop looking for reprieve and start making things happen – accept that it's hard, but you're living in the most exciting time in history and it's hard because you've chosen a new path.

TRUTH 2: NO ONE IS COMING TO SAVE YOU

There's no entrepreneur coming to 'take you to the next level' – they are already building their own businesses. There's no world-class manager who's coming to join your team and fix every issue – they already work for Google and they would want crazy money to leave. They certainly wouldn't want to work for someone who needs saving.

In every way, you are in the driver's seat and everyone is looking to you for leadership. Great people on your team will be great because you made them great – you trained them, developed them and believed in their potential, even while they made mistake after mistake.

Removing the hope that someone is coming to save you leaves you with the realisation that this business is in your hands, and your hands only. Stop searching for the White Knight and start showing up with bravery and leaning in to your challenges.

TRUTH 3: IN ORDER TO DO THE WORK YOU LOVE, YOU HAVE TO WIN THE WORK

Here's the problem, in order to do the work, you need to win the work. You have to get a client to transfer the money, sign the cheque or enter their PIN. Until that happens, it doesn't matter how cool your ideas are or how good you are at delivering value to a client.

There's no easy sales system that generates clients passively. Great companies with billion-dollar brands still need excellent sales professionals to secure new business. No amount of content generates automatic sales, beautiful branding won't do it either, and great sales people will only perform on your team if they can see how you sell first.

Sales skills can be learned. You can craft brilliant presentations, get better at listening and work on your communication skills. Eventually you can inspire a team of people who help win business – but only if you can find your groove when selling first. Lean in to the sales process and never take your foot off the accelerator.

TRUTH 4: THINGS DON'T WORK FOR LONG

There's no foolproof system, there's no magic bullet and there are no people who just work hard without leadership. Every system will need to be refined, every cutting-edge strategy will become commonplace, every hot product will cool off, every ace team member will need training and every asset will need developing.

Business requires you to juggle and there's no such thing as a ball that just stays in the air, there are only people who get good at juggling. As soon as you give up on the expectation that things will just work, you suddenly embrace the challenge of dealing with more and more complexity. You discover a rhythm of pre-empting what needs your attention, and you begin to fix things just as they begin to break rather than waiting for them to get completely destroyed. Expect people and things to break down over time and lean in to the process of reinvention.

TRUTH 5: YOU ARE GOING TO FAIL

Despite your best thinking and most diligent planning, most of what you do won't work. Your best advertising will be ignored by most people. Your best sales presentation will be rejected by a huge portion of people you present to. Your foolproof solution will fall apart at a crucial time. You're going to lose a battle you should have won. You're going to be at a low point and then another thing is going to come along and crush you. You'll have days that you just can't get yourself fired up no matter how hard you try.

Some of the best entrepreneurs have had complete business failures and gone bankrupt. Even when the worst things happen, the sun comes up the next day and you have another opportunity to try something else.

Let yourself off the hook for being perfect – it's not even a possibility. Get on with doing the best you can and expect delays. Lean in to failure because it's a great teacher and it's part of the process.

TRUTH 6: IT'S UNFAIR

Sometimes people don't keep their word, some deals go badly and situations unfold that everyone agrees is wrong. Even when this happens, don't become jaded or bitter. Don't complain how unfair things are – accept it and move forward.

Keep the perspective that life in general isn't fair and there's a good chance you've been on the right side of the unfairness before. You were probably born in a country that gave you an unfair advantage, you probably had lucky breaks, you probably had an education millions of people dream of. You probably have an unfair amount of health and good looks. If you have running water and healthy food available, many people would consider those basics of life aren't fairly distributed. As an entrepreneur, you must never complain about how unfair things are for you, instead champion the causes of others less fortunate than yourself and solve problems others won't solve for themselves. Then you will be fine. Lean in to the unfairness and be grateful that you have the opportunity to overcome your unique set of challenges.

TRUTH 7: YOU'RE NOT ENTITLED TO REWARDS

You're not on this planet to be the recipient of riches and great rewards. You're not entitled to travel, to have a big house or to enjoy endless holidays.

You're here to solve problems for others. Your most rewarding work will be in the service of others, doing meaningful but challenging work. You might not get recognised for this work, the credit might go to someone else, or the people you help might not be grateful at times.

It just so happens you've already won the human lottery. By virtue of the fact you're alive at this moment, you're educated, have access to technology, medicine and information, you've already got the rewards. You're luckier than 99.9% of every human being that has walked the earth. Now it's time to bring your A-game for helping others.

As soon as you give up on the idea that you're doing this business for a payoff, and you just serve others as best you can and as sustainably as you can, you'll start to gain huge satisfaction from the work itself. Everything on top of the opportunity to serve will be a bonus. Additionally, without any sense of entitlement to rewards, you will be the one who chooses to reward yourself as and when you want to rather than expecting the rewards to magically arrive. Lean in to serving others and accept the rewards you choose.

Business is tough, but it's great. It's a challenge that forces you to perform at your best and it won't tolerate anything less. The main thing that makes business miserable is juvenile expectations that it should always be fun, fair, easy and rewarding by default. If you want it to be easy, it gets damn hard. Paradoxically, if you embrace the struggle, it's a lot more fun and you start to realise just how lucky you are.

What have you been leaning out from? What have you been trying to avoid? How can you lean in on the thing that scares you most?

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CHAPTER 7
THE VERY ESSENCE OF SUCCESS

What makes some people successful while others struggle?

Why is it that some people in an industry are millionaires and other people in the same industry are just getting by?

Why is it that Kate Moss is paid millions to be a model, while other models who are just as pretty get paid £300 a day?

Why is David Blaine a millionaire street magician when other magicians just make enough for their next meal, despite knowing all the same magic tricks?

Why is it that Jonathan Ive gets millions to design products at Apple and other designers make £60 an hour?

I have three answers to this riddle but, before I tell you the first reason, make a list of all the traits you think the successful people have that the others don't.

Make a list of all the things that you think separate the highly valued and highly paid people from those just getting by. What do you think are the mystery ingredients that got them where they are today?

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NOTE: *don't read on until you have listed your answers*.

I hope you thought of a few things before reading on. In fact, if you haven't, please do so. You'll get more out of this book if you do.

If you are like most people, you will put down words like self-belief, determination, passion, character, leadership and decisiveness.

Great words, but they all have a bit of a problem. They are not mutually exclusive.

I can take all those sorts of words, put them down in a list and check them against the richest people on the planet and we would find that, sure enough, these words are quite relevant to them. These super-success stories have courage, determination, passion and all those things we mentioned.

The problem is, when I take those same traits and apply them to people who aren't so successful, I can find those qualities too. I can see determination in the eyes of the guy who works 70 hours a week; I can see belief in the network marketer who thrusts her sample pack into the hands of another unwilling contact; I can find plenty of passion in the engineer who arrives at work for another new challenge to tinker with.

It is the same list of traits, but some people are making it while others aren't.

So what are the real keys to success? What are the few things that set all the big-time people apart from the small-time strugglers? What are the things that, if the little guys had them, they would succeed? The things that all the big guys acknowledge and the little guys fail to think about?

There are three keys that all successful entrepreneurs need if they are going to make the most of their ideas, talents, opportunities and the times we're in.

Every entrepreneur will need:

1. Luck
2. Reputation
3. Vitality

In the sections ahead, I will explain the importance of each.

THE FIRST KEY: LUCK

You're probably thinking: ‘Luck… you mean I read all this stuff to arrive at the first big key to success and it's LUCK!’

Sorry guys and gals, but luck is going to play a part in your life whether you like it or not. Hard work is not going to be your unique selling proposition, you simply couldn't work hard enough.

Your big break isn't going to come through more belief in yourself – just watch *American Idol* and you will see plenty of people with belief, passion and courage who get turned down. Yep, the bad news is that all successful people have been wildly lucky!

The good news is that you were already born lucky. If you are reading this book, you had an education, you have money to buy books, you have time to read.

The other piece of good news is that you can cultivate luck. There are lucky places and unlucky places. There are lucky people to associate with and unlucky people you should avoid.

You might also not even see just how much luck is already showing up for you and has been showing up for you since the moment you were born.

The first key to luck is that you learn to recognise luck. If you can't even see how lucky you are already, you will be blind to any good fortune that shows up in the future.

Here's how I discovered my luck.

I had just finished giving a talk over breakfast to about 100 wealthy Indian business owners at one of the most luxurious hotels in Mumbai, India.

Afterwards, the organiser asked me if I wanted to meet her friend, who ran a school in the slum area of Mumbai, and I enthusiastically accepted the offer not really knowing what I was in store for.

We caught a cab into the heart of the slum area. This wasn't just a few people doing it tough, this was millions of people living on top of each other; each person desperately seeking a better life, each struggling for survival without what I would consider the basics of clean water, electricity and a solid roof to sleep under.

I ventured into the school and met with a class of 40 vibrant students. The tin-shed classroom was a sweltering sauna. Yet the kids were so eager to learn. They scribed out their alphabets with broken chalk on their slate. They listened enthusiastically to their teacher and they graciously accepted me being in their class.

Their clothes were little more than rags, probably thrown out by someone in the West for having a small rip or stain; now they were the only set of clothes these kids had.

As my day of touring ended, I got back into a taxi and headed to my next hotel. My cab crawled along in peak traffic and, with no air conditioning, the sweat rolled down my face. I sat for two hours, staring at scene after scene of poverty.

At one point, the cab passed an aid agency dumping barrels of clean water on the road, and dozens of people swarmed in to fill their drinking containers. One little boy, who must have been barely five years old, pushed a rusty tin can under the stream and gladly drank from it. It broke my heart to watch.

Then, after what seemed like hours in the cab, we rounded a corner to my five-star hotel, where the guards waved us through the gates.

On the other side were beautiful water features. Innumerable gallons of clean, drinkable water flowed from fountains and statues, sprinklers kept the pristine gardens green and a waterfall churned down an artificial rock face into the pools.

Although it was nothing I hadn't seen before, on this day I felt my heart tearing up just looking at it.

Emotional and overheated, I checked into the hotel. The receptionist recognised I was a speaker at the conference and offered me an upgrade. I was ushered to a ‘superior room’ that was about four times the size of the school I'd just been in.

This was all becoming too much. I figured I'd better shower and cool off. As I turned the shower on, four water jets came to life and so did my eyes.

Tears streamed down my face. I had felt so closely connected to the children in the school, so welcomed and so happy to be with them. Now I was set in a scene that would be beyond their wildest dreams.

What's worse is that this wasn't a new scene for me. It was just another five-star hotel, cut and pasted like any other I'd stayed in on my travels.

In that moment, I discovered my luck. For the first time ever my eyes were open to how, every moment of my life, I had been living one of the luckiest lives in the history of humanity.

It suddenly hit me: I have water, education, food, housing and a free mind.

I have film makers spending millions to create entertainment for me on the off chance I might watch it. I have airlines running fleets of planes around the world on the off chance I want to fly. I have farmers preparing their best produce and sending it minutes from my front door.

I live in such a lucky time in history! Never before could people get their questions answered in seconds. Never in history could people communicate their ideas with so many others. Never has there been more finance, more resources, more exciting conversations.

Whichever way I look at it, I'm living a life more extravagant than the royal families throughout the ages. King Louis XIV would sit talking to me with his jaw open in amazement at what I have access to in my day-to-day life.

When all that really hit me I truly got it. ‘I'm so lucky!’

And so are you.

If you can't start with that, you will miss the luck that shows up next. The ability to acknowledge how lucky you already are, and to be grateful for it, allows you to see opportunities more clearly.

YOU CAN MAKE YOURSELF LUCKIER

Once you recognise how lucky you already are, the next step is to learn how to influence luck. You can coax it into your life and encourage it to show up.

You influence your luck when you show up in places that are luckier, when you spend time with people who are luckier, when you learn ideas that produce luck, when you get crystal clear on your vision and when you begin having lucky conversations.

Given the choice between doing another repetitive day at the office and going to an event that's full of inspired leaders, I will choose the event. It's luckier.

I don't know who I will meet or what will come of it, but I do know that there's a good chance that something great will happen.

Given the choice between talking to someone who's convinced there are no opportunities out there and talking to someone who's enthusing about an exciting future, I will talk to the person with an inspired outlook. It's luckier.

I don't know what exactly I will learn from them, I just know that I will probably discover something worth knowing about.

Given the choice between watching random TV and watching a riveting talk on TED.com, I will watch TED. It's luckier.

Every day we are making choices that will either make us even luckier, or repel the luck that is desperately trying to show up in our lives.

People want to be able to create success the same way a chef makes a pie. They want a recipe and a formula. They want to know what exactly to do in a step-by-step method.

Unfortunately, a huge part of the formula is that you have to be lucky. For you to influence your luck, you must start putting yourself in an environment where great people, ideas and resources are flowing.

I hope I've convinced you that being lucky is actually something you are in control of. I hope I've also shown you that luck is already trying to beat down your door.

THE SECOND KEY: REPUTATION

We are moving into a time when everyone and everything is connected. In the Entrepreneur Revolution your most prized asset is your personal brand and reputation.

When somebody Googles your name, the first page of results is a clear indication of how the world sees you.

Is it clear what you do? Is it clear what you are good at? Can people see a photo or a video of you? Can they find testimonials? This is important stuff.

In a world where the most cutting-edge technology has been designed to leverage your message, you must build a profile and guard your reputation.

We live in a world where your reputation will follow you around for life. One seriously stupid decision will be available for the world to see for a very long time if the story hits the internet.

Losing his reputation cost Tiger Woods over $25m in lost contracts in the short term. The long-term effects of his lost reputation have been north of $100m. It's an extreme example. However, it illustrates a point that's relevant at all levels of business.

On the flip side, a great reputation will pick you up when you're down or even rescue your business. Richard Branson's reputation is so strong, his involvement in failing businesses can turn them around.

He says: ‘Your reputation is all you have in life – your personal reputation and the reputation of your brand. And if you do anything that damages that reputation, you can destroy your company.’

In my first book, *Key Person of Influence*, I discussed how I witnessed certain people become go-to people in their industry. These people then earned more money, had more fun and attracted more opportunity.

My first book became a best-seller. As a result, I was featured in the media and was offered considerable amounts of money to just turn up and speak at events around the world. Often, I would get paid more money for a 45-minute talk than most people earn in a month.

I've been offered shares in other people's businesses because of my reputation and my profile.

As a result of my reputation and profile, I was approached by a major publisher to write the book you have in your hands.

So, a reputation and a profile are valuable assets that pay regular dividends. People who have a reputation receive inbound opportunities. Their inbox is flooded every day with perfect projects. They don't have to chase constantly for their next pay cheque, the money comes and finds them.

By far your most prized asset must be your reputation. It's an asset that will pay you well in life. Guard it, nurture it, make decisions with your reputation in mind, because great entrepreneurs believe that money comes and goes but your reputation is permanent. Reputation is a powerful multiplier of your luck – people who have a good reputation seem to always have lucky breaks coming their way.

Consider all the people you know who make great money, live exciting lives and have influence and success in abundance. Unless they inherited it, I can guarantee you that they are well known in their field.

Their names come up in conversation, they hear about opportunities first, they earn more and they have more fun doing it – they have made a name for themselves in their industry and the rewards show up in volumes.

If you do the things that impact your reputation in a positive way, you will attract more opportunities. These opportunities create wealth and success.

There are five ways to position yourself as a Key Person of Influence in your field:

- **Pitch.** Take the time to prepare how you answer the question: ‘What do you do?’ Choose for yourself a ‘micro-niche’ and own that space rather than being another generalist. If you get into a conversation with someone, you must engage their imagination, be memorable, credible, clear and believable. People who have made a name for themselves are very clear on how they add value and they can explain it to others.
- **Publish.** Write down your key ideas, create articles, blogs and even a book about what you do. With few exceptions, it's nearly impossible to make a name for yourself if you aren't publishing your ideas somewhere.
- **Products.** You will get known by the products you create or associate yourself with. Make sure you only align with products and services that are an authentic expression of who you are and you feel proud to be associated with.
- **Profile.** Raise your profile online and in the media. Make sure you dominate the front page of Google when someone searches for you. Get featured in the press and post it online. If search engines like Google can't find you, your reputation is in serious trouble.
- **Partnerships.** You don't have enough time in the day to do everything yourself. If you put your time into creating a brilliant product, partner with someone who has wide-reaching distribution. If you have a great

brand, partner with someone who has highly developed products. Network, connect and partner with the key people in your industry.

Never has there been a better time in history to make a name for yourself. New technology and the widespread sharing of resources make it easier than ever to do all five of the steps listed above.

There is no need to look for some special secret to wealth. The secret is: you are already standing on a mountain of value but you need to let the world know about it. After you've made a name for yourself, expect to see more opportunity, more fun, more inbound enquiries and even a lot more money.

If you put more focus into building your reputation, enhancing your brand and making a name for yourself in your industry, you'll always have a valuable asset.

It can take 20 years to build a reputation and 5 minutes to ruin it. If you think about that, you'll do things differently.

Warren Buffet

THE THIRD KEY: VITALITY

Coming from a space of vitality rather than functionality is a characteristic at the heart of every great leader, adventurer, author, actor or entrepreneur.

Functionality is defined as performing a set of tasks or processes efficiently. It's a given that you need to be proficient at what you do. However, alone it won't get you closer to success in the Entrepreneur Revolution.

There are two literal definitions of the word ‘vital’ – the first is ‘irreplaceable’ and the second is ‘life force’.

Money, wealth, power and influence move towards people who are the ‘irreplaceable life force’ in their domain.

The people who aren't easy to get rid of, the ones who can't be forgotten; these are the people who truly make it.

There are countless books and seminars available today that focus on automating and systemising what you do. They tell you to avoid putting your personality into your business because you will get stuck in that business. They say you shouldn't get too known in your field or else people will want to deal with you personally. They say you should build the business so it doesn't need you.

I don't agree with this approach in its entirety.

I agree that you should not be doing functional tasks that could be automated or systemised. However, I believe the purpose of getting these tasks taken care of is so you can become even more vital to your business.

Your goal is to move to higher and greater levels of irreplaceability.

People who are functional end up being replaced; people who are vital end up with ownership. They stay true to their centre and they own their space. Often, this results in them owning their marketplace, their business and their niche too.

Vital people have a sense of curiosity, a spark, a contagious energy and a genuine desire to serve at a new, higher standard.

Recently, I watched a documentary about the legendary hair stylist Vidal Sassoon. Everyone he met described him as a true artist. He cared about hair; he wasn't satisfied unless he gave it his all.

He studied architecture for inspiration. He danced around the person in the chair as he styled them. You could never tell him the haircut you wanted. Instead, he would study your face and tell you what haircut he would do for you.

Vidal Sassoon became a very, very rich man. He didn't try to retire from hairdressing, he tried to find ways to impact even more people and to get into it deeper than anyone else. He was vital.

My friend Cathy Burke served as the CEO of the Hunger Project Australia. She brought so much life to that organisation that people couldn't help but get involved. Under her commitment it grew from annual revenues of a few hundred thousand dollars into millions; and it's still climbing. She put in place lots of systems and best practices, but only for one reason – so all the boring stuff is taken care of and her team can spend more time and energy being engaged with the cause. Cathy wrote a powerful book, *Unlikely Leaders*, which shared stories of resourcefulness and leadership that she witnessed in villages around the world. This book and her talks attracted a dynamic leadership team to the Hunger Project, and Cathy realised she could step out of the CEO role to have even more impact across a portfolio of projects that are changing the world.

Great entrepreneurs don't use systems, technology and best practices to get out of their business. They use them to get in deeper.

Vital people don't dream of retiring some day. In fact, they think about ways that they can keep doing more of what they love for as long as possible.

Rupert Murdoch is a billionaire and he is in his 80s; he hasn't retired yet. Warren Buffet is the second richest guy in the world; he's also in his 80s and he hasn't retired either.

I could make a list of almost every billionaire in the world who is in ‘retirement age’ and almost every single one of them still shows up to work!

But, of course, it isn't work. When it feels like work you want to retire, you want to knock off early, you need other hobbies to keep you sane and you are dreaming of going on holidays.

What you are actually dreaming of is being in a space of vitality. You are dreaming of what it would be like to wake up excited about what the day could offer you and doing things that make you feel even more invigorated than when you started. You yearn to be the life force.

Well, here is the amazingly good news. You live in a world where you have vast options and can do almost anything your heart desires!

You can create things, you can be a public speaker, you can trade things, you can invent things, you can bring people together; and any of that stuff could make you wealthy and fulfil your dreams.

Before you read on, do you agree or not? Every day, isn't the world showing you fresh new examples of people who are fully embracing life and making millions?

Are you seeing examples of people who hate their boring, replaceable life but at least they get paid fortunes? I'm not. I only see people who are leaning into their lives and getting the real rewards.

The truth about retirement is that you will spend your days reminiscing about the days when you were most engaged in life's meaningful work, or you will wish you had been.

Talk to any elderly person and they will tell you to quit trying to do something you hate for the money. They will tell you to go out and do something that inspires you while you still have time to do something great.

If you were in a vital space when you were creating your income, wouldn't you certainly make more income? People would notice you more and want to do business with you more. It's time to give up on the dream of ‘passive income’, ‘easy wins’ and a ‘comfortable retirement’. It's time to say: ‘I will only do things I never want to retire from and I will do these things in a way that adds value to others and provides tangible rewards.’

Wealth flows to vital people, not functional people. Wealth flows to people who build a reputation and a profile. Wealth flows to people who acknowledge their luck and go out to create more of it.

When you are ready for the next steps to becoming more vital, known and lucky, please turn the page. We're about to turn your passion into a meaningful, profitable empire that helps other people.

PART II
FINDING YOUR PLACE IN THE ENTREPRENEUR REVOLUTION

CHAPTER 8
THE ENTREPRENEUR SWEET SPOT

In these exciting times we're living in, for the first time in history, it's easy to make an income from almost anything you want. You'll need to start with a concept that lights you up and will hold your attention long enough for it to succeed.

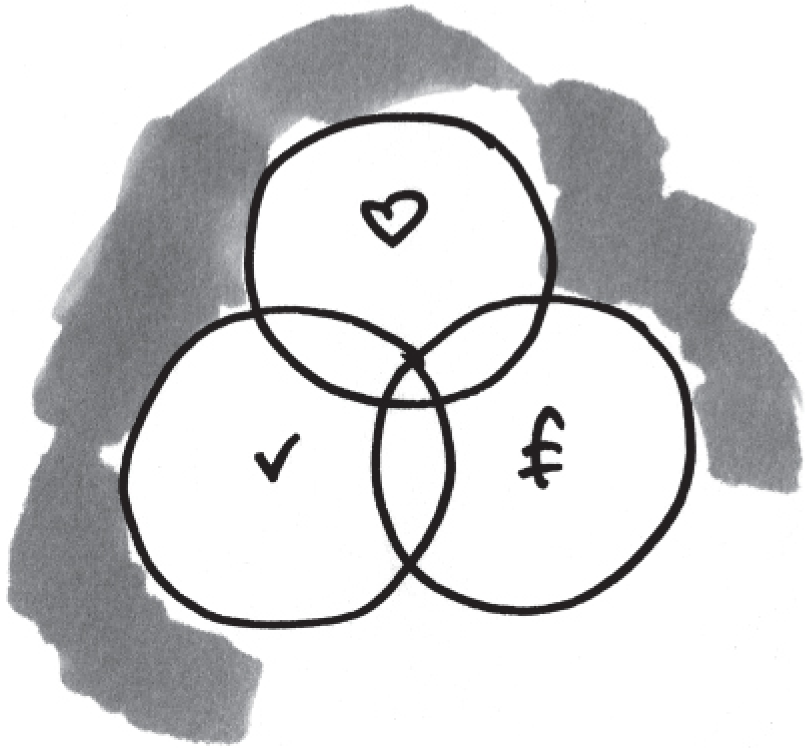
In the Entrepreneur Revolution you can pursue a passion and live well from it. You can access a global market and enough people around the world can join in to make it a business.

For the first time in history, people can move into what I call the ‘entrepreneur sweet spot’.

You only have to figure out three key ingredients and you will find that you wake up each day living very happily in the age of the Entrepreneur Revolution.

Here are the three ingredients you need to hit the entrepreneur sweet spot:

1. Do something you're passionate about.
2. Do something you're good at.
3. Do something that makes money.



Let's address these aspects one at a time.

DO SOMETHING YOU ARE PASSIONATE ABOUT

Knowing your passion is very important for several reasons.

First, you need passion because you need to keep yourself engaged in the projects you are creating.

We live in the age of opportunity. It's not fair on your brain to give it so many things to choose from. Just 60 years ago, people hardly had any choices to make by comparison.

Your parents or grandparents had a peer group of maybe 50 to 100 people. There were just a few restaurants in town. There were a few movies that came out each year. There were only two brands of most products to choose from, eight radio stations to listen to, four TV channels to watch, five newspapers to read. The previous generation had instructions on how to have a good life. They were told to ‘work hard, get a good job, work hard, buy a house, work hard, pay your mortgage, work hard, retire, take a cruise, play golf, pass away with dignity'.

Life must have been a lot simpler for them. For us, it's complex. There is an almost infinite number of opportunities coming at us every day – go on this holiday, buy this fragrance, upgrade to this phone, take this course, do these exercises, invest in these assets, give to this charity, read this blog, subscribe to this YouTube channel, accept this friend request, listen to this guru, follow this person's tweets.

How on earth are we supposed to live like this? Technology was meant to make our lives better, not make us go insane.

The answer is, you must develop your own personal compass. An understanding of your passion gives you this compass. You must take a deep, introspective look at what you want to do with your life and decide in advance what constitutes a good opportunity and what doesn't.

Without knowing what it is that you are passionate about, you will constantly be distracted by the infinite number of choices that bombard you every day.

Second, having a clear passion that others can tune into is a huge competitive advantage. I would go so far as to say, in the Entrepreneur Revolution, it's nearly impossible to build a business without passion. You will always be beaten by the person who has it.

Remember, in the times we live in, you are in competition with people from all over the world. A dispassionate person can lose their opportunities to a passionate person who lives on the other side of the world.

DISCOVERING YOUR PASSION

Passionate people have a huge advantage over dispassionate people. A passionate person attracts opportunities like a magnet.

Vidal Sassoon, the world's highest-paid hairdresser ever, built an empire on his passion. Here's how he describes his job:

How fortuitous to be able to touch the human frame. To be exhilarated by a craft that constantly changes; to hold that substance growing from a human *form that moulds, creates spontaneous fashion. To be involved in the poetry of change.*

Apparently, he's talking about cutting hair! He could only speak this way out of a genuine love of his craft.

Many people struggle with the big question ‘what's my purpose?’ or ‘what should I do that I'm passionate about?’

It might seem like a big question, but it's actually not that hard to discover if you know the right questions to ask so you can tune into the passion that's already present.

After discussing this topic with hundreds of entrepreneurs, I fully believe that your whole life has already been playing out a theme. Whether you are conscious of it or not, there's an underlying theme that's been showing up in your life since you were a child.

For me, the theme is entrepreneurship, personal empowerment and fundraising for charity. For as long as I can remember, the big moments in my life revolved around these themes.

Age 10, I was running garage sales from my parents' house. I wouldn't just sell our family's unwanted items, I would sell the neighbours’ stuff on consignment as well.

As a kid, I was washing cars and pulling weeds to raise money for my Scout hall.

I also developed a love of personal development from a very young age. Before the age of 13, I was reading books about goal setting and comfort zones.

At the intersection of these themes I find myself incredibly passionate even to this day. When I explored my stories, I realised that my passion has always been about solving meaningful problems with entrepreneurial solutions.

Today I have businesses in four countries. I raise a lot of money for charity through business and I'm still fascinated by what makes people able to perform at their best.

When someone offers me an opportunity, I simply need to decide if it fits with these themes of empowering people through entrepreneurship and solving a societal problem.

Your life also has a theme. There are things you've been doing almost your whole life that you keep coming back to. The trick is to discover what that theme is.

At first, most people tell me that their history contains many unrelated activities. After probing deeply with hundreds of people on this topic, I know this isn't the case. I know that all the things that genuinely excite a person are somehow connected.

Richard Branson has 150 companies in the Virgin Empire. At first glance it would seem that they are all unrelated; what does an airline have to do with credit cards, gyms or mobile phones?

Probe a little deeper and you'll see that there's a theme. Richard Branson loves to shake up stale old industries, champion customers and make fun places to work. He did it with magazines, music stores, airlines and banks – along with dozens of other industries that took themselves too seriously. If he sticks to the theme, he's happy and his businesses work.

I describe it like an apple tree. There might be lots of separate apples on the tree, but there's just one tree that keeps growing them. Likewise, there might be a lot of opportunities that interest you, but there's one key theme that links them together.

To get more apples, you need a big, strong apple tree. To get more of the right opportunities, you need to understand what your theme is.

To see Daniel talk about discovering your passion visit:

www.dent.global/talk-passion

ACTIVITY: DISCOVER YOUR ‘THEME’

Your ‘theme’ will take the form of a rant that begins with any of these four sentences.

1. ‘For as long as I can remember I've felt there's something exciting at the intersection of … & …’
2. ‘I deeply believe that the world needs …’
3. ‘Never in history has there been a better time for …’
4. ‘My whole life I've been fascinated by what happens when you mix … & …’

This rant will light you up and excite you. It will feel like a rant that's been waiting to emerge since you were very young. It will feel a bit like a crusade you want to embark on and you don't really care how it happens as long as it unfolds.

This rant is not commercial. It's not ‘I believe there needs to be another accountant in London’.

My rant goes like this …

‘I believe there's great power at the intersection of entrepreneurship and solving big meaningful problems. There's an Entrepreneur Revolution that needs to take place – it's as much a social movement as a business movement. Billions of people need to discover their hidden entrepreneur, use it as a vehicle to reclaim their power – economically, intellectually, emotionally and spiritually – and then transform the world for the better. I believe that an entrepreneurial population is an empowered population and that entrepreneurs, by nature, want to fix the problems that humanity faces. I believe that by creating millions more empowered entrepreneurial teams we will transform the planet and create a world that works for more people.’

I could rant like that for hours. None of it is commercial, it's just the crusade I've been on for as long as I can remember. In the early days I didn't have the words to describe it, but I just knew this is what I wanted to see happen in the world. Over time I've found very tangible ways to express this passion, such as getting thousands of businesses to align themselves and their brand with a charity.

It's important to realise that your passion probably isn't something superficial like travel, skiing, Italian food or learning a language. Your passion is deep. It's something that sits beneath those superficial hobbies; it's the reason why you do what you do.

When your passion tree has deep roots under the surface, it can grow big above ground.

DO SOMETHING YOU'RE GOOD AT

Now that we've talked about discovering what you are passionate about, let's talk about the next step in moving to the entrepreneur sweet spot.

You can't just be passionate, you also need to deliver real value.

At the heart of every great business is something of value, an asset. You cannot build a business if there's a lack of value.

No matter how good your sales people are, no matter how much advertising you do, no matter how much you push, if there's no value there's no business in the long run.

I am fortunate enough to be mentored by some brilliant people. One of these people is a guy who used to be a top-performing fund manager for a huge investment bank. Over lunch one day he said something to me that changed my life.

He said: '*Income follows assets.*'

If you want rental income, you first need an asset called a house. He explained that, all things being equal, a five-bedroom house earns more than a two-bedroom house. In fact, no amount of marketing and sales efforts can get a two-bedroom house to earn more than its five-bedroom counterpart.

You could make millions worth of sales next month if I gave you an exclusive contract to sell the Empire State Building.

When there's an asset, there are many ways to make money from it. If you want more income in your business, you need a bigger asset.

In business, the main asset you have is called intellectual property (IP). I'm not necessarily talking about the legal definition of IP that has been formalised with trademarks, patents, etc. I'm talking about the *special stuff* that makes you valuable.

For now, IP represents your method of doing something, your unique philosophy behind what you do, the recipes for success that you know. It's your brand or reputation, it's your way of creating a culture that attracts top people.

All of these things are infused with magical stuff called IP.

So how do you create more of it? How do you know what IP you already have but take for granted? How do you dig up this gold?

You write.

You write articles, you write books, you write brochures, you draw diagrams and you get what's in your head out on paper (or onto a hard drive at least).

Most of the IP you have goes swirling through your brain so fast that you call it ‘intuitive’. What you will discover is that it's often not intuitive. It's a thought process that happens really quickly.

Only when you sit down and write about what you do will you be able to slow it down enough to see what's really going on.

Whenever I have an idea, my first step is to write about it. I will write a blog, compile a slide-deck or create a brochure for it. In doing so, I need to pin the idea down and make sure there's real value in it. When I see the blog, slides or brochure it either feels real or it becomes obvious how many ingredients are missing.

I also look for value that I already have by writing case studies about clients we've helped. It makes me slow down and deconstruct the elements that were behind the success story.

In writing this book and others, I've become much clearer on many aspects of my personal philosophy, my methods and my value. I've talked a lot about these ideas, but something magic happens when you have to write.

The content that you write will be used to make products, marketing materials, employee handbooks, investor memorandums and websites.

People will read what you write and decide if they want to spend time with you, buy from you, partner with you and even invest in you. Rarely can people make the decision to do any of that unless they read something. Certainly, it's hard to scale your business without great written content.

If you've never written much before, don't worry. You aren't trying to win a literary award; you're trying to slow down your mind and access valuable ideas.

Here's a list of things to write about your area of interest:

- Seven mistakes people make while trying to achieve a particular result.
- Five valuable ideas more people should be aware of.
- Ten maxims to live by.
- Five things that stop people implementing good ideas.
- Three case studies of success stories.
- A brochure for your core product.
- A slide presentation for your business pitch.
- A white paper or special report about trends in your industry.
- A book designed to share key ideas that get people excited about what you do.

Trust the process. Sit down and write your ideas down. You will discover that you are standing on mountains of value that you just take for granted.

When you examine successful people, a very common trait is that they write. They keep journals, they publish articles and white papers. They are often authors of books.

Twitter began as a blog. Bitcoin started as a white paper. Tesla's business plan was originally released as a blog on the company site. The new CEO of Microsoft, Satya Nadella, made it a priority to write a book (*Hit Refresh*) shortly after taking on the role.

Writing content isn't something people do just for the people reading it; it's for the author too. They develop valuable IP as a result of the writing process.

The next step is commercialising your ideas. If you want to make real money from your intellectual property, read on.

DO SOMETHING THAT MAKES MONEY

The third step to living in the entrepreneur sweet spot is to learn how to earn money from what you are passionate about and how you can deliver value to others by doing it. When you deliver value to others, you must be rewarded for it or you will eventually become resentful and it will be unsustainable.

There's also been extensive research into the link between money and happiness. Statistically, money does make you happier, up to a point.

The amount of money you need to earn may vary from person to person. However, one survey I found in the USA said that $80,000 per year per person was a significant number for maximising happiness ($160,000 for a couple and $320,000 for a family of four). In the study, more money consistently equalled more happiness up to $80,000 per year but, after that threshold, more money had less impact on happiness. Some people earning a lot more money were unhappy because of all the stresses that came with the ways they were earning.

For you it might be more or it might be less than other people. However, I could almost guarantee it's less than you think.

The mainstream media has us convinced that people need to be making millions to be fulfilled. After a while we think that happiness requires six cars, four houses, a treasure chest full of jewellery and endless travel.

Supposedly, we're meant to make all this money while we sleep and doing something that causes no stress.

As a result of this fantasy, I regularly see people who write down goals of millions (sometimes even billions) as their financial targets for achieving happiness. This is a surefire recipe to be incredibly disappointed for the rest of your life. It may even prevent people from starting a business when they can't see how they will make millions.

You need a lot less than that to be happy and free. Especially if your work doesn't require you to live in a big expensive city, with expensive commuting, private schools and overheads. Some of the happiest people I know are living alternative lifestyles in Bali, Thailand or the Alps and thrive with a six-figure business powering their lifestyle.

A 2017 study into the UK economy found that the average income was £22,100. In London (supposedly one of the wealthiest cities on earth), the average income is still less than £35,000 per year. This means that the city, as a whole, is designed to function for people who earn about £30k. Anyone earning more than £30k has it better financially than most people in London. Anyone earning less than £30k is finding it tougher.

Believe it or not, in London the top 10% of income earners simply earned more than £60,000 in 2017.

I've discovered that most people are very happy if they can earn about double the average wage for their city. After that amount, making more money only brings more happiness if you really enjoy the work you are doing. Remember, I'm not against earning lots of money, but I am against being a slave to it or delaying happiness until you're totally minted.

There's a small (tiny actually) number of people who truly love business for its own sake. They genuinely love building teams, juggling finances, raising capital, launching products and everything else that goes with a bigger business. These people can earn a lot more money than most and still be happy because they love business.

For most people, however, you don't need to build a massive business and earn millions in order to be living in the Entrepreneur Revolution. You can build a lifestyle business that generates a healthy six-figure revenue by doing what you are passionate about. That allows you to take home a healthy income while still having a great deal of freedom and lifestyle.

INCOME COMES FROM PRODUCTS OR SERVICES

It sounds fairly obvious, but money changes hands because a buyer wants to purchase something from a seller – a product or a service. The type of product you are selling determines the income you will make. Many people have strange hang-ups about how money is generated. Some believe that income is linked to subconscious beliefs about money. Some believe that only the rich get richer. Some believe that money comes to those who wait.

Some believe that money comes to them because they prayed for it. None of this is true – money is nothing more than a means of exchange between a willing buyer and a willing seller, and it changes hands when the seller has a product or service that the buyer wants.

If I gave you a new Airbus A380, you would be able to make a £150m sale in under a month. If you're not making enough money, the reason is that you don't have a desirable product or service available.

If you work for an employer, you are in business already. You wake up each day and have 8 units of 1 hour of work to sell, you've got one client who bulk buys all of them for the year and uses them to fulfil their ambition. This, however, is a limiting way to earn money, because you can only sell your time once, to one buyer. A better way would be to figure out why they are buying your time, what problems you are solving for them, and then develop products and services that many people can buy.

Developing a new product isn't as hard as you would imagine. Many entrepreneurs spend months or years building websites, tinkering with prototypes, engineering solutions and spending money getting their product ready for market, only to discover it's a flop. A far better approach is to develop a brochure, sign-up form and sales presentation and then go out and get some ‘pre-sales’.

It costs very little to create and print sales materials, and then you can immediately discover whether there's an interest in your idea. I know a woman who left a highly paid legal job to start an online training business in a new industry. She spent 18 months in ‘set-up mode’ developing sales websites, recording videos, producing an e-learning platform and getting bank approval to accept subscription payments through her website. After she had almost burned through her entire life savings, she made the website go live and spent her last few thousand pounds on Facebook advertising to get people to click to the sales landing page. The results were abysmal – after 2500+ people had hit her sales page, she had precisely zero subscribers signed up.

In tears, she asked me what to do. I instructed her to create a basic four-page brochure for a high-value consulting service based on her existing skills and qualifications. She also created a sign-up form with terms and conditions. I sent her out to meet with 20 people in her network and to offer them a £3500 package – she sold three in her first month. Her set-up costs were less than £500 and she made £10,000 in under 30 days.

Had she done the same thing with her online training business, she would have discovered very quickly and very cheaply that people were not interested in her online learning portal. They would have said to her face things like ‘I don't see what you're offering that I can't get for free on YouTube?’ or ‘Why would I get advice from your website when I can access an experienced expert for the same money?’

THE CAOS CHALLENGE: LAUNCH A NEW PRODUCT QUICKLY AND CHEAPLY

I want you to conduct a low-risk launch of a new product or service. Even if you have a business already, you can test this method by soft-launching something new that your existing clients might like.

In order to launch a product or service, you will need four things:

1. **Concept.** You need an answer for the basic questions people will ask: What's this product or service about? What problem does it solve? Why should people listen to you?

   To complete this step, put together a slide presentation on Keynote or PowerPoint so that you can present your concept to people in a presentation. Deliver this presentation to several close friends or associates in order to get feedback and criticism to improve it. Remember that the concept has to be something you are passionate about, something you can add value to and something people are willing to pay for.

2. **Audience.** Who is this product or service for? Who do you need to get in front of in order to sell it?

   Devise a questionnaire or survey that you can get 50 people to complete in order to discover insights into the drivers behind what kind of people are interested in your offer and what makes it appealing or what turns them off the idea.

3. **Offer.** What's the deal? What do people get for their money? What are the terms and conditions?

Construct a four to eight-page brochure that outlines exactly what you are offering people, include the features and benefits of the offer and as much information as you can that will entice someone to buy. Accompany it with a sign-up form people can complete if they want to buy and a form that has the relevant terms and conditions on it.

4. **Sales.** Can you present and sell this concept? Can you handle questions, concerns and objections? Can you get payments or deposits? What is you conversion ratio from presentation to sale?

When you sit with people and present your offer, be brave and ask them if they would like to put down a deposit or full payment in order to become one of the first clients for your business at a special rate. If they object, ask them why, share any insights that might clarify the value you offer and see if you can find a way that they would comfortably make the purchase. Either way, record the main objections and your responses so that you can improve the way you and your offer address people's concerns.

When you have these four areas covered, make face-to-face appointments with people to deliver a sales presentation, ask them to buy the product on the spot and see what they say in response. Your initial objective isn't necessarily to make sales but to get feedback, and it's hard to get real feedback unless you actually ask people to part with money for the product. Keep detailed records of every sales meeting to uncover the common objections and to determine the ratio of presentations to sales.

The CAOS challenge isn't designed to build a business on, it's designed to quickly and cheaply test an idea in a commercial environment. If you go out and meet with 20–50 people and you make £10k+ in sales, there's a good chance you have the makings of a business. Don't worry too much yet about how it will scale or how it will run without you. At this stage, just see if you can get people to buy something.

In the next chapter I'm going to give you a formula for making the most amount of money from your authentic passion and your valuable products and services. Some ideas will earn millions, others won't be as successful, but the only way to find out how much money you'll be able to withdraw from your business is to build an ATM – an Ascending Transaction Model.

CHAPTER 9
BUILDING A GLOBAL SMALL BUSINESS IN THE ENTREPRENEUR REVOLUTION

When you have sufficiently tested your Concept, Audience, Offer and Sales approach, it's time to look at building a business. A business isn't about desks, computers, business cards, staff, accounting software or websites.

You are in business to develop and commercialise assets. That's it.

How that happens takes many forms but, at the core of it, you're creating or sourcing assets like products, intellectual property, systems, brands and people, and then making money from them.

In the CAOS challenge the objective was to test the commercial response to a product or service by simply conducting sales meetings armed with little more than a brochure and a sign-up form. After discovering that you have an idea people are willing to pay for, the real work begins – building out a product ecosystem and a small team. To do that, you'll need to examine your business model and the mix of products and services that will drive revenue and profit.

The ideas in this section are powerful. I've used these ideas to create five start-ups; each went from nothing to a million in sales in under a year. It's these ideas that gave me a company worth millions by age 30.

I've also used these ideas with my clients and seen radical and dramatic increases in revenue and profit.

Provided you have value, we can use the following process to maximise the amount of money you can make from it.

PRODUCT STRATEGY: THE KEY TO MAKING MONEY FROM YOUR IDEA

At the heart of every business is a product. If you have a product, you can begin to build a business. It's very important that you deeply understand the value your product offers, the problem it solves and the reasons customers buy.

I have a strange definition of product.

I define a product as a consistent way of achieving a desired outcome that your customer wants. This definition should get you to see products as things that fulfil desires rather than as commodities.

When I look at a Rolex, I don't see the product as being a watch. I see the product as being ‘a conspicuous device that communicates status and high achievement’.

A person who buys a Rolex doesn't want to buy a device that tells the time. They could buy a cheap Casio that does a better job of telling the time. The desired outcome the customer wants to achieve has more to do with what a Rolex says about the wearer.

If the management at Rolex thought they were in the watch business, they would miss the point of what ‘product’ they are really selling. Part of the value of a Rolex is that the whole world knows it says something more about the wearer than what it says about the time of day.

When you think about your product, you need to see beyond the commodity. You need to see yourself as project managing a *result* for your client.

If you have a service, you need to structure it in a highly repeatable way so that it begins to resemble a product. You should also give your services a special name, like you would a product.

Imagine two accountants. The first one thinks of himself as offering a service: ‘tax advice and compliance’. The second one sees herself as a product creator. She has three products: ‘Fixing Financial Mess’, ‘Small Business Growth Plan’ and ‘Exit for the Max’. Which accountant would you rather talk to? Who would earn money and have a business that scales?

The first key to commercialising your business is deciding what product you are actually selling and giving it a name that best reflects the customer need you solve (as an interesting side note, the name ‘Rolex’ was a made-up word that the founder thought sounded luxurious in any language). This simple decision will largely impact how much money you make for the life of the business.

You should also consider the components that the product could include that you do not make yourself. Porsche don't make all the components of their iconic 911 sports car, they rely on over 2000 external suppliers for each vehicle that rolls off the production line. In the same way, if your product delivers a result you will likely need external suppliers who can assist in delivering that outcome. For example, if a fitness trainer has a product called ‘Sustained Weight Loss’, it could include food, supplements, medical reports and tracking technology to support that result, provided by other companies. When you package up all of these components into one elegant product with a name, you break away from the commoditised world, competing mostly on price alone.

The next step is choosing how you will take it to market. I am going to recommend that you use a very special product strategy that I have developed, called an Ascending Transaction Model (ATM).

In order to understand why this strategy works, I first need to share several strategies that don't work.

PRODUCT STRATEGIES THAT DON'T WORK FOR SMALL BUSINESS

I've worked with thousands of small business owners over the last 10 years who have come into contact with my training businesses.

What I have noticed is that many of them have a flawed product strategy. From day one, I can tell they will fail simply by the way they are taking their product to market.

Let me share four common product strategies that don't work for small business.

1. ONLY ONE PRODUCT OR SERVICE (OOPS) – TOO BRAND DEPENDENT

This is where a business only has one product or service. You either take it or leave it.

When you ask the owner of an OOPS business what range of products they can sell you, they are likely to say things like: ‘I do plumbing, you can buy plumbing services from me.’ ‘I sell IT services, you can get me to help with your IT problems.’

This is the most common strategy in a traditional small business, and the reason these businesses stay small. An OOPS business creates a binary choice for a customer, and often the price is too high for people to feel comfortable buying for the first time.

On the flip side, the OOPS business might focus on a single product that is priced low but requires huge volumes of sales to become viable. It can work if you build a massive brand behind that single product, like Zippo lighters or Tabasco sauce did. In most cases, however, a small business rarely ever builds a big enough brand to make an OOPS business work.

2. J-CURVE – TOO CAPITAL DEPENDENT

This is by far the most common and most dangerous business model that people lose money on.

The ‘J-curve’ describes a business that predictably needs a lot of money invested before it makes a profit. The ‘J’ refers to the shape of the profit or loss chart, where the initial period is negative, before eventually making a profit.

Typically, this kind of business requires high set-up costs or running costs but sells something that has a low unit cost. This creates a scenario where sales volumes have to ramp up quickly in order to cover basic overheads. If you have a slow month, chances are you will lose a lot of money.

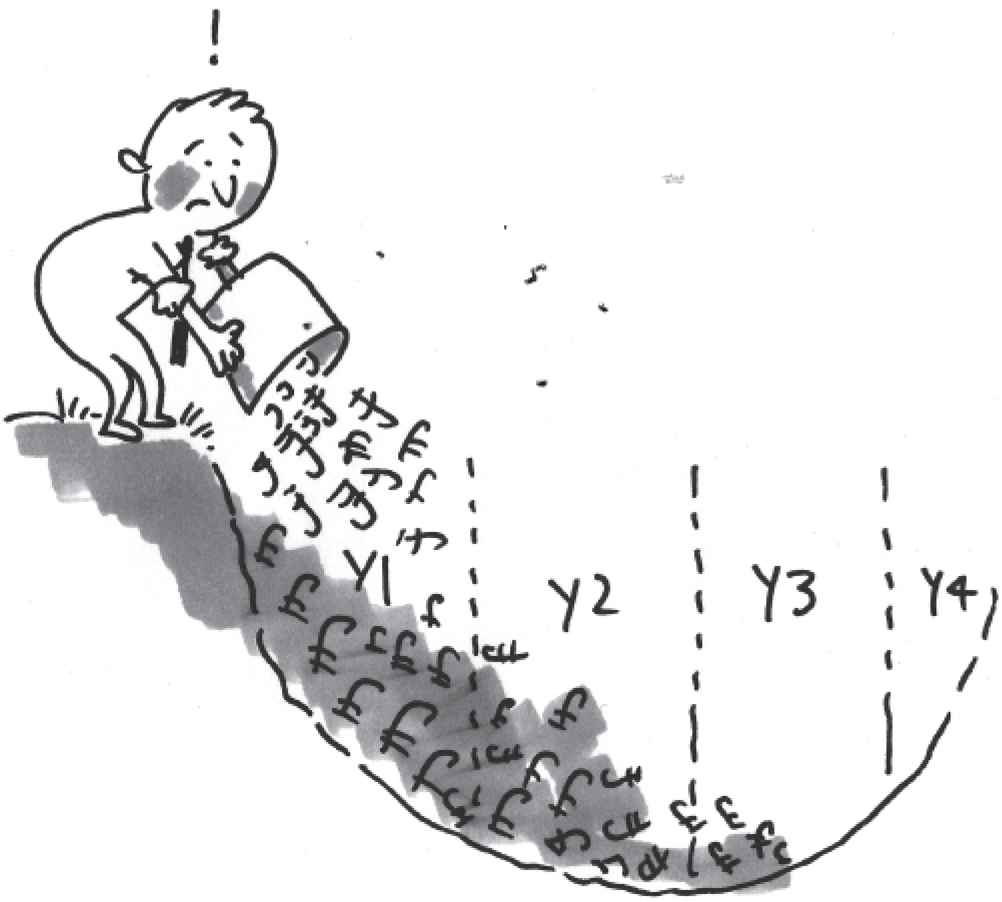
A typical small example is a restaurant. It costs a lot of money to set up a new restaurant. There's the deposit, the leases, the fit-out, the equipment, the stock, the marketing, the hiring and training of staff. The restaurant owner has to spend hundreds of thousands of dollars before the doors are even open.

Even after the doors are open, the running costs aren't small either. Each month a restaurant needs to sell thousands of meals before it covers its costs and makes money.

It can take months, or even years, to build up a loyal following of customers who make a restaurant profitable. If you don't have the capital to stay open, you will go broke before you get through the dip.

New software companies are often J-curve businesses. They invest millions of dollars developing a product that will sell for 10 dollars per user, per month and will only make money when they have tens of thousands of users.

Often J-curve businesses can lose money for three to five years before they hit the critical mass of customers to be profitable. If the J-curve business didn't raise enough money early on, it's likely to run out of cash before it hits enough sales volume to cover its costs. The good news is that if they make it through the dip to become profitable, they can be very valuable to an acquirer who doesn't want to ride out the initial loss-making period.



3. ONE-STOP SHOP – TOO SYSTEMS DEPENDENT

A one-stop shop is a business that tries to sell a vast number of products, or tries to offer a wide variety of customisation options. A one-stop-shop business offers clients hundreds of product choices and tries to make sure every customer gets what they are looking for, no matter what it is.

Amazon, Wal-Mart and Spotify are all one-stop shops. These businesses offer millions of choices for the most varied tastes.

The problem with this type of business is that there are too many moving parts for a small business to cope with. Too many things can go wrong. It's too easy for your customers or staff to ‘break’ the business.

In order to run this sort of business profitably, you need absolutely bulletproof systems. If you don't have the systems in place, you will always be pulling your hair out trying to fight fires.

I often see small businesses that are trying to sell hundreds of products but not getting any traction with any of them. The market doesn't see them standing out for anything in particular, and the business is always dealing with some drama that relates to one of its many products.

4. BROKERAGE MODEL – TOO TIME DEPENDENT

Brokerage businesses sell other people's value. The typical example is a real-estate agency or a car yard. They don't own the assets they sell, they just connect buyers and sellers.

The long-term outlook for brokerage model businesses is pretty bleak, because technology is more effective at connecting buyers and sellers than people. Cars, houses, stocks and shares were all typically businesses that employed lots of people to broker the deals; today, these businesses are moving online and the deals are being done with very little human intervention.

Outside of the traditional brokerage businesses, there are still many exciting opportunities to identify a product or service that isn't being sold effectively and to bring it to market. A product that is selling well in Australia might be absent from Canada, and this could represent a brokerage opportunity.

My first ventures were all brokerage model businesses. I would go and find a product that I thought was going to be hot and I would take it to market.

Despite turning over millions, I was always shocked to discover that these early ventures were not worth real money to investors or acquirers.

Whenever I got my business valued, I would be told the same thing, ‘*you* are the business’ or ‘there's no real asset in this business that you own’. One person described my business as a ‘sales engine’.

They would tell me that despite our team, our seven-figure revenue and our offices, if we stopped working the business would grind to an immediate halt.

What I didn't have was intellectual property. It would be cheaper for someone to set up in competition with me than to buy my business.

Despite the downsides of this business model, it is by far the best way to start out in business.

If you've never been in business before, don't go out and invent your own products. Go and find someone who has a successful product and help them to sell more of it or help them to sell it in a new territory.

Two years working as a broker for someone else will teach you about business. You won't need to worry about product development, you will just need to get good at sales, marketing and administration. Vital skills for any entrepreneur.

If you broker someone else's product, your job is simply to find ways to sell it efficiently. This skill will be invaluable to you later in your business life.

A typical brokerage business won't attract investors, it won't sell for much, but it will teach you everything you need to know about running a successful business.

Once you have the basics down, you can then develop your own products in a way that does create real value. You can apply the lessons to a business model that works.

CHAPTER 10
THE ASCENDING TRANSACTION MODEL

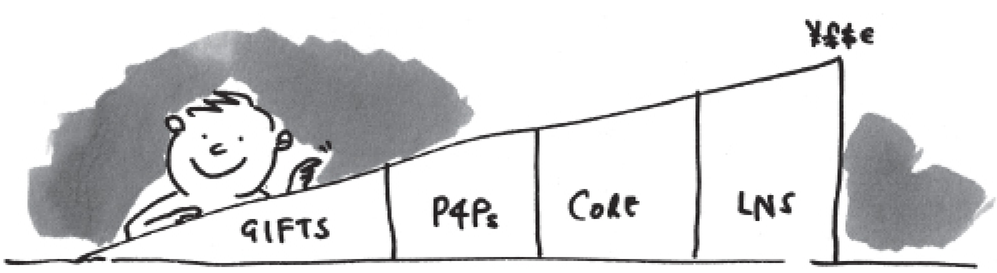
Knowing what you are passionate about is not enough to make money in business. Having a valuable IP is not enough either. You need an elegant business model that doesn't fall into any of the traps we've just identified.

In this chapter we're going to look at a very powerful product strategy that makes a lot of money. It involves four types of products that strategically work together to generate a lot of revenue.

I have called this system an Ascending Transaction Model (ATM), because I want you to remember that it's designed to give you money.

Great businesses have four types of products that all serve a unique purpose:

1. Gifts
2. Products for Prospects (PFP)
3. Core offering
4. Products for Clients (PFC)



RULES FOR CREATING EACH PRODUCT IN THE ATM

Let's take a look at each of these types of products in order and place some rules around them to make sure they are doing their job.

GIFTS

Gifts are free products that you give to the world expecting nothing in return. You don't ask for contact details, you don't ask for money, you don't ask for anything. They are thoughtful, valuable and enticing in their own right and they show just how brilliant your business is.

A great gift is delightful if it's given to the right person at the right time. It needs to open people up to a whole new world of value that your business offers.

Your gift should entice people to want to know more about what you do and what value you offer.

Big companies like Rolex, Qantas, Credit Suisse and Kia give us the tennis, the golf, yacht races and other sporting events as a gift. They pay for these events to run and you don't have to be a customer to enjoy them.

Apple gives you iTunes for free. Google gives you browsers, calendars, maps, apps and more for free.

In a small business, a gift can be online videos, a book, a webinar, a downloadable checklist or a sample pack.

The key is that you give it freely and ask nothing back from the person who receives it.

RULES FOR CREATING A GIFT

1. **It is given without conditions.** The gift must be given freely, it must be perceived as valuable and timely. You must not ask for anything in return, you release the gift ‘free to the world’.
2. **It must be meaningful and well timed.** A great gift can open people up to a whole new world; it could educate or entertain them. It could give powerful insights on how to remove problems or frustrations. Provided it's offered at the right time in the right way, it should be a joy to receive.
3. **It doesn't send you broke.** The gift must be low cost for you to deliver; you can't go broke giving gifts. In most cases it will be a digital gift,

social media or an event experience (all of these have a very low and manageable cost per person).

PFP

This is a product for people who want to try your business out without committing too much money or time. This type of product is designed to offer a quick win or a first-hand experience. It's a sample of things to come, a test drive or a first step in the right direction.

A good law firm will offer a free first consultation, a car dealership might invite you to a special event, a small business might get you to buy a home study kit or attend a low-cost seminar.

PFP need to have a low cost. Either a small amount of money, some focused time or sharing of contact details.

The PFP is designed to ignite the commercial relationship between your business and your ideal customer.

It should warm people up to doing business with you, share some of your philosophy, demonstrate your value and do it all quickly and cheaply.

Apple have the iPod. KPMG host thought-leadership events. Google offer an Adwords voucher.

Small businesses can run events, host webinars, create memberships, offer downloads or have books or online courses available as a low-cost first step to doing business.

RULES FOR CREATING A PFP

1. **Get your ideas out to the world.** The PFP should be focused on sharing your ideas and philosophies. Not generic ideas, not old ideas, not small ideas. Share your big, unique and transformational ideas with your prospects. Ideas are cheap these days – make your money on the implementation of the ideas.
2. **Get contact details.** A PFP should be exchanged for accurate contact information. It's OK to charge for this product if you like and it's also OK to give it at no charge *but* you must get people's contact details in the process.

3. **Quick wins.** You want to make sure that people get some sort of quick benefit from this product, preferably in under seven days. If you charge, it should be priced cheaply enough that people feel they got a very good deal considering how quickly they started to see value. The PFP should lead people closer to the decision to buy your core product but not cannibalise it. A quick win doesn't mean that the problem is completely solved and there's no longer a need to do more with your business.

CORE OFFERING

These are the products (or services) you are famous for.

For BMW it's cars. KPMG's core offering is auditing. Singapore Airlines are known for long-haul flights.

With these products you can deliver a full and remarkable solution to what people want. These products seriously solve problems.

They are your main focus and your customers and clients can't stop talking about them. These products are priced to be profitable. It's OK to lose small amounts of money on gifts and PFP, but not on your core business.

You've giving people a taste of what you can do with your PFP, but now it's time to be paid for your fair value when someone wants to access your core business.

You must create a special methodology that makes your core offering remarkable. You need to push your team to be the best in your market for this type of product.

It's important that you develop enticing brochures and websites for your core product. You should raise your profile as the leader in your industry for your core product.

The key is to create a full and remarkable solution to your ideal customer's problem. You want your core product to turn people into evangelists for your brand.

Typically, the core business must cost more than £1000 per client per year. Every time a client says yes to doing business with your small business, it must generate an order of over a thousand pounds within 12 months. It's hard to run a profitable business on small sales, especially if you want to hire employees. If your core product is £100, you would have to sell hundreds of them per year to cover the cost of just one employee. It's OK to have a small unit cost, but the minimum order size should aim to be £1000+ per year. If not, I would say it's a PFP *not* a core business sale.

I once consulted to a coffee shop owner who said ‘our core product is cups of coffee – we can't sell those for £1000!’ I highlighted to her that a regular customer buys 200 cups a year at £2.50 per cup (£500 per year) and that the shared offices in the area employ an average of eight people each. If each office has four regular coffee drinkers, that would equate to £2000 per year per office. She realised that her core product wasn't cups of coffee, it was to become the preferred coffee spot of local offices all year round. As soon as her staff focused on this mission, they created deals, promotions and campaigns to engage with the local small businesses. They learned people's names and made them feel special by remembering how they take their coffee.

RULES FOR CREATING A CORE OFFERING

1. **A remarkable solution.** The core business must be a full and remarkable solution to a real problem your potential clients face. By definition, a remarkable product is something that is worth talking about. Your goal is to create your product in such a way that people want to tell their friends how good it is.

2. **Implementation, not ideas.** In most cases your business will implement some sort of change for a customer or client. You will create something they couldn't create on their own, or you will work with them closely to help them create it properly. Do not fall into the trap of thinking that you will make money just by sharing your ideas. We live in a world where people already have access to ideas free of charge; they don't have time to implement the ideas and they want to pay you big money to do it for them (or to get them to do it right). When someone has your core product, they should feel it has solved a problem or created a huge benefit.

3. **The price is right.** The job of the core product is to make profit; you can break even or even lose small amounts of money on gifts and PFP, but you must *never* sell your core product at a loss or a break even.

Consider your capacity to deliver the core product and calculate whether that volume is achievable and whether it would afford you the lifestyle or growth you desire.

PFC

Your core product was so delightful that your clients want to know what comes next. The PFC is a product you mostly sell to people who've already bought your core business, to continue the journey.

BMW are known for their cars but they make a lot of money in finance and insurance (the logical next step after you've just bought a car). Then they service your vehicle and eventually they handle the sale of your older car as they upgrade you to their new model.

Your PFC should be highly profitable. Selling to existing clients is highly profitable because the cost of winning the relationship has already been covered. The additional cost of adding a PFC shouldn't be excessive, and yet it offers an entire new range for your clients.

Often a core offering takes the form of a package and the PFC is a retainer, subscription or recurring-revenue contract. Recurring-revenue products and services are notorious for creating a J-curve when that is all your business does, however when accompanied by a core offering package the business doesn't experience the savage drawdown into the J-curve.

Your PFC creates a long-term underpinning of your business. As the number of subscribers or retained clients begins to mount up, you'll hit a critical mass of profitable monthly revenue that can eclipse your core business. With this fourth product you should do well in business for many years to come.

RULES FOR CREATING A PFC

1. **It's highly profitable.** The PFC should aim to double the profitability of your business. This product is designed to be sold to existing clients so you don't have the huge costs of building a relationship with them. A well-selected second product should have the potential to double the profit in your business.

2. **It's different.** It must not simply be more of the same. If your core business is accounting, your PFC can't be more accounting in some other form; instead it could be legal services, business coaching, software, temping staff, etc.
3. **It's logical.** You don't want to confuse your clients with a second product offering that just doesn't fit with your brand. If you sell graphic design services, you don't want to offer personal training as a second sale because it just doesn't seem to make sense. The PFC is a ‘logical next step’ that shows up after you have solved the first problem. For example, after a fitness trainer helps their client lose weight, the client logically wants to buy new clothes; the fitness trainer could add a personal image consulting service to their business.

THESE PRODUCTS FIT TOGETHER IN A PRODUCT ECOSYSTEM

These four types of product are designed to string together and create a product ecosystem. They take a client on a journey from barely knowing your business to feeling great about doing a lot of business with you.

Your potential clients will appreciate a gift that is given in the spirit of being thoughtful.

They will then want to try out something without too much risk. They might be happy to spend a small amount of money for a quick win. Your PFP is the perfect thing for them to try. Neither the gift nor the PFP should cause a drain on your business to deliver, but it has a powerful impact on the potential client.

After having two positive experiences with your business, a client may now be open to spending money on your core business. You can also bet that they are the right kind of client because they now have a better understanding of you too.

If your core business is as good as you've said it is, your client will have other wants, needs or problems that they would like you to help them with. Your PFC will be the perfect next step. Most of the costs in acquiring a client would have already been absorbed in the previous products, so you end up earning high profit on the PFC.

If you do it correctly, you will have constructed a seamless journey for your clients. They will enjoy dealing with you because they don't feel pressured or rushed to make a big decision; they feel that each decision is quite natural and is based on positive past experiences with you and your business.

CREATING THE ECOSYSTEM THAT LINKS YOUR PRODUCTS

It's not enough simply to have these four types of products in your business. You need the glue that links them together to form an ecosystem.

There are three key pieces of ‘glue’ that hold your ATM together.

LEAD-CAPTURE PROCESS

First, you need to capture people's details. Prospective clients need to be able to signal to you that they are interested in doing business by registering their contact details with you.

This could be on your website (e.g. fill in your details and then download our research paper). It could also be a good old-fashioned fishbowl on the counter for people to put their business card in. It could be a form that gets filled in by your staff. It could be a ‘Facebook Connect’ button that automatically connects your business page to your client. However you structure it, capturing people's contact details is a key part of your business and you should have several ways to collect them.

A lot of people who receive your gift product will want to engage with you – make sure they can.

Start to become more aware of how other companies capture your details. You might be surprised to discover that you are handing over your details several times per week in various forms, and your business could learn from these interactions. Additionally, research the people in your industry and find out who is capturing details in a professional and brand-affirming way and who is doing it badly. Take these lead-capturing processes and put them into your business.

SALES CONVERSATIONS

The next piece of glue is sales. It's an essential part of every business, yet many small business owners often avoid it.

Secretly, many small business owners have a negative association with selling and wish they could simply do extra marketing, extra servicing or extra networking rather than having to have the sales conversation.

Unfortunately, this is a fantasy. Rolex, Ferrari, Google, HSBC and Apple all invest in sales training so their staff know how to have a structured sales conversation with a prospective buyer.

If the world's biggest brands, with the world's hottest products, need to have sales conversations, then so does every small business.

The good news is, if someone has had a good experience with your gift and PFP, the sales conversation will be an enjoyable experience. Gifts and PFP are brilliant for warming people up, to be pre-sold before they meet you for a sales chat.

In many cases, a person who has experienced your PFP will already suspect that they want to do business with you but they just need to clarify some finer points and sort out the particulars.

I would go so far as to say that you (or your sales people) should avoid talking to people unless they have experienced a PFP. If someone calls out of the blue and wants to talk business, be sure to send them the gift or PFP before you meet with them.

I recommend that you become more keenly interested in how sales conversations are structured. Go and put yourself in situations where you can be sold to, find out what works for you as a buyer and what doesn't. See if you can create the ultimate ‘buying experience’ out of your sales conversations. When your sales conversations happen regularly and naturally, you will be able to invest more money into lead generation because you will have the confidence to convert interest into income.

SERVICING PROCESS

The final piece of glue is service. Your clients need you to look after them *better* than you said you would.

This means that you must strategically undersell your core product. You must keep some aces up your sleeve and resist the temptation to tell prospects about everything you will do for them once they are a client.

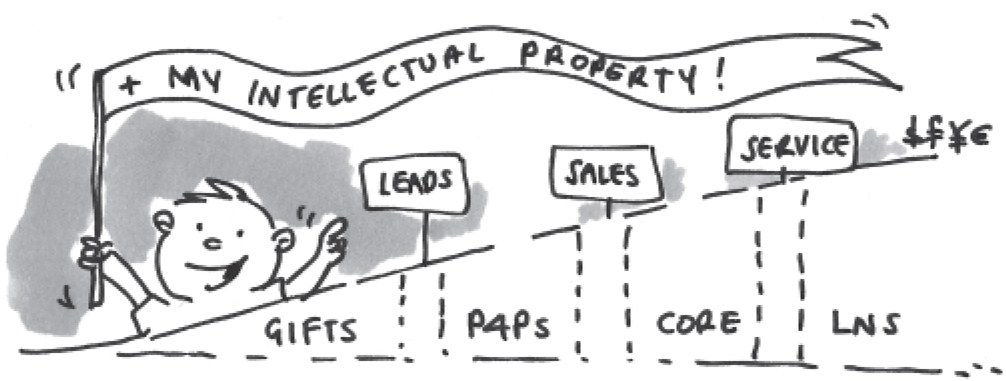
If you tell your prospects that you take your clients away each year on a river cruise, they will expect it. When the invite arrives they will think ‘He did what he said he was going to do’ rather than ‘Wow, that was above my expectations’.

If, for some reason, you *don't* do the river cruise, your clients would feel they missed out on something you said you would do.

Conversely, if you are disciplined and you never mentioned the river cruise, when the invite arrives your client will likely feel special because you've done something above and beyond their expectations.

Even after you've delivered value to your clients, they will want to know that they are still valued and you're still available to them.

You must build into your business special ways to look after your existing clients, long after they have bought from you.



You can put them into an online club membership or forum, you can invite them to ‘clients only’ events, you can send them updates. Make sure it's delightful though.

If you send out a half-hearted newsletter once a month it will have the opposite effect on your clients; rather than being delighted by you, they will be annoyed.

If people are delighted by your servicing, they will want to buy your PFC. If you fail to service your existing clients, no matter how good your core product is, it's unlikely you will get an uptake on your next offering.

Think of all the businesses you have bought from in the last year or two. See if you can think of who has looked after you as a client above and beyond your expectations.

Can you recall special events, little surprises or unexpected value that showed up after you were already a client? If not, can you imagine what you would have loved them to do? When you have some ideas, design some surprises for your existing clients that leave them feeling totally taken care of.

THE COMPLETE ATM

Now you have the four products and you have three pieces of glue that form a product ecosystem. When you put them in order, you end up with an ATM.

You will create an elegant way for people to do business with you at several levels. People will love being around your business and they will feel good about buying from you several times.

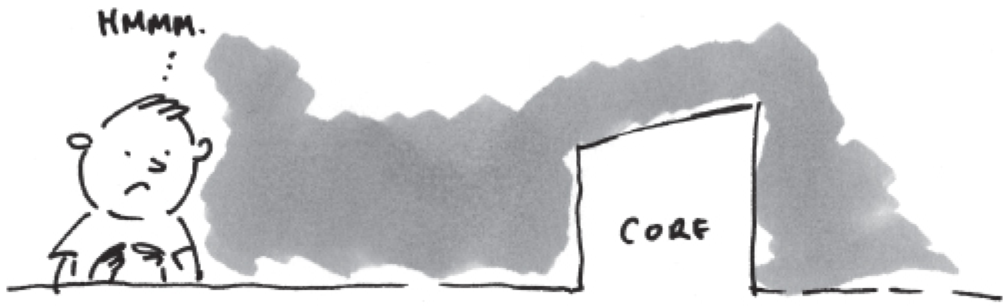
The best part of an ATM is that you can simply go around making sure people get given gifts and PFP. After that, the domino effect kicks in and you have a business that just flows.

WHAT HAPPENS WHEN YOU DON'T HAVE A PRODUCT ECOSYSTEM?

It takes time to create an ATM. You put many hours into strategy, design and production in order to get it right.

Failing to do so, however, shouldn't be an option.

Many small business people want their business to be easy and simple, so they just don't bother to put together an ATM.



With too few products, they make the error of pushing their core business too soon. They expect people who hardly know them to open their wallet and start spending.

When this doesn't happen, the business owner makes the mistake of lowering the price of the core business to a level that isn't profitable and they begin to resent their business and their clients.

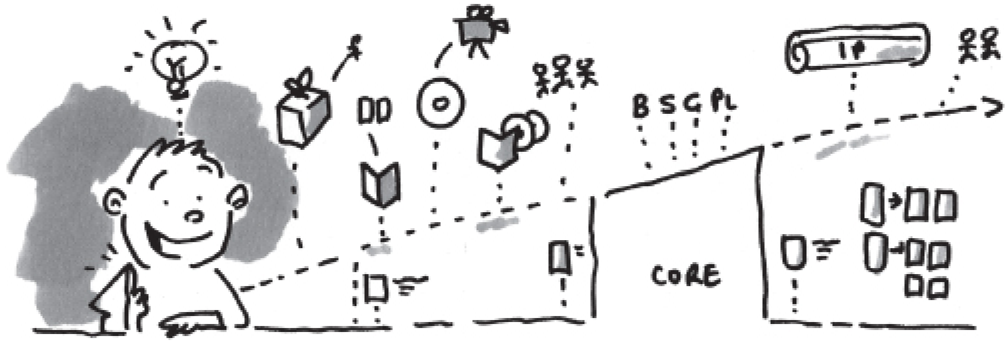
If they don't lower the price, too few potential customers make the leap. They might be charging a fair price but simply don't have enough clients to run the business.

The issue isn't the price of the core product; the issue is that the business has not created a relationship, something the gift and PFP are designed to do.

Even if the business has these first three products it will likely be profitable. However, without the PFC, the business is probably doing barely half the profit it is capable of.

An ATM covers your bases. It has products that build relationships and products that deliver value. It gets you out to market and it makes you money.

The key is taking time to carefully plan and produce the products you will have in your ATM. If you simply give up, you're destined to stay small and struggle to make money from your venture.



A BIG LESSON OR A BIG RESULT

Not only have I used the ATM strategy to grow several multi-million-dollar businesses myself, I've also used this formula with hundreds of my clients and it's staggering how fast their businesses become dramatically more profitable.

I've seen a personal trainer go from £50k a year to £200k a year in one year. I've seen a consultant go from £80k a year to £500k in just 20 months after implementing an ATM. I've seen a charity go from $2.5m a year in donations to $4m the following year using this strategy. I've seen the ATM strategy work with all sorts of businesses and charities, and I'm confident that it's worth trying for every organisation.

When you put the ATM into your business, one of two things will happen very quickly:

1. Either you will get a big result and start seeing your business succeed.
2. Or you will discover that your business idea is lacking something very fundamental and you need to make a big change.

Unfortunately, until you have an elegant business model like the ATM, you simply won't know.

It's easy to blame the economy, the competition, the government, the clients or the staff. If your business is underperforming, I urge you not to blame any external factor until after you've implemented an ATM strategy with excellence. After that, you can go looking for another reason.

Maybe your idea is great or maybe it sucks; it's impossible to tell unless you've tested out how that product fits with your ATM.

A single product on its own won't tell you if there's a viable business. It might be an amazing core offering but, without a PFP helping it along, it might not sell in the volumes required.

You might have created a great PFP but you just don't have a remarkable core offering to back it up.

It's important to know that the ATM isn't an overnight phenomenon. It's a powerful strategy but it can take time to implement.

You need to create products that you are proud of. My clients often take between 6 and 12 months to get their ATM just right. Many discover on day one that they don't have a core offering and they have been trying to rest their business on a PFP.

This is a good framework but it's not valuable until it becomes more than just an idea.

In the next part of this book I'm going to focus on building a small team who can turn your product ecosystem into a Global Small Business.

To see Daniel talk about the Ascending Transaction Model visit:

www.dent.global/talk-atm

PART III
LIVING THE ENTREPRENEUR REVOLUTION DREAM

CHAPTER 11
THE SEVEN-STAGE JOURNEY INTO THE ENTREPRENEUR REVOLUTION

Even with everything in place, there is a predictable journey you are going to go on as you leave the industrial age and enter the Entrepreneur Revolution with your GSB.

Without knowing this predictable journey, you may get frustrated at times. Maybe things seem like they aren't moving fast enough, or maybe too fast. Maybe you try to run before you can crawl and end up falling down again and again. Maybe you find yourself on a plateau without a clear path to go to the next level.

Without a clear journey you won't make the best of these times you are living in. For that reason, I've mapped out what I consider to be the predictable path you are likely to take as you fully embrace the Entrepreneur Revolution.

The first part of the journey is ‘work’. It feels like work and it's where most of us get started.

Work wasn't designed to make you wealthy or fulfilled. It was designed to make you enough money and grant you enough satisfaction that you don't cause a problem for your employer or for society. Work is the comfy little treadmill that you are expected to run on to keep the industrialised society functioning.

Today, the purpose of work is to discover what you love, to get experience and to meet other people in your field. It still isn't designed to make you wealthy but it's there to lay the foundations.

THE THREE LEVELS OF ‘WORK’

LEVEL 1: THE NEWBIE

The newbie is fresh, new and enthusiastic in a particular vocation or role. Their job is to learn the ropes and become functional. At this stage, your greatest assets are your enthusiasm and your fresh approach. Often a newbie is called an apprentice, however you're not simply here to learn a skill. You're also looking for ways things could be done better and to meet people who could one day be on your team. Everyone must do their time as an apprentice and you should embrace this part of the journey as much as you would embrace having your own business. If you are lucky, you will do an apprenticeship under a great mentor and you will set yourself up for a fast-track tour of the workforce. Most people, however, will simply do their training, become functional and then progress to the next level.

LEVEL 2: THE WORKER

After sufficient time in an apprentice role, you become functional and ready to be a worker. You can now do the things you were trained to do by your mentor and you can perform the tasks that will create value for someone who's organising your labour. You might become ambitious in the workforce and seek out a new mentor who will help prepare you for higher levels of functionality. Even senior leaders in large companies are workers.

You may find yourself working your way up the job ladder and doing very important work. Most people in society never go beyond this level; they bounce between apprentice and worker their whole career, always staying in the comfort zone where they don't want to rock the boat. A small group of people have an entrepreneurial seizure and decide they should work for themselves at the next level.

LEVEL 3: SELF-EMPLOYED

Self-employment might seem like a big, exciting change for a worker. However, little do they realise, they lack some crucial ingredients as an entrepreneur. As a worker, they were trained to believe that value is all about functionality – the more functional you are, the more valuable you are.

Subconsciously, they take these beliefs into their own enterprise and create even more work for themselves. As a worker, they had regular pay, support and didn't need to worry how the whole organisation performed. Now they have their old job to do plus a ton of other jobs that they never really considered until after they were self-employed. They find themselves having to make sales, compile accounts, fix IT problems, manage workflow, come up with strategies and even make the coffee too. The early stages of entrepreneurship can leave people overwhelmed, isolated, stressed and anxious.

The three levels we've just looked at make up the vast bulk of society. Only a tiny fraction of people are able to move beyond the worker levels into the realms of being an entrepreneur who gets to ‘play’. Moving into the ‘play’ category is how you begin living in the Entrepreneur Revolution.

THE THREE LEVELS OF ‘PLAY’

LEVEL 4: KEY PERSON OF INFLUENCE

When a self-employed person ceases to see themselves as functional and starts seeing themselves as vital, they become a Key Person of Influence. Becoming a Key Person of Influence is what's required to break the feeling of work and functionality. You become valuable for who you are not what you do. It's the first step into the Entrepreneur Revolution.

Key Persons of Influence are clear about their vision, they are credible and they are able to attract resources. They easily attract a team, they can get investors excited, they have more customers than they know how to supply. Best of all, they have fun in business.

Benchmark your current level of influence here:

http://www.keypersonofinfluence.com/scorecard

LEVEL 5: CAMPAIGN-DRIVEN ENTERPRISE

Key Persons of Influence eventually attract opportunities allowing them to tap into larger distribution, leverage on established brands and align themselves with attractive products.

The fastest way to begin to monetise these sorts of opportunities is with something I call a ‘campaign-driven enterprise’ (CDE). This is a business that creates a series of exciting promotions, events and launches in order to make the most of the opportunities that seem to keep showing up.

CDEs typically have between two and six people on the core team and can make huge amounts of money in the Entrepreneur Revolution. However, they also have a downside. When you take your foot off the accelerator pedal, they slow down very rapidly. The month you stop promoting or launching something you see a sharp decline in your revenues and profits. For this reason, a savvy entrepreneur will move to the next level in the Entrepreneur Revolution.

LEVEL 6: THE GLOBAL SMALL BUSINESS

The GSB is the ultimate goal of most entrepreneurs. It's a small business, often with 6–12 people, but it seriously punches above its weight. In addition to a committed team, it is masterful at creating digital assets that reach the right people around the world.

It's not linked to geography, it defines itself by an ideology or a philosophy. For that reason, it can trade anywhere and with anyone who shares a similar outlook.

It has a well-developed brand within a niche, a bulletproof sales and marketing engine, well-designed systems that automate functional tasks and a dynamic culture that entices high performers to want to stay. It also has the ability to attract funding and strategic partnerships that give it scale.

A GSB will not slow down easily; it takes on a life of its own and the challenge is not how to grow it, the challenge is how to direct it as it expands so that it doesn't explode.

As the creator of a GSB you will need to become good at saying ‘no’ to things that aren't exactly right for your brand. GSBs get opportunities flooding in and if you say yes to too many of them, your GSB will collapse. Like a race car driver, you must stay intensely focused on the path ahead and not go thinking about the side streets that might be nice to explore.

Most people would be thrilled to reach this level. As the owner of a GSB you will be known by your peers, you will be affluent, well-travelled and spend most of your time doing things that matter to you. Only after you reach this stage will you fully appreciate why you need to go one step further and why you also had to wait until now to achieve the final level.

There is a final bonus level in the Entrepreneur Revolution where you get to really play a big game.

THE BONUS LEVEL!

LEVEL 7: MAKING A DIFFERENCE ENTERPRISE (MADE)

After building a GSB you will discover that you have influence, money, time and a well-developed sense of purpose and character. You will not be able to resist the thought of leaving a positive legacy and doing something that is meaningful and lasting. You will want to have an impact through your business directly or through politics, the media or your wealth and influence.

After building a GSB you will have the skills, contacts and resources to really do this. Had you attempted it too soon, you would not have been able to do this in a way that felt like your life's purpose. Probably, you would have turned your passion for making a difference into another job.

It would have become functional work and you would end up resenting the very cause you wanted to love. I meet people all the time who try to skip straight to this step out of a deep desire for altruism. They rarely succeed; they end up bitter that they gave so much but barely made a splash.

Even the well-known change-makers went through similar steps to the ones I've outlined here. They started as apprentices to other change-makers, they did the work, they became Key Persons of Influence, they launched campaigns, built their organisations then finally got recognised for making a difference.

When you evolve to a MADE you don't have to sacrifice your own life. People who successfully create a MADE end up having more travel, more fun, more influence, more experiences, more fulfilment and, in many cases, even more money.

As an active entrepreneur who is making a difference, your GSB will benefit enormously.

On a big scale you can see examples where the charity work benefits the commercial business. Richard Branson's businesses are affected positively by the work of his charity, Virgin Unite. Microsoft is benefitted by the work of the Bill and Melinda Gates Foundation.

To see Daniel talk about the seven levels visit:

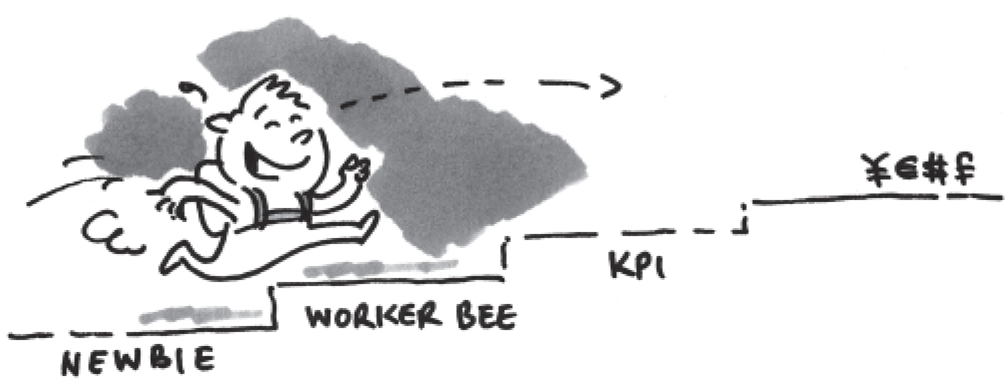
www.dent.global/talk-seven-levels

DON'T SKIP THE LEVELS

Each level is an important part of the journey. As much as you want to get to the higher levels, you will actually move faster towards your goal if you focus on advancing one level at a time.

Yes, this even includes being an apprentice and doing the work so that you understand the functionality of your industry. You don't have to stay at each level for years, or decades, like most people do – but you do need to stamp your foot clearly on the base before moving to the next one.

Remember to keep your eye on the prize. You're living in the most exciting time in history.



There's a renaissance unfolding. The whole world is evolving and reorganising. This is the time for you to make a journey from an industrialised worker to an empowered entrepreneur.

This journey is worth it. As you make the crossing, you will discover yourself becoming a more evolved person capable of deeper thought, heightened empathy and more inspired decision-making abilities.

You will be capable of achieving the things that, just a few years ago, you thought of as dreams.

DO YOU HAVE WHAT IT TAKES?

Moving through these seven levels requires a certain attitude. Most people will go through their entire life working in a job, feeling powerless to take charge of their own destiny. If you're going to be different, you'd better be ready for the challenges that come before the glory. Entrepreneurship can be a rollercoaster at times.

RIDING THE ENTREPRENEURIAL ROLLERCOASTER

You've got your concept, audience, offer and sales process. You've developed your product ecosystem into an ATM joined together with a data-capture process, a sales process and a servicing process. You've appointed people into the four roles, you're following the five routines and living by the nine maxims. All of this puts you squarely on the entrepreneurial path to success, however, even with all of this in place, at times it will feel more like a rollercoaster.

As we discussed in the early chapters of this book, your brain goes into three modes:

1. **The reptile –** fight, flight, freeze, fornicate (highly emotional in a bad way – aggression, fear, panic, etc.).
2. **The monkey –** learn, remember, repeat, be safe (practical but not very emotionally intelligent).
3. **The entrepreneur –** get inspired, strategise, transform the world (emotionally intelligent – passionate, loving, humorous, etc.).

In any given situation that you find yourself in, these three parts of the brain are asking very different questions:

> The reptile asks: ‘Is something threatening my survival?’

> The monkey asks: ‘Am I trained to deal with this situation?’
>
> The visionary entrepreneur asks: ‘What's possible, where's the opportunity, how could I influence this for the better?’

When you work in a large corporation, the answers to these questions are simple.

Is your survival at threat? No. You could be a complete numpty and they'll still pay you for three or six months more while they figure out what to do with you.

Are you trained for this? Yes. You've done this exact same day many times in the last few hundred days.

What's possible? Not much. You're not the CEO and, even if you were, changing the brand of coffee in the kitchen might take months.

For this reason, in a corporate environment, you rarely experience the reptile's low-lows of panic, fear or rage. You also don't get the elation that comes with being the source of a big transformational vision.

In the first few years of running your own business your brain answers the questions differently.

Yes, your survival is in danger. This business revolves around you and if you do stop, the business will fall apart. What's more, if you don't allow yourself downtime, you will fall apart. In a job, the money isn't yours so it doesn't feel real but in your business a few thousand pounds wasted can sting you personally. All of this triggers the reptile.

No, you are not trained for this. The core skills you're trained for now make up less than 30% of your time and the other 70% is stuff you didn't even know existed back at your old job. What's more, the school system taught you the exact opposite of what you now need to know (e.g. ‘delegating’ tasks to smarter kids). The monkey gets scared.

Anything IS possible. It's your business and the world is your oyster. You can take this small business in any direction you choose without asking anyone for permission. Mark Zuckerberg started with nothing and became a multi-billionaire by 30, so maybe you could at least make tens of millions, right? The visionary entrepreneur becomes overstimulated as well (especially if you start watching TED talks during the day).

For this reason, you can swing from rage to optimism, fear to delight, anger to passion and everything else in the emotional spectrum every month. This is because the normal hard-wiring of the brain isn't designed to deal with GSBs.

You need to develop a new level of emotional intelligence and surround yourself with people who understand the journey you are on. At times you will question why on earth you became an entrepreneur and in your weaker moments you'll wish you could trade it all in for a stable salary and a half-decent job. You will also experience moments where you have such clarity about the future and fulfilment from what you do that you wouldn't trade it in for any amount of money. These are the highs and lows of entrepreneurship.

Rather than focusing on the ups and downs, it's more important to stay focused on moving forward. Stay true to your vision, your mission and your values. With the right support around you, it won't feel difficult to stretch into the unknown, find the resources you need and be held accountable by people who are on the journey with you. These three ingredients are essential for you to move beyond the ups and downs and to move forward with momentum.

WILLINGNESS TO STRETCH

The very fact that you wish to create something new (a new lifestyle, a new product, a new business, a new result) means that you need to accept that it doesn't currently exist within your sphere of influence. If it did, you wouldn't be creating it. If you're creating something new, don't be shocked when it requires you to stretch.

Creating something worthwhile means that it will probably require more money than is in your current bank account, it will require more time than you have spare and it will require you to perform at a level you don't currently know how to. This means you're going to have to get used to being stretched.

You need to embrace the feeling of being stretched. Every time you feel that you're being pulled into the unknown, or there's too much to do, you need to smile and remember that this is what it feels like to be doing something big and meaningful.

Cultivate friendships with people who understand that being stretched is part of the process and can help you manage the feelings that come with it.

Remember that you're the one who chose this journey and you knew it was going to require you to stretch. If you're stretched then it means things are working out the way you planned!

WILLINGNESS TO GET RESOURCEFUL

The way you deal with being stretched is to get resourceful. Rather than dwelling in the discomfort of how you are being stretched, get proactive about finding a solution.

Being resourceful requires you to keep coming back to the fact that we live in a time when there's more money on the planet, more talented people on the planet and more access to great ideas than ever before in history. These resources already exist; you only need to go get them.

No amount of emotional frustration will help you get these resources; you don't get what you throw a tantrum for, you get what you *pitch* for.

If every time you get asked ‘how are you?’ you respond by saying ‘there's no money, there's no time, there are no good people’ you will ‘pitch it into existence’.

The person listening will not respond by saying ‘let me solve all your problems for you’. They will politely agree with you and reaffirm your view. Even if they have time, money or talent they will withhold it from you because they sense there could be good reasons why others aren't giving you resources.

Imagine if you respond to the question with: ‘I'm grateful that I have so many good opportunities showing up. I have opportunities for talented people to create real value. I also have opportunities where extra capital can be used to create valuable assets in my business.’

That pitch will get more people interested in helping you and investing in you.

If you want something new, you have to go and pitch for it. If you want money, you must pitch for it. If you want a team, you must pitch them. If you want customers, investors, partners, mentors or promoters, you must go out and pitch them. You get what you pitch for; and you're always pitching.

Resourcefulness is all about having resourceful conversations that move you in the right direction. It's about pitching for the things you want until you get them. Being resourceful is about dwelling on possible solutions rather than the dead ends. Very few people care about your complaints; they are too busy doing their own thing. Most successful people believe that if you live in a developed economy you don't have much to complain about, you just need to get on with it.

Having people around you who can tell you when you are being resourceful and when you're not is helpful. It's even better when they can help craft a pitch that will unlock new resources.

Once you're in a resourceful state and you are having resourceful conversations, it's just a matter of sticking to the path. After you know what needs doing, you must be willing to be held accountable for getting the results.

WILLINGNESS TO BE HELD ACCOUNTABLE

You will produce better results when you are held accountable. When you have deadlines to meet, you will do what needs to be done to hit them. When you have someone you respect pushing you to create your best work, you create your best work.

Most people know how to exercise and how to eat healthier meals. The reason we don't do it is because we don't have anyone else holding us to account.

Most people who get a fitness trainer suddenly start eating right and exercising every week because they have someone holding them to account, not because they have suddenly learned what to eat and how to exercise.

This principle applies to anything you want to do that requires you to stretch and be resourceful. Anything that's complex and difficult can trigger your reptile brain's ‘escape and survive’ mode. If your reptile ‘wakes up’, your natural response will be to run and hide from the challenges.

Your monkey brain wants to do things that are mostly familiar, with a pinch of drama thrown in. Your monkey brain isn't a great ally when it comes to stretching and getting resourceful. Your monkey brain is happier watching TV, checking Facebook, answering emails.

At this time, you need an external motivational force to keep you on track. Your entrepreneur brain needs an ally so it can overthrow the monkey and the reptile.

The ally is external accountability. It needs someone else to help hold the original intention of creating something big, exciting and meaningful.

As you stretch, and as you get resourceful, you need external accountability from people you respect to sustain you long enough to get results.

With these three attributes you can embark on creating lasting value, which will take more time, energy and creativity than most people realise. Once again, you'll see a predictable path for creating lasting value.

Who's achieving 5–10 times the results you are and stretches your thinking?

____

____

Who do you know who's highly resourceful and could discuss ideas for accessing more resources for your business?

____

____

Who do you respect and admire enough that you would be willing to have them hold you accountable and you would do your best to do what you had said you would do?

____

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CHAPTER 12
BUILDING YOUR GSB DREAM TEAM

We often hear about entrepreneurs as if they are standalone individuals making magic happen, rather than people with support behind them. When people succeed in business or in life, you can bet there's a team of people working together to achieve results. After you have constructed your product ecosystem, your GSB will need a small team too. Without a team, you'll fall into the typical trap of being self-employed: doing everything yourself, feeling guilty taking holidays and finding it hard to switch off. With a well-developed team, creativity and productivity spring up all around you. To cultivate a successful GSB team you will need to assign four key roles, get into the habit of following five routines and adopt nine maxims that help you make difficult decisions.

THE FOUR ROLES

There are three classic roles most small businesses try to fill in order to build an effective team.

The marketeers. These people focus on winning new business and apply their skills in marketing to move plenty of gifts and PFP into the hands of the right people. They then set up sales conversations to discuss the core business, handle objections and secure clients. The core skills for marketing and sales people are lead generation, appointment setting, presenting and selling. These skills are enhanced through feedback loops of data that show the costs per lead, conversion rates and sales figures as quickly as possible. The best people in these roles are driven to achieve targets and love to earn commissions and bonuses for performance. Your business will generate its revenue based on the performance of these people, so make sure you're hiring and training as best you can.

The technicians. These people are masters of delivering value to your clients. If you have a business installing kitchens, these people are builders who install kitchens. Google employs technicians to build their software, KPMG employs auditors to audit their clients' accounts, Superdrug employ pharmacists – these are all examples of technical roles. Your business will build its reputation on the quality of these individuals, so make sure you do everything you can to find the best technical people you can afford. These people typically have qualifications and a body of work they have completed. Be sure that in addition to their technical capability they are a good fit for the vision, mission and values of the organisation too.

The administration. These people manage the key resources of time and money and create reports and forecasts that lead to better decisions. These people might have titles like Bookkeeper, Financial Controller, Executive Assistant, CFO, COO or General Manager, and although they are typically behind the scenes, don't underestimate their value to the business. Without these people, the business becomes chaotic, unmanageable and inefficient. In this role you want people who are detail-focused, orderly and passionate about eliminating wastage or bringing it to the attention of others. They also need to be OK with the chaos and creative flair that accompanies entrepreneurial teams – be sure they understand what they are getting themselves into, especially if their last job was for a big corporation.

These three classic roles are needed to form a boutique team, however there's a final role that you need if you want to grow a successful GSB that's right for the times we are in – **the Key Person of Influence.**

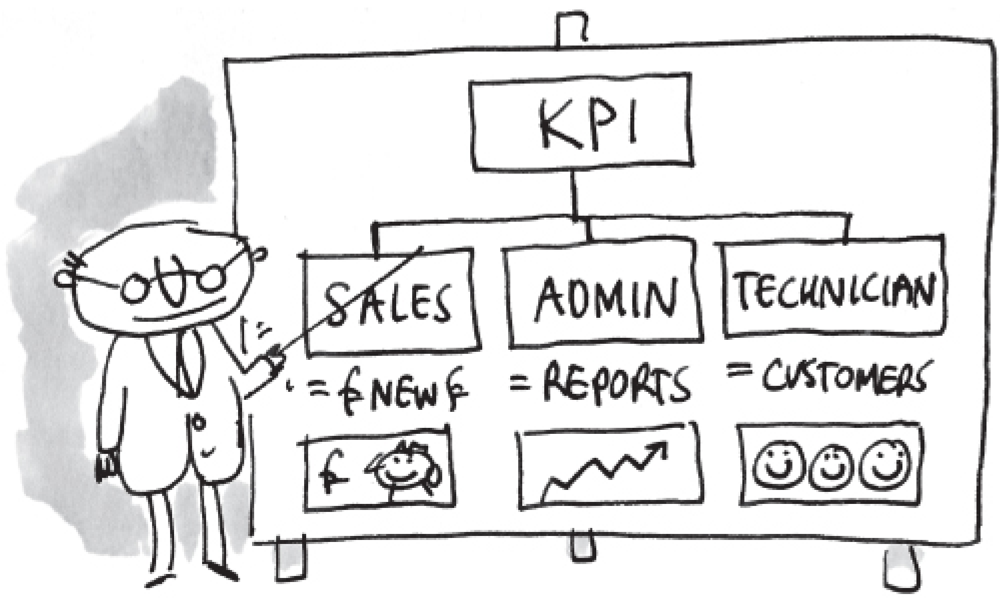
The Key Person of Influence becomes known, liked and trusted in the industry. They go out and do deals, publish content, get in the media, speak at events and generate buzz. Rather than working in the business, they should always be out in the market leading from the front. Virgin founder Sir Richard Branson proudly says he's never had a desk in any of his hundreds of businesses and prefers to be out meeting people.

When I launched my first company, I knew I wasn't ready to play this role so I did a deal with a respected industry statesman who agreed to be the face of the business for a percentage of total revenue. In our first year, we paid over A$100k to him for very little work – some speaking engagements, introductions and training our team. It was worth it though, because his name came up in every conversation. Being under the wing of a Key Person of Influence propelled us forward at a speed we couldn't have achieved just as three 22-year-olds.

Throughout my 20s I always did deals to ensure we were associated with Key Persons of Influence and we could leverage their reputation and insights. After 10 years in business, I had built a reputation of my own and naturally felt more comfortable in this role. Today I am paid in fees and equity to be the Key Person of Influence for several start-up businesses who grow faster because of the introductions and insights I can provide for them.

In the Entrepreneur Revolution, every business relies heavily on media, content and reputation to reach people far and wide. Without a Key Person of Influence your business won't achieve the cut-through it needs to succeed in a noisy market. If you feel ready to play this role yourself, you might want to read my book *Key Person of Influence* next; alternatively, you can find someone who's already well known and pitch them to become associated with your brand.

Once your team is assembled, you need to bond the team together with routine and culture. It's often the case with GSBs that the team are dispersed across time zones and are rarely in the same place at the same time. This is an obvious strength, but it can quickly turn into a weakness without a few ground rules in place.



THE FIVE ROUTINES

It's important to install routines first that will bond the team. I use these five routines to bond teams and keep them performing.

1. **The Monday morning huddle.** This 45 to 60-minute meeting sets up the week and it could take place online using a video-conferencing tool like Skype, GoTo Meeting or Zoom. If possible, it's worth doing in person, preferably over breakfast, at least once a month. Each person shares their goals for the week and gives specific measurable outcomes that they will have achieved by Friday. I've found it's best to have no more than six outcomes for the week, and to share the expected time it will take to achieve each outcome and its priority in relationship to the other outcomes. For example: ‘This week my first priority is to follow up with the 46 sales leads that came in from the email campaign, I estimate it will take 7.5 hrs to call through the list. My second priority is to deliver six sales presentations to the appointments that were booked last week, it will take 9 hrs in total.’
2. **The Friday afternoon debrief and celebration.** This 60-minute meeting can also be virtual but if possible I like to do it in person and conclude with a glass of Prosecco (or fresh carrot juice). The meeting covers what was achieved for the week, with each person sharing what they set out to do on Monday and what was achieved as a result. It also finishes with a round of ideas on how to improve, what to celebrate and who to acknowledge. For example: ‘This week I called 46 leads and set eight sales appointments for next week. I also presented six sales appointments and made one sale with another sale pending. A key learning for me this week was to send a text reminder an hour before the sales meeting so the person is ready.’

3. **The quarterly retreat.** This can be hosted at a boardroom or a nice hotel for a half or full day. If absolutely essential, people can join virtually but it's best to get as many people on the team together as possible for this meeting. This retreat should look at all the key areas of the business performance, what the plan is for the next 3–12 months, the campaigns and promotions that will be run and the innovation required to achieve the mission. This might be a good moment to bring in a business coach or facilitator to help get the best out of the team and address gaps that are being overlooked.
4. **The communications centre.** This is a daily commitment to use one central form of communication between the team. This is so communication isn't lost and doesn't require endless emails to bring people up to speed. This could be software such as Slack, Workplace, Yammer or even a closed group on Facebook. Create some rules that work for your team to keep things orderly and to capture the important ideas as they unfold.
5. **The vault.** This is a routine that involves filing and storing documents and important data in a central location and keeping it safe. Many

companies are using Dropbox, Office365, iCloud or Google Drive. It's less important which one you use, but essential that you commit to keeping it well organised and secure. The vault should contain your database, your accounting reports, your product brochure templates, media and slide presentations. If someone needs to find information about the business, there's only one place it could be – in the vault.

With the five routines in place, your next focus will be to instil a high-performance culture in your team that ensures you work well together and make the most of the exciting times we live in.

THE NINE MAXIMS TO CULTIVATE A CULTURE OF RESULTS

If you have people in the four roles discussed and your team are following the five routines, you are ready to *ramp up* the dynamic culture that will allow everyone to thrive together in the Entrepreneur Revolution.

Along the way you will encounter many difficult choices. Every entrepreneur's journey is complex and, without the right culture, you simply can't make the right decisions consistently.

A powerful tool to cultivate culture is through ‘maxims’. In business, maxims are designed to be principles of high performance that help shape decisions and behaviour.

Maxims represent a core philosophy designed to inspire a way of being that produces the results you want.

Maxims become your compass. These home truths, or principles, help guide your team through the complexity of building your empire from concept to multinational operation.

Facebook has maxims like ‘move fast and break things’ and ‘fail faster’ to maintain its risk-taking, start-up culture.

Nike has maxims like ‘We're on the offensive always’ and ‘It's in our nature to innovate’ to keep them on track as a competitive sporting brand.

I am going to share with you the maxims of high performance that have helped guide me and my teams. These maxims have helped us to perform – despite recessions, setbacks and costly mistakes.

Attempt to adopt them as your own. When you are ready, I also encourage you to develop your own maxims that inspire you even more.

MAXIM 1: YOU GET WHAT YOU PITCH FOR… AND YOU ARE ALWAYS PITCHING

A pitch is a powerful set of words that you deliver to the world again and again. Eventually, if you stick at it and really get the pitch perfected, you will get what you pitch for.

In your business, if you get your pitch right you can raise money, attract a team, engage partners and inspire new clients. If you are a change-maker with a great pitch, you will eventually attract a following, upset the status quo and see a shift in your cause.

A client of mine, Lazo Freeman, began to pitch ‘I'm the UK's top body transformation coach, I work with wealthy men who are brilliant in a boardroom but ordinary in a bedroom and make them lean, fit and toned in 12 weeks’. As a result, he has attracted very high-paying clients and he earns 500% more than he did when he simply pitched ‘I'm a fitness trainer’.

Another example is my friend, Jeremy Gilley. In 1999 he began to pitch ‘I believe the world needs a day of peace which will serve humanity as a starting point for bringing us together despite our differences’. By 2001, Jeremy found himself in the United Nations witnessing a unanimous resolution for a fixed calendar day of peace (September 21). He got what he pitched for; today, over 100 million people celebrate Peace Day each year.

A powerful pitch, delivered hundreds of times, will allow you to speak your best ideas into reality; but it doesn't end there.

When you repetitively pitch a *bad* idea that doesn't help you, it will have just as much power. If you are consistently pitching people ‘I have no money because, as a child, my parents complained about not having enough’ you will also speak it into reality. People will begin to reinforce your belief, support you in making it real and reinforce its validity. You will get what you pitch for and you will have no money!

If you say ‘I'm overweight because of my age and because I have a slow metabolism’, your pitch will start to work. You will have other people agree with you, you will start to see new reasons why this is absolutely true, you will have others feeding you research that spurs you on in your conviction. You will get what you pitched for and you will stay overweight!

When you consistently pitch an idea to people, it gains strength. Soon enough it becomes real to you and you can't see the world any other way.

So be careful what you pitch for. A pitch will bring you followers, believers, supporters, research and reinforcement, no matter what you are pitching.

If you pitch ‘the world is miserable’, more misery will start to show up. If you pitch ‘there's not enough’, you will get scarcity. If you pitch ‘people aren't interested in my business’, you will get more of that.

It is a choice. However, you get to choose what you want to pitch for. If you choose to pitch ‘life is good and I'm very lucky’, you will get more of that too. If you pitch ‘there are clear opportunities in my life right now’, you will start to see them.

Pitching is powerful, so be deliberate with your words because you will get what you pitch for and you are always pitching.

MAXIM 2: INFLUENCE COMES FROM OUTPUT… NOT CONFIDENCE

Don't wait until you feel confident in your abilities before you create something. Confidence is not required.

Recently I watched a short video about influential people. It was beautifully shot but it didn't say very much. Just some very basic observations about people who have been influential in the past.

The opening line stated something that I flat out disagree with: ‘An influencer has a certain confidence that not many people have.’

Take a look at Whitney Houston, Kurt Cobain, John Candy and Michael Jackson, and you won't see people who were supremely confident. You will see people who were perpetually tormented by their insecurities, plagued by self-doubt and a lack of confidence, resulting in their own demise. Yet they were all massively influential.

Influence is not about confidence, influence is about output. You can lack confidence, you can be racked by self-doubt and you can secretly fear an imminent alien invasion *but* if you create amazing output you will gather influence.

Influencers are producers. We only know about influential people because of their prolific output.

They might have big houses and fancy things, but that's not how they became influential. They create, not consume, for their influence.

The Beatles created the world's most valuable music catalogue in just eight years; they were prolific, not confident.

Stephen Spielberg has written over 20 screenplays, directed over 50 films and produced close to 200 movies; he's prolific, not confident.

Oprah Winfrey did 4561 episodes of her iconic talk show, she's written five books, published monthly magazines and produced daily radio shows; she's prolific, not confident.

Steve Jobs built three separate companies, was listed as the inventor on 317 patents and is credited as reinventing seven industries; he was prolific, not confident.

It is creation that creates influence. It's your ability to write and publish, record and duplicate, design and produce. It's your ability to finish the job and put a completed product into the world.

The idea that influencers are simply cool, hip or trendy is superficial. It overlooks the enormous amounts of energy that influencers put into constantly reinventing their output.

It does not matter if you are confident or not. Produce something of value, create a product, publish a book, make a video, prototype a widget. If it's excellent output, you will gain influence.

I've worked with dozens of people on creating new things. Most of the people I've worked with had self-doubts to begin with, but we pushed to keep producing. Often the confidence came after the project was complete, but not before.

Logically, real confidence can only come *after* you have done something, not before. It may never come at all. Fear not, it doesn't matter, keep creating and your influence will go through the roof.

Don't let your perfectionism stand in the way either; prolific beats perfect too. Getting stuff done will create more momentum than waiting for everything to be perfect.

Creating all the time is fun and it generates all sorts of results. Wealth, influence, recognition and joy all flow from creating.

MAXIM 3: INCOME FOLLOWS ASSETS… NOT EFFORT

Your job each year is to create new assets. An asset is anything that would still be valuable if you or your team disappeared.

Using this definition, it's easy to see why a house or shares are assets. If you were hit by a bus, your house and your shares wouldn't change in value.

In business it's exactly the same. Your business needs to be built so that it would still be valuable if you weren't around.

To do this, you need IP assets. You must develop systems, methods and procedures. You need a brand and a culture. You need a system of marketing and selling your products and services.

When your business is in a position to carry on without you, then you have built yourself a whopping big asset.

You don't need to be overwhelmed by this concept. It takes time to build a whole business that can continue on without you, however, you can chip away at it each year. Every time something goes wrong or you don't get the result you wanted, ask the question: ‘What asset are we lacking that would have helped?’ You'll realise that things like checklists, training videos, websites or business plans would have helped to solve the problem.

Create documents, systems and media that address the issues in your business. Every year create more and more of them. Sales scripts, training manuals, videos, podcasts, databases, brochures, reports, checklists and best practices.

Put them in writing, get a graphic designer to make them look pretty, then make sure they get used.

It seems challenging at first but pretty soon, you can't imagine running a business without them.

My mentor gave me this advice when I was really struggling. I had been through a tough year and had considered selling my business for £300k.

My mentor looked at my business and said: ‘Income follows assets but you haven't built many.’

Under my nose we discovered several great strategies that hadn't been documented. For a year, our team became driven to create documents and 12 months later the business was valued at £4m!

There are 24 asset categories that I've identified as the most important, and you can discover which ones you have and which ones you need at www.24assets.com.

Your team must learn that in order for them to be paid more, they must become more connected to the assets of the business. Highly valuable people on any team create new assets, sweat existing assets or protect assets from being eroded. If you can't directly connect your work to asset creation, utilisation or protection, you'll find it hard to earn more income on any team.

MAXIM 4: GET KNOWN BY THE SUCCESS OF YOUR CLIENTS

The best way to become famous is for what you have done for others.

If you focus on creating success for your clients, they will go out and tell the world. People are unlikely to believe what you say about yourself, but they will be very impressed by the favourable stories your clients are telling about you.

Most great businesses grow because of what others are saying about them. Google grew because people showed others how magical the results are when you ‘google’ something. Facebook grew because of the sentence ‘Add me on Facebook’ spoken between friends. Apple's meteoric growth in the 2000s was down to ‘raving Apple fans’.

People who crave the spotlight rarely come across as aspirational; people who want to put other people and ideas in the spotlight often end up with positive publicity. It's unhealthy to want fame and recognition for its own sake, but it's a worthy goal to add value to people to the extent that they talk about it.

My own business success really took off when we focused centrally on the success of our clients as our business and marketing strategy.

As soon as people started hearing our client success stories, we had people beating down the door.

When it came time to invest in a social media campaign, we sent camera crews out to our clients’ offices and let our clients tell their stories. As a result, we have dozens of video case studies that help us to generate all the business we can handle.

Rather than you beating the drum for yourself, beat the drum for your clients. Help them create a huge success story and then showcase it.

In many industries, if you genuinely do focus on the success of your clients, you will stand out like a beacon. The key is to publish the success stories in documents, videos, audio and the media. Enter your work for awards, get accredited for the work you do and turn your clients into billboards for the results you achieved together.

Your team must be on the lookout for ways to create success stories for clients and to showcase them to the world.

MAXIM 5: YOU ARE IN PARTNERSHIP WITH EVERYONE WHO TOUCHES YOUR BUSINESS

Seeing everyone who touches your business as a partner is a radical shift away from short-term, transactional behaviour towards long-term success for everyone.

See your team as partners, your suppliers as partners and even your customers as partners. Take the extra time to explore what success really looks like for everyone involved. Create deeper alignment in the needs and wants of everyone who's interacting with your business.

Don't see your business as an independent entity that can survive all on its own. See your business for what it is: a set of relationships that must last if success is to be achieved.

I'm not saying that you can never fire a poor-performing staff member or that you can't end a supply deal on a product that isn't working out. Of course, any relationship can grow and evolve and it can also part ways when there's no longer alignment.

Start by asking more questions to discover why each person is doing what they are doing, what success looks like for them and what they want to achieve in the longer term. This knowledge will move you from transactional relationships to meaningful partnerships.

Transactional relationships are geared around getting the most out of an exchange in the immediate short term. The spirit of a good partnership is about working together to create success, now and in the future, for everyone involved.

Sometimes this means you can't take an immediate win in the short term and you have to look at the bigger picture.

When the recession hit, many big, cashed-up companies saw it as an opportunity to squeeze their suppliers and extend payment terms so they didn't have to pay suppliers for months after the invoice. In the short term they would definitely get a win by squeezing their suppliers for every drop but, in the long term, these suppliers began to go bust, they looked for ways to cut corners, they got sloppy and they simply couldn't produce their best work.

In some rare cases, big companies like the British retailer Waitrose worked closely with their suppliers to ensure that they could ride out the recession and still produce good products. They found ways to support their long-term suppliers who were vulnerable to the financial crisis and, as a result, their suppliers found ways to help Waitrose. Their premium-price brand has continued to expand, despite the recession.

The spirit of partnership is a powerful driving force. It makes us think about the needs of others and work towards creating long-term success for everyone involved. Focus your team on cultivating meaningful partnerships.

MAXIM 6: IDEAS ARE WORTHLESS, IMPLEMENTATION IS EVERYTHING

One of the most frustrating experiences of being well connected in the world of business is the constant question: ‘What do you think of my idea?’

My response normally shocks people. I say: ‘Ideas are worthless.’

Anyone can sit around and have a big idea. Few can make it brilliant.

Let me give you two examples to illustrate my point.

Most Londoners love the experience of grabbing a sandwich from the UK fast-food sandwich giant, Pret A Manger. Pret stores are clean, the food is good, the service is friendly and you rarely have to wait too long in line. For that reason there are hundreds of Pret stores and the business is worth hundreds of millions of pounds.

Can you imagine the founders asking the question: ‘We're going to make sandwiches; what do you think of our amazing idea?’

It's a dull idea. No one is going to get excited about a sandwich shop. Not until it's implemented with excellence. Even a boring idea becomes valuable when implemented insanely well.

In 2002, Bill Gates was telling people that the tablet PC would be the future of personal computing, so why isn't Microsoft the company famous for introducing us to these devices? They had the idea for tablet PCs in 2002; Steve Jobs didn't release the iPad until 2010!

Microsoft didn't implement the idea beyond its prototype. They waited around to watch Apple conduct the world's most successful product launch. Apple implemented the launch of this product so perfectly that they control the market for tablet PCs, and no one seems to be able to catch them.

In the example of Pret, a boring idea, beautifully implemented, became a hugely successful business. In the case of Microsoft's tablet PC, a brilliant idea, poorly executed, created no real value at all.

The value is in the implementation. It's one thing to know that an ATM would be good for your business, but it's dedication to excellent implementation that will produce the results.

Having an idea is easy. Creating something is difficult. Creating something takes focus, discipline and dedication.

If I told you I had created a cake, would you expect to be able to eat the cake?

Of course you would, because the word created literally means ‘to bring something into being; to cause something to become real in the world; to make something happen’.

It does not mean ‘to have an idea, to think up something or to think about how something might happen’.

Therefore, if I told you I ‘created’ a cake, you have every right to expect to have a slice.

The word ‘creative’ used to refer to the power to get something done. In some circles, however, it's come to mean ‘possessing the power to think things up’.

Regularly, I hear people say to me: ‘My problem is I never finish things because I'm too creative.’

I've also had people say to me: ‘I'm not very creative, but I'm very good at getting things done.’

This tells me we have lost our way when it comes to understanding what it means to be ‘creative’.

We've bought into the myth that what's going on in someone's head has value in the real world; it doesn't.

Thinking about murdering someone doesn't make you a murderer. Thinking about having a date with Jennifer Lawrence doesn't make you her new boyfriend.

Thinking about a business idea, a product or a new service doesn't make you its ‘creator’.

What makes you creative is your ability to bring it into the world in a way that other people can understand and value.

As long as it's in your head, you haven't created anything yet. You *must* get it out into the real world in a way that shows up as valuable.

We need to use the word ‘imaginative’ for people who have a lot of ideas. Imaginative people love to dream things up, but the word does not imply they have brought their ideas into the world.

Being creative isn't easy; you need to decide upon the idea and then do everything required to bring it into the world. The process can take months or years to get a single creation completed. It's blood, sweat, tears, risk and sacrifice.

We should separate the dreamers from the doers and give more credit to the people who are truly creating things into existence.

MAXIM 7: RESULTS TELL THE TRUTH

Effort, creativity and dedication feel like they should pay off, but ultimately the market decides what's valuable. No matter how attached you are to an idea, you have to acknowledge the feedback you are getting from the real-world results. Your goals, dreams and plans at some point will meet in a head-on collision with results that make you question everything. Successful entrepreneurs can stand in the debris of poor results, without losing enthusiasm for their mission, and find lessons that move them forward.

Inexperienced entrepreneurs make the mistake of letting poor results dampen their enthusiasm or worse, ignoring the results all together. I know an entrepreneur who has poured hundreds of hours and tens of thousands of dollars into creating an online learning portal for a particular topic. This all-singing, all-dancing educational hub answers every question, delivers lessons with downloadable workbooks, features interesting experts and has special touches like animation and quizzes. It should be selling, it should be getting great reviews, it should be profitable but it's not. Far from it. This portal has had less than 20 sales for a subscription that is £39 per month, which doesn't even cover the costs of running the site let alone the set-up costs or profit.

The market doesn't lie. It gives you raw, brutal, honest feedback in real time on what you are doing or not doing. The market doesn't care about how much you've spent, where you got the money from or how much you desire success. It only cares that you've created something it wants at a price it can't refuse. The market is fickle and impatient.

The market isn't concerned about what's 99% done. If you've written 99% of a book, the market gives you no points for books. If you're 99% ready to get out and pitch to people, the market gives you no points for pitching. If your product is almost complete, the market can't give you any credit for the work you've done until you release it.

The market will devour some products and it will ignore others that are almost the same. The market will go cold on a hot product that has had its day and will suddenly take interest in an old product that comes into vogue. The market will never tell you what it wants but it will give you feedback on what you present to it.

Your job as an entrepreneur is to put forward your best guess as to what would be valuable, collect data and make changes. It's not wise to ignore the market because it's never wrong (although it can change its mind quickly at times).

The results tell the truth. About sales people, about products, about marketing campaigns, about systems, about culture and business plans. In every aspect of your business, you're being served real-time results that give you honest feedback. Ignore the truth at your peril.

MAXIM 8: IGNORE YOUR AWARENESS AT YOUR PERIL

Other than the feedback you receive from the market, all you have is your internal awareness to guide you. Your awareness is a full-body system that alerts you when something isn't right. Your awareness is a finely tuned instrument that gives a warning sign but doesn't give you the specific details.

My father, Andrew Priestley, is listed as one of the UK's top 100 business coaches, and has written a book called *Awareness*. He explains that: ‘You might meet someone who looks fabulous on paper, you Google their name and it seems clean but your awareness is telling you something isn't right with them. You have a choice – you can ignore your awareness or you can tune into it and gather more information until your awareness gives you a clean signal that it's OK.’ He says: ‘Bad things almost never happen completely randomly; you will almost always have an awareness something isn't right in advance – whether you choose to stay silent or speak up is what matters.’

If you get into the habit of ignoring your awareness, you will train yourself and your team to become skilled in ignoring the biological feedback systems that have kept humans safe for millennia. The more you ignore your awareness, the better you get at ignoring it and pretty soon you'll walk into all sorts of traps that could have been avoided if your senses were sharp.

Tuning into your awareness doesn't mean that you don't take action because you have a bad feeling about something, it just means that you explore the situation more fully. You ask more questions, you have longer conversations, you provoke difficult conversations and sit in the tension while you gather more information.

Entrepreneurs and their teams aren't walking a clearly defined path, at best they are directionally correct most of the time. Entrepreneurship often feels like being in a dark room and you are feeling around for clues. One of the few clear clues you'll get is your gut feeling, so be sure to give it some credit and train it to become more sensitised to real problems.

Additionally you want to make it OK for your team to ‘raise an awareness’. Your culture should encourage people to share with you that something doesn't feel right. I don't agree with the old Teddy Roosevelt saying ‘don't bring me problems, bring me solutions’, because sometimes your team will spot something that's not quite right and will need to discuss it and explore it before they can even articulate the problem; the solution might take some difficult conversations after that.

MAXIM 9: IF YOU SPOT A PROBLEM, RAISE IT… BUT EXPECT TRAFFIC

On our team, whoever notices a problem or experiences something they don't like has an obligation to raise it. Everyone is busy, no one has powers of telepathy and problems don't solve themselves. Whoever notices a problem needs to put their hand up and express it.

I once had a team member working remotely who expressed that they had felt disconnected from key conversations for over a year. They felt left out because their time zone made it hard to join certain meetings and they were quite upset about it. Initially they felt it was my fault for not noticing, apparently they had given me plenty of ‘signals’ but I seemed to ignore them. After we discussed this maxim, they realised that the fault was squarely on their shoulders for not clearly articulating their frustration. They had a problem and didn't say anything directly about it – no one should be expected to know what's happening in someone else's mind unless they say something.

With that said, just because a problem is articulated doesn't mean the solution will be fast or easy. The second part of this maxim is ‘expect traffic’, which is something every Londoner comes to learn while living and working in the city. There's really no quick way to get around London, and you simple must expect delays on your journey. It's quite common to jump into a cab and then watch people walking past you or to jump onto the Tube and sit still in an underground tunnel because of a signal failure. Sometimes important meetings get cancelled because of delays in London traffic – that's the nature of big, exciting, valuable cities at times.

In the same way, a business is a complex ecosystem and sometimes problems take longer to resolve than we would hope. If you do raise a problem, rather than expecting a magic wand to thwart it in an instant, expect that you might have to raise the same problem again in a month because it hasn't yet been resolved. That doesn't mean the problem wasn't taken seriously, it doesn't mean your voice wasn't heard, it doesn't mean there are no solutions available, it just means we hit some traffic in getting that problem solved.

Without adding emotion to it, if the problem still exists – and you spot it – raise it. Again, then expect more traffic – that's the nature of exciting, valuable, entrepreneurial teams at times.

To see Daniel talk about these maxims for high performance visit:

www.dent.global/talk-maxims

CHAPTER 13
THE VALUE CREATION CYCLE

You're building strong foundations. You now know the four key roles in your business, the five habits for your team to get into and the nine maxims that create a culture of high performance. You've seen that entrepreneurs start out as apprentices, they become good workers and then they become Key Persons of Influence who create inspiring companies. It's a process and it takes some time to master.

You understand that entrepreneurship is an emotional rollercoaster at times and you'll need some supportive peers so that you can stretch, get resourceful and be held accountable for the results.

All of that is important, because entrepreneurship at its core requires you to turn ideas into valuable assets. Many years ago the word ‘alchemy’ was used for the process of turning lead into gold. Today, entrepreneurship is a similar disciple.

Next we need a better understanding of how things move from ideas into valuable products or valuable businesses. Every time you begin working on an idea, you know what lies ahead of you.

There's a predictable cycle that turns ideas into remarkably valuable creations.

You start out as imaginative, coming up with ideas that could work and you end up creating valuable products and businesses that make supernormal profits.

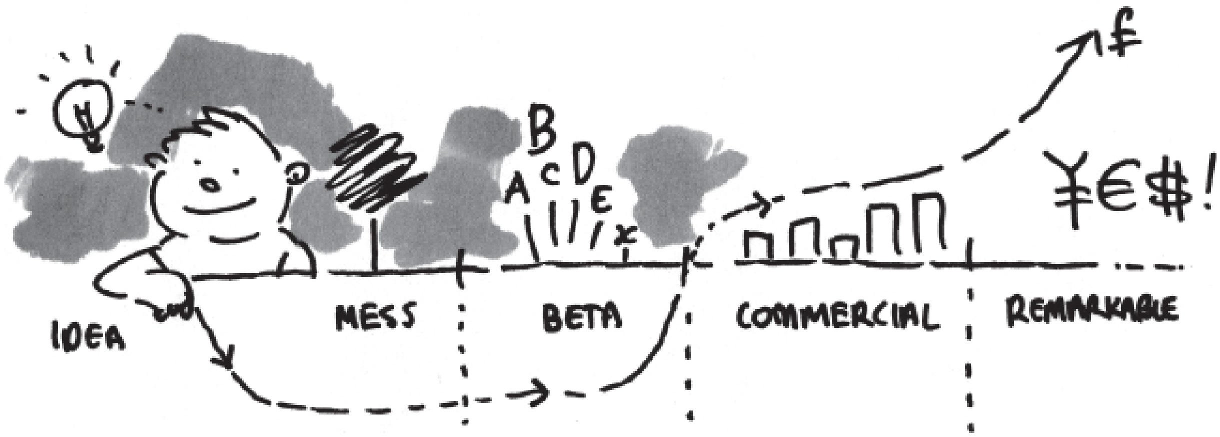
The journey along the way is entirely predictable.

1. **The idea.** The idea needs to be good and you need to turn your idea into a powerful pitch. However, as I said, there's no money in the ideas anymore. If you're waiting for someone to come and write you a big fat cheque for your ideas, you're going to be waiting an awful long time. People don't pay for ideas, they pay for remarkable implementation; and you're a long way from that at the ideas stage.

2. **The mess.** As soon as you act upon your idea, you'll predictably make a mess. Having the idea that you want to bake a cake is easy, the next step is to find the ingredients and start baking. This takes time, energy and resources. If you start something and don't push through to completion, all you do is make a mess. The disciplined creator doesn't start projects unless they are prepared to push through to a remarkable result. This is still quite far off if you're in the mess.
3. **The beta version.** When you begin working on your idea, only you truly understand what you're aiming for. Even when people give you feedback on your idea, you can't be sure that what's in their head is even remotely similar to what's in your head. Often people think they are on the same page when, in reality, they are worlds apart. Your first step, before you can get valuable feedback, is to create a beta version of your product or business. You should do this as quickly and cheaply as possible so, if the feedback is bad, you can change it easily and without being too discouraged. A beta product could actually be a well-designed brochure that features mock-up designs. It could be illustrations. It could be a competitor's product that's been altered for the purpose of illustrating your points of difference. The key here is to create something that people can look at, touch, feel, listen to or experience in order for them to give you genuine insights based on a shared reality of your idea.
4. **The commercial version.** When you take on board the feedback you get from others, and the feedback you get from yourself once the beta version is complete, you will eventually make something that is ready to sell. A product or a service that others will pay for is what I call a commercial version. The commercial version is ready to go out and sell day to day. People will consider it against other commercial products or services, and some people will then pay a normal price for your version. Predictably, a commercial version will generate enough money to cover your time in selling and producing it. This will often feel very disappointing after all the effort and money you've put in until now. I regularly see people who've spent over a year starting up a business get very discouraged when they start making an equivalent of their previous wage. Originally, they had imagined that this product, service or business was going to make a lot of money or provide a lot of freedom.

Now it turns out that all the blood, sweat and tears that went into creating something merely pays a wage – and it requires work too! At this point, many people believe their idea is flawed and so they go back to the drawing board and have a completely new idea. This begins the cycle again. People who ‘make it’ don't do this. Instead, they push through to the next step and build something that stands out as valuable.

5. **The remarkable version.** A remarkable product, service or business is one that people start to tell their friends about. It does something different, it's fresh, it's unique and it's valuable. Because people are talking about it, you get inbound enquiries, you make easier sales, you seem to be in demand and often you can charge a higher price. When you had a commercial version, it felt as if it was all about trading your time for money. Now you feel like you've created an asset! The energy required to take a commercial version to a remarkable version is often more than all the energy that went into creating a commercial version. The commercial version got you into the market, but the remarkable version is what everyone in the market wants to create. In order to build something remarkable, you have to take risks. You have to be willing to do things differently, you need to let your philosophy shine through and be willing to lose a few people because of it. To be remarkable, you need to invest in every touchpoint that exists in your business and make sure each and every step is worth talking about. A remarkable business has remarkable brochures, a remarkable sales process, a remarkable service process, a remarkable design, remarkable team members, a remarkable website… the list goes on. In the growth accelerator my company runs, we recommend to our clients that they make a list of every possible way a client ‘touches’ their business and audit it. Ask the question: ‘Is this part of my business an idea, a mess, a beta version, a commercial version or is it remarkable?’ A profitable, growing business typically has a list of over 50% of all touchpoints in the business being remarkable.



THE FORMULA FOR MAKING SOMETHING REMARKABLE

There are three consistent ingredients I see again and again in remarkable businesses and products that people are driven to buy regardless of price.

1. IT MUST BE MEANINGFUL

Your buyers want products that matter. They want to buy things that have a story, that touch them emotionally. They want things that take them on a journey and that expand their world. They want to intertwine their own story with the products they buy. When Apple releases a new piece of video-editing software they don't tell you about the software, they tell you about a group of friends who want to capture the memories of an important holiday. They want to make special videos to share with each other and never forget how fun the trip was. Steve Jobs was the master at taking the complex world of technology and presenting it in a meaningful way.

The key to making your product meaningful is to discover how your product or business changes people's lives for the better. Once you know what it is your product does for people, focus heavily on telling those stories through every interaction.

2. IT MUST BE DE-COMMODITISED

Your creation can't be the same as everything else. A commodity sells for the lowest price; you can't afford to let your product or service be seen as just another version of the same thing. Commodities are easy to compare, de-commoditised products aren't.

The market won't pay much for salt, but it will pay a lot for ‘Himalayan Fairtrade Organic Mineral Rock Salt’. Himalayan salt is special, you can't easily compare it with regular table salt and so it sells for ten times the price of table salt. Once again, we can learn from Apple Corporation; they created an operating system completely unique to them. Rather than turn their software into a commodity, where the market didn't value it, they created something that people couldn't easily compare with their PC rivals.

The key to de-commoditising your creation is to develop your own philosophy. What won't you stand for? What are your design principles? What are you opposed to in your industry? What drives you?

All of these questions are based upon your philosophy. You must tune into your philosophy and then share it with everyone who comes into contact with your business.

Not *everyone* buys into the ‘organic’ or ‘Fairtrade’ philosophy. However, those people who do become very loyal to the brands that share their beliefs.

3. IT MUST BE OVERSUBSCRIBED

Many business owners wrongly believe that they can deliver value to the whole market and they set about trying to please everyone. The truth is, your business has limited capacity to take on clients and deal with them in a remarkable way. You need to know how many customers you can handle and then get ‘oversubscribed’ for that number.

You must make sure you do not release your products in such a way that you end up with more products available than people who want to buy them. You need to release products only when there are ten times more people who've shown interest in them than what you have available. I use the 10× rule when we are releasing a product. If I want to sell 50 products, I make sure we have 500 expressions of interest before we release it.

This process of becoming oversubscribed first requires you to know how many products you can deliver in a remarkable way. Then you must go out to market with the intent to have ten times that number of people ‘queuing up’ to get one.

In the early days, this means you might be able to take on three clients per month, so you go out to get 30 people who are willing to complete a pre-client questionnaire. From the 30, you can select the three you most want to work with.

When you get these three ingredients right, your commercial version products will become remarkable. People will talk about them, buy them and enjoy them. Your business will stand out and you will thrive in the Entrepreneur Revolution.

To see Daniel talk about the value creation cycle visit:

www.dent.global/talk-value-cycle

CHAPTER 14
CREATE VS. CONSUME

When I share these predictable steps for creating something remarkable, some people get discouraged. They feel that it's going to be a long and difficult road ahead to build a profitable business, or a hot product or service.

While the idea of building every part of a business in a remarkable way feels heavy and daunting from the outset, the experience of actually doing it isn't.

The experience of building something that gets talked about is often the most rewarding and energetically uplifting thing you'll ever do.

Better yet, the results of having a remarkable business can be staggering. You don't just make wages, you make profits. You don't just help your clients, you blow their minds and make a difference to their lives. You don't just get a pat on the back, you get people raving about you!

There's little joy in the endless cycle of trying to come up with the ‘easy money-making idea’. There is lots of joy in pushing something to be truly a stand-out.

Everything you consume requires energy – either to digest it, or to maintain it in your life.

Creating is the opposite. When you create, energy flows through you. The act of creating wakes you up and makes you feel joyous.

If you don't believe me, go and look at the Forbes Rich List of self-made billionaires. Hardly any of them are retired. Almost none of them have used their wealth to lean back from life and sit on a beach endlessly consuming stuff. Most of them are typically engaged in the joy of creating, not the burden of consuming.

Steve Jobs was diagnosed with cancer but chose to spend his final years pouring himself into the act of creating. He could have chosen to do literally anything. No one would have judged him harshly if he chose to retire. Why did he stay in the game? Because creating is joyous. Leaning in is joyful.

Contrast Steve Jobs with the majority of lotto winners. It's widely known that most lotto winners become depressed and unhappy. They suddenly have the power to rapidly consume everything they ever dreamed of, and it sucks the life out of them.

For starters, the mere fact that they bought a lotto ticket shows you they were leaning back on life, looking for an exit. They then get the money and they go out to consume. Everything they buy comes with obligations to maintain it or digest it. It's exhausting and there's no long-term joy in it.

Many people have fond memories of their college years. They were broke, they hardly owned a stick of furniture, they had to forage for money under the sofa just to buy lunch, but they still remember this as a great time in their life. The reason people loved their college years was because they weren't weighed down with stuff, they were busy creating all the time and they didn't have the means to consume.

College, for most people, was a time when they had to invent their identity but, for some reason, people stop.

Keep doing it, keep reinventing yourself, keep creating.

CREATE THE FUTURE, DON'T CONSUME THE PAST

Don't fantasise about going back to the past, as there's simply no such thing as ‘going back to the way things were’. Life doesn't move backwards, it moves forward. There's no time machine coming to pick you up. You are not going back to your college years, the great year you had in 2003, or the good old pre-Brexit days. You are moving forward in time and the only way things will be better is if you create them as better.

Let me share a typical example of what happens when you try to go back in time. I once spontaneously went on an amazing holiday with friends to a place we'd never been before.

Without much planning, we had to invent the trip as we travelled and we created the experiences on the go. We discovered unique places, we found ourselves in surprising and humorous situations, we met interesting people we didn't expect to meet. It turned out to be amazing and, the following year, we tried to do it again by going back to the same place and attempting to do the same things.

When we got there it was not as fun. We tried to recreate ‘spontaneously meeting those hilarious people’ and they weren't there. We attempted to revisit that ‘magical spot where everything just clicked’ and it just didn't click.

Why didn't it happen? Because we were approaching the experience as consumers. We were trying to consume an experience of the past rather than create something right now.

If you want more joy, stop consuming. Stop consuming people, things or events and stop trying to ‘get back’ the past. Start creating the future. Create yourself, based on who you want to be. Create your work, based on what you want to do. Create your life, based on the legacy you want to leave behind.

CONSUMING IS A DRAIN, CREATING IS A JOY

Now let's apply this to everyday life. It's time to stop reading books and write your own book. Stop attending events, plan your own event. Stop reading the news, start creating something newsworthy. Don't go looking for answers, start answering questions for others. Stop buying products, start creating your own products to deliver to the world.

Stop waiting for the right time, start creating the space for magic to happen.

When you fill your day with acts of consumption, you will burn out. When you replace your entire day with acts of creation, you will have energy and be able to make the most of these exciting times we're living through.

CHAPTER 15
LIVING THE DREAM

This final chapter is about making the final big change that will allow you to live the dream and enjoy the great opportunities of the Entrepreneur Revolution.

In the Industrial Revolution, humans were seen as part of the machinery. The system was designed to dehumanise workers, to get them to tune out from their inner calling and get on with whatever tasks they had been assigned.

As a result, many people forgot what it was to be human. In the western world, we detuned from our humanity to such a great extent that it's probably no coincidence that epidemics of depression have affected millions of people.

A big part of the Entrepreneur Revolution is rediscovering your humanity. At the core of the Entrepreneur Revolution is love.

Let's discuss why the Entrepreneur Revolution is powered by it.

This may sound very soppy and unbusinesslike, but nothing could be further from the truth. It's actually very logical, practical and real. If love is missing from your business, your business will not survive in the future.

You must love what you do, your team must love working in your business, your clients must love buying from you and your community must love having your business within it.

To explore how massive this trend is, let's go back in time.

THE AGE OF ‘HANDS’

For thousands of years, humanity thrived because of our hands. Humans developed dexterity and we became brilliant tool-makers.

We could precisely move objects in such a way that we could shape the world to our will.

We made weapons that could take down a mighty wildebeest. We made ploughs that could turn a dry patch of land into a fertile crop. We developed looms that could make warm clothes and shield us from the elements.

The most admired men in society were those who were strong with their arms and precise with their aim. Kings were judged on their prowess with a sword and leaders were elected because of their skills in battle. Kings paid artists handsome sums of gold for portraits that bore their likeness.

No other animal on earth could compete with our ability to move objects so precisely, and we became the most dominant species on earth as a result.

In the 1500s, the Renaissance celebrated human dexterity by producing fine art. Our precision had evolved to a point where Michelangelo fashioned the mighty David from stone, with his gaze mesmerising and his form considered perfect.

The ‘age of hands’ took us right up until the dawn of the Industrial Revolution, when something very strange happened: we created machines that could beat us at our own game.

THE AGE OF ‘HEADS’

The machines we built in the Industrial Revolution superseded our own dexterity. One industrial sewing machine could outperform a hundred fine tailors, one tractor could outperform a hundred diligent farmers, one engine could outperform a hundred strong men working a pulley. We even created cameras that could replicate an image in a snap that a fine artist would have dedicated years to.

What happened, as a result, was a huge displacement of workers. Unemployment went through the roof as technology removed the need for thousands of well-trained hands.

Then came the thinking men: Carnegie, with his ingenious Bessemer steel process; Rockefeller, with his standardised distribution model for oil; JP Morgan, with his financial weapons of mass acquisition; Onassis, with his new type of oil tankers.

Suddenly, the most powerful men on earth were not particularly talented with their hands, they were brilliant with their minds. They could out-think their opponents.

First came the strategists. Rockefeller rethought the way oil was distributed. Carnegie rethought the steel-making process. Morgan rethought financial products. Onassis rethought the way oil was shipped internationally.

Then came the second round of big thinkers. Along came Sam Walton with his Wal-Mart megastores, Ingvar Kamprad with his IKEA furniture, Bill Gates with his Microsoft operating systems and Larry Ellison with his Oracle databases.

The age of heads meant the highest-paid people on earth were thinkers. Lawyers, accountants, scientists, company directors, managers and CEOs became the leaders in our society.

The age of heads – the ‘information age’ or the ‘ideas economy’ – produced wild new innovations that transformed humanity and humanity's place in the world.

Then, once more, something strange happened. We built machines that could beat us at our own game for a second time: we created computers.

The ‘age of heads’ took us right up until the dawn of the Entrepreneur Revolution (now), when something very strange happened again.

THE AGE OF ‘HEARTS’

One piece of software could do the work of a hundred accountants, one website could do the work of a hundred managers, one automated system could outperform a hundred scientists.

Just as machines became better than us at dexterity, computers are now better than us at thinking. An AI system became the greatest chess player on earth just 4 hours after being shown the game. Google's finest engineers were no match for an AI that was tasked with cooling a data centre and delivered a 40% improvement in a matter of weeks.

In the coming years, AI will learn accounting, medicine, law, engineering, logistics, banking, trading and marketing. It will power our cities, our businesses and our lives more and more as this century unfolds.

At the same time a new type of technology has taken over, the technology of intimacy.

Intimacy is about knowing what someone else is experiencing. It's about knowing what you are thinking, what you are feeling, what you've seen, what you've heard, what you've tasted and smelled. It's about knowing who you are friends with, who you like, what you like and what interests you. It's about sharing – everything.

Does that sound familiar? It should – it's the biggest business in town now.

Social networks and social media were born as a way to share our experiences of life.

Through the act of sharing and caring, and liking and discussing, we've seen multi-billion-dollar businesses created in just a few short years.

It's not just the Mark Zuckerbergs of the world who are making money. All over the world, people are running their own small businesses and discovering the effect of using social media and social networks.

If you care about your clients, listen to them, talk to them and share experiences with them. Treat them like you would treat a friend and you will find your business is booming.

This is why I say the new game is love.

The companies that will do well in the future are the ones that discuss love in the boardroom.

They will ask questions such as: ‘How can we build this business in such a way that people will love working with us, love shopping with us, love supplying us, love talking about us and love to see us doing well?’

Talking about growing sales, beating the competition and dominating the market will not get any of those things achieved. Talking about ‘love’ will.

Love is about passion, love is about care, love is about intimacy, love is about… love.

Starbucks will do well if the people there love creating the best coffee experience. Apple will do well if it continues to love creating the world's best consumer technology. BP will come back if it decides to love powering the planet in a way that makes sense for everyone now and in the future.

Once again there are going to be tough times ahead as people make this change.

Countless men were put out of work because their hands were no longer needed and their heads were not trained for the ideas economy. Likewise, countless people will be put out of work because their heads are no longer needed and their hearts haven't been trained for the entrepreneur economy.

Just like ‘hands people’ would have rejected the concept of a ‘thinking economy’, we will see many ‘heads people’ rejecting the concept of a ‘loving economy’.

Just as there was turbulence during the transition into the industrial economy, there will be turbulence as we transition into the entrepreneur economy.

The good news is that you now know what you have to do, and I think you will like it because your job in the *new* economy is to love what you do.

All of the doing innovation has been done for you in the form of low-cost manufacturing and distribution options. All of the thinking innovation has been done for you in the form of readily available software solutions. All that is left for you to do is to come into your industry with more love than anyone else.

You need to care about the customer experience (which might even start by calling them something other than a ‘customer’). You need to become more connected with what people in your industry are thinking and feeling. You must learn to talk openly about why others might love being part of your vision.

The payoff is huge. Can you imagine waking up every day and getting paid to do what you love? Can you imagine hearing back from people who say you delivered real value to them and, because of that, they simply love to do business with you?

Can you imagine living in the entrepreneur sweet spot?

1. You do what you are passionate about.
2. You deliver amazing value.
3. You get paid well for it.

And everyone loves you for it.

For the first time in history this isn't just a dream for the few, it's a reality for millions.

Money won't make you happy, being skilled won't make you happy, knowing your passion won't make you happy – combining all three of these things will leave you feeling over the moon!

I live my life in this sweet spot. It blows my mind some days just how lucky I am. I travel, I earn amazing money, I spend time with my family and my clients report back to me that they love doing business with us.

I want you to know that if you aren't quite there yet, keep leaning in. Keep going. The juice *is* worth the squeeze.

It's going to be worth it. You're going to make it. You're living in the most amazing time to be alive and you're reading this book for a reason.

I want to encourage you to re-read this book a few times. Some of the ideas hit you the second time around. I know I cover topics quickly and jump from idea to idea. On the second or third read, you will spot something magical. You will click an idea into place and it might just take everything up a notch.

For whatever reason, you were born into these times. You could have been born any other time in history and your battle would have been with disease, hunger or conflict.

Any other time in history and you wouldn't have had a voice or a platform to share your message. Any other time in history and your ideas would live and die in your head without seeing the light of day.

Who knows why, but here you are living in a time when anything is possible, where you do have a voice, where your ideas can come to life and where you can empower yourself and others through enterprise.

You're here at the right time and in the right place in history to make a difference and to live out your own fairytale.

Don't waste a day. These revolutionary times don't come around often. Seize this day today as your moment. Put down this book and become the person you dreamed you would be.

Let the world be your playground as you embrace your role in the Entrepreneur Revolution.

READ THIS BOOK MORE THAN ONCE

This book contains some powerful ideas. I believe now you're at the end of this book, you're ready to perform at a whole new level.

Did you keep an eye out for the new ingredient that must go into everything you do?

I mentioned this ingredient many times in the book but I couldn't say what it is specifically for you. I will leave you to find it.

When you read through this book, did you look for the clues?

The beginning was important, the end is significant, but at the centre is where you might find you discover a mountain of value you never noticed when you first looked.

Sometimes people read this book and ‘get it’, other times they don't. Some people ‘get it’ on the second or third read. I've not hidden this key ingredient from you – if anything, it's actually right under your nose.

Whatever you do, don't stop looking. You simply can't build a successful enterprise without this ingredient in the Entrepreneur Revolution.

CASE STUDIES OF ‘ENTREPRENEUR REVOLUTIONARIES’

ADÈLE THÈRON

Adèle loves change. Not in the way most people do, as in a holiday or a new outfit. She loves change as a concept; she loves the process of radical transformation.

This love led her to work for several large consulting companies, getting paid megabucks to help large teams of people move on from the shock associated with clashes during mergers, outsourcing or downsizing projects, so they are focused on moving on versus being held back.

Within this corporate sphere, she developed a method for helping people to rapidly transform their lives even after a major setback or turbulent event.

She loved helping people to change and transform, but she got frustrated with the structure of the corporate environment.

She felt large companies were missing the humanity of what she was doing. Rather than seeing the radical nature of what's possible for people who go through a changing time, she was being asked to simply tick the boxes in implementing change programmes which were mostly about ticking boxes vs. checking that everyone is emotionally on board.

She decided to set about the task of taking radical transformation to the world. She chose a niche that was close to her heart, helping men and women who have been through a divorce to recreate their life.

Adèle named her process ‘the naked divorce’. She wrote a book on the topic, created products and found partners. She started speaking publicly and soon became a recognised Key Person of Influence in the field.

She constructed an Ascending Transaction Model of products that could be shipped internationally. Soon her business started to attract clients all over the world and partnerships in countries she'd never been to.

She's free to travel, explore and develop herself and her business.

Today she runs a successful Global Small Business from her home in Thailand. With her team spanning the globe, she helps people all over the world to heal from their divorce. She's taking her methodology and using it to create programmes for other types of emotional trauma. She's still able to consult for corporations and, with her new-found passion, she is able to charge more and do work on her own terms.

Adèle let go of the normal corporate work ethos and embraced her passion. She's turned her passion into a business, she delivers massive value and gets well rewarded for it. Adèle is doing what she loves and is already living in the Entrepreneur Revolution.

JEREMY HARBOUR

Jeremy loves deals. He dropped out of school at age 15 to buy and sell goods at a local market. By 18 he'd built a local amusement arcade but, by 20, he went bust and had to start from scratch again.

He did a deal and got started in a telecommunications company. He did some customer deals and it grew. He did lots more deals and he built a large database of clients. He did a partnership deal with a UK membership organisation and ended up with a national business before the age of 30.

At age 34 he did an exit deal and sold his business for a lot of money.

After that he had no reason to work unless he was doing what he loved, which boils down to doing deals.

Today Jeremy lives between the Balearic Islands and Singapore. He advises people on doing deals all over the world.

On a typical day he will be sitting on his balcony in the sun overlooking a gorgeous Mediterranean bay with his headset on. He uses Skype to advise people on their deals. He helps people buy businesses for the best price, he helps turn around businesses that are in distress, he helps people sell their businesses for a lot of money.

Rather than taking fees, he takes a percentage of the deal. He makes a small fortune each year based on the success of his deals. He's floated companies on the NASDAQ, bought a bank and owned a music school that trained celebrities.

His set-up allows him to travel for about five months of the year without missing a thing. He ‘works’ a few hours each day from anywhere in the world. In his spare time, he's been able to write a book, give talks at conferences and he's even setting up an art studio to explore any hidden talent he might have for sculpture.

Jeremy isn't stuck in a small business like many people are. He's well aware of the exciting times we live in and he's making the most of it. He's turned his passion for deal-making into an exciting business. He's doing what he loves and he's already living in the Entrepreneur Revolution.

LUCY MCCARRAHER

Lucy loves publishing. She studied publishing at university, worked in magazines, television stations and newspapers before focusing on her passion for books. Her early career involved tight deadlines, bustling offices, endless commuting and unworkable hours for people with young families. Eventually, she pioneered ideas on the topic of work–life balance and set up a business that would be fun, flexible and financially successful.

Today Lucy heads up her own publishing business with writers, editors and creatives all over the world. She also trains people on how to write a book that will demonstrate their thought leadership. Her clients are in the UK, USA, Singapore and Australia. Despite running a fast-growth Global Small Business, Lucy works from home and doesn't have dedicated offices or traditional business overheads.

She's written a dozen books herself and helped over 400 people to write and publish their own book too. She's achieved the goal of achieving big things in business and enjoying life as well. Lucy is doing what she loves and is already living in the Entrepreneur Revolution.

JACQUI SHARPLES

Jacqui loves fitness. On most nights of the week you can find her at the athletics field, pole vaulting or sprinting. She believes fitness is what gives people their spark.

Nothing could have illustrated this more than when Jacqui left her corporate job. After years as an engineer in a construction firm, she realised that a lot of her colleagues were losing their fitness and losing their will to live.

In a bold move, she quit her high-paying job and got trained up as a fitness trainer. She began delivering fitness training sessions before work in the parks in Melbourne.

After the business started moving, she decided to hone in on a niche and focus her efforts exclusively on corporate women in their 30s.

Jacqui has written a book, created an Ascending Transaction Model of products and is now expanding her business with other trainers who want to use her system. In a short space of time, she's become a Key Person of Influence in her field.

She created a specialised programme called ‘Love Your Body, Love Your Life’ that includes elements of fitness and life coaching to help her clients get fit and reclaim their spark.

She's replaced her high-paid engineering income and now engineers spectacular transformations for her clients, along with constructing the life she wants. Jacqui is doing what she loves and is already living in the Entrepreneur Revolution.

MIKE SYMES

Mike Symes loves brands. Not just any brands, he loves financial brands like credit cards, banks, investment funds and insurance.

In his career at a US bank he worked his way up to the head marketing role. Within his role he ticked all the boxes, won several awards and then decided he'd be happier running his own business.

He left his high-paying job with hundreds of people on his team to start a two-person operation with no offices. At first it must have been both thrilling and scary to give up on the high-flying career, but Mike knew he could create something special if he stuck with it.

Today, Mike runs a financial branding business in London and New York. He's the author of a book and has developed an Ascending Transaction

Model of products that serve his clients and take them on a journey.

He has developed his own special method for ‘igniting a brand, illuminating its points of difference and making its messages spread like wildfire’. Now it's his clients who are winning awards!

Mike is busy and he loves it. He's building a fast-growth Global Small Business and his clients just can't get enough of it. He's regularly featured in his industry press, his book keeps selling and he speaks all over the world. Mike is doing what he loves and is already living in the Entrepreneur Revolution.

To see a video of these and other case studies visit:

www.youtube.com/keypersonofinfluence

ABOUT DANIEL PRIESTLEY

Daniel Priestley is a successful entrepreneur, international speaker and best-selling author. Daniel started his first company in 2002 (at age 21) and built a multi-million-dollar event marketing and management business before age 25. He has since built several successful businesses in the UK, Australia and Singapore.

Daniel has bought, sold and turned around businesses in his career as an entrepreneur. He has raised money and built businesses in multiple countries. He's fortunate to have been mentored by Mike Harris, who has built three iconic, multi-billion-pound businesses.

Daniel Priestley has raised hundreds of thousands of pounds for charity and served on the board of several organisations. He's also the best-selling author of *Oversubscribed*, *Key Person of Influence* and *24 Assets*.

In 2010, Daniel launched an entrepreneur growth accelerator designed to assist in supporting businesses through three growth phases. Each year, in several cities around the world, Daniel's team selects small businesses to go through the accelerator process. These award-winning, accredited accelerators have attracted the support of highly celebrated business leaders, investors and companies.

You can keep in touch with Daniel on his blog:

www.keypersonofinfluence.com

or on Twitter:

www.twitter.com/danielpriestley.

WHAT NEXT?

If you liked this book, please take the time to review it on Amazon.

Bonus: Send a link or a screenshot of a review or blog post you've written that features this book to us at reviews@dent.global and we will send you a thank you and a complimentary ticket to an event by Daniel's company Dent Global.

To see what's coming up, visit www.dent.global/events.

ACKNOWLEDGEMENTS

The ideas in this book have come about from many wonderful conversations with important people in my life over the last 15 years.

I would like to sincerely thank:

My parents Andrew and Diane for fostering my entrepreneurial spirit, always encouraging my ideas as well as offering practical support.

My sister Justine for her spark and enthusiasm and friendship.

My wife Aléna, who consistently brings out the best in me. Our boys, who are an endless source of inspiration.

My best mates and business partners Mike Reid and Glen Carlson. Long may our adventures continue…

Vac Ubl: as a newbie you seemed to spoil a lot of good ideas with sobering advice but, strangely, the older I get the wiser you seem.

My business mentors who have taken me under their wing over the last 15 years (Jon, Roger, Paul and others). Especially in the last few years, Mike Harris who has been the most amazing mentor a guy could ask for.

The mentor teams on the Dent Global Accelerator Programmes – Mike Harris, Nic Rixon, Penny and Thomas Power, Steve Bolton, Ian Elliot, Andrew Griffiths, Marc Johnstone, Cathy Burke, Dale Murray CBE, Lucy McCarraher, Julia Langkraehr, Matthew Michalewicz, Paul Dunn, Topher Morrison, Kevin Harrington and Linzi Boyd.

Some great entrepreneurial friends who have stimulated my thinking – Jeremy Harbour, Oli Barrett, Tom Ball, Jeremy Jauncy, Keiron Sparrowhawk, Lara Morgan, Callum Laing and David Horne.

To the awesome people on our team who are building daily the most dynamic, high-performance entrepreneurial ecosystem.

To the investors in my businesses who have joined me in taking the financial risks required to power up a big vision.

To my awesome clients who teach me so much about the entrepreneurial journey and who keep my spark burning for an unfolding Entrepreneur Revolution.

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For a preview of Daniel Priestley's *Oversubscribed*, please read on …

"The Oversubscribed principles and methods have helped us become the world's #1 in our industry in under five years."

Michael Carter, CEO, BizEquity.com—the world's largest business valuation provider, completing over 10 million business valuation per year.

OVERSUBSCRIBED

HOW TO GET PEOPLE LINING UP TO DO BUSINESS WITH YOU

DANIEL PRIESTLEY

ENTREPRENEUR AND BESTSELLING AUTHOR

INTRODUCTION

There are restaurants that people line up for. There are products that you must pre-order months in advance. There are tickets that sell out on the day they are released. There are stocks that go roaring up in value right after they float. There are cars that were bought before they were built and properties that sell off the plan when they are nothing more than a set of drawings. There are consultants who are booked six months in advance and hair stylists who charge ten times more than others. There's furniture you can't buy, only pre-order, and bottles of wine that are purchased while their grapes are still hanging on the vine.

There are people who don't chase clients. Clients chase them.

In a world of endless choices, why does this happen? Why do people line up, pay more, and book so far in advance when other options are easily available? Why are these people and products in such high demand?

This book explains why. It's caused by a phenomenon known as being "oversubscribed".

A product or brand reaches a level of being oversubscribed when there are far more buyers than sellers. It's when demand massively outstrips supply. It's when many more people want something than capacity allows for. This book is designed to give you a recipe for becoming oversubscribed, and introduce the underlying ideas that drive this phenomenon.

But before we delve into these concepts and suggestions, it would probably be a good idea to give some background on why you should listen to me. Let me start by telling you a story.

My company runs large business and leadership events around the world. We don't use typical conference rooms in typical hotels; we host our events in theatres and auditoriums that are normally used for popular musicals and shows. What's more, our events are premium priced and oversubscribed – despite the fact that most companies struggle to get 50–100 people to turn up to a free business event.

For example, in January 2013, I issued an email to clients in Sydney, Australia that said: “We have sold too many tickets to the event that you’ve booked in for. The venue holds 700 people and we’ve now sold more than that and we have a waiting list forming. If you’d like to sell your ticket back to us – or for any reason you can no longer attend the event – please email us, and we will buy back your ticket today for DOUBLE what you paid for it.”

As I mentioned, most business events in Sydney are free, don’t get more than 100 attendees and are run by people who live in Sydney and have access to local contacts and networks. Our event was brand new, priced at the top end – and we didn’t have a single staff member on the ground in Sydney at that time.

The email wasn’t a joke, a gimmick or a ploy. It was genuine. We had sold too many tickets to our event. We had a similar problem in Melbourne two weeks later, then in London, then in Florida.

This wasn’t happening by accident. It was orchestrated to be like this. And this book will show you how it’s done.

My business often books clients three months in advance. We don’t do it to be difficult; it’s just the amount of time people need if they want to work with us. If someone says they aren’t sure about working with us, we don’t argue or try to hard sell them. We smile politely and say that it’s OK not to. We don’t need to convince people – there are others lined up, waiting.

I launched my first company in 2002 at age 21 with a $7,000 credit card. It was a boutique marketing company specializing in event promotions in the financial services industry. Within 12 months I’d made over $1 million in revenue and had over $300,000 cash in the bank. By age 25, I’d used the same insights to make over $10m in sales and had made myself an enviable amount of money for a young man. Along the way, I discovered some very valuable ideas on how to make a product or service oversubscribed.

At age 25, I moved to London with my best friends and business partners. We launched a new business with a small amount of start-up capital and once again made millions in sales within 12 months. At age 29 I wrote my first book and used the ideas set out in this book to send it to the #1 spot for business books on Amazon. I’ve raised millions of investment capital for my businesses and helped charities to raise hundreds of thousands of dollars in a short space of time by using the ideas that I will share with you in the pages to come.

As you'll discover as you continue to read through this book, there's no scarcity in the world for people who share abundantly. One of the ways I keep myself oversubscribed today is by the very process of sharing big ideas. I've come to discover that the more I share, the more people demand.

I also believe that the principles in this book lead to better businesses for everyone involved – for the customers who get a higher level of service, for the business owners who stop chasing and for the employees who enjoy working for a company that's in demand.

My vision and hope is for millions of entrepreneurs and leaders to become more empowered to tackle bigger problems. This book is part of that vision. The ideas in this book are designed for quality businesses that care about what they do and want to be able to take their products to market more effectively. They are not for people who want to run a gimmick, make a fast sale or pull a swift win over their unsuspecting buyers.

Before you even begin, you must feel confident that your offering is something that genuinely serves people. You must be passionate about it and the value it presents to the world. You must love what you do, care about your customers and want to be in your business for the long haul. For the rest of this book, I will assume that's a given.

Being oversubscribed is the way for you to do your best work and spend more time with your current clients rather than chasing new ones. It gives you more downtime to innovate your products rather than running around selling them – and it allows you to build your brand rather than blending in with the crowd.

I've also written this book because I understand the struggle most entrepreneurs and leaders undergo.

We live in remarkable, changing times. Many ideas that worked five years ago aren't working anymore. Everyone is under pressure to innovate and put results on the board. The decade ahead is going to be both challenging and inspiring. The pace of change is speeding up and the way the world of business and society works won't look the same in ten years from now.

Many people will see this as a great wave of change that sweeps them out to sea, while others view it as one they can surf and enjoy. If you're like me, you'll be paddling hard.

By the end of this book, you'll have a method for becoming oversubscribed. I'm going to unpack a process for getting yourself in the enviable position of being in demand. Of course, it will be up to you to apply the process to your business – and it'll take trial and error before you get it right. Ideas are easy; it's the implementation that's hard. Stick with it though, because the payoff is extraordinary. Once you are oversubscribed you'll earn more money, have more fun and attract more opportunities.

You won't have to chase opportunities; you'll curate those that show up. Your inbox will become a garden of prospects rather than an endless stream of tasks to follow up on.

This book isn't just about marketing principles and business methods. I will begin by addressing some problems that most businesses suffer from and sharing some of the stories and principles that drive the deeper philosophy behind the book. My goal is for you to understand these concepts on a deep enough level that you'll make better decisions intuitively and you'll be approaching your business with a different outlook.

You might need to read this book several times and let the ideas sink in for that to happen. Some of the ideas are subtly woven into the stories. There's a rich tapestry out there and you're part of it. But as with any tapestry, you can't see it if you don't have the right perspective. When you take a few steps back you can see the bigger picture.

I'm hoping this book gives you a look at the bigger picture for you and your business. Let's begin a journey together that starts where you are right now and leads you to where you want to be.

PRINCIPLE 1
DEMAND AND SUPPLY SET THE PRICE

You likely learned long ago that the market forces of demand and supply determine the price and the profit you'll make. But what you didn't learn is that you can make your own market forces.

THE STORY OF THE TWO BIDDERS

I was in a room with 400 people who had come to see renowned entrepreneur and author Gary Vaynerchuk share his ideas on social media marketing. He announced at the end of his presentation that he'd be auctioning off a 1-hour one-on-one business consultation with him and the proceeds would go to charity.

He explained that the last time he did a consultation like this he had made several introductions to his network and the person had made an additional $50,000 in less than 30 days. ‘It's not just a consultation’, he explained. ‘It's potentially access to my network – and I know some of the world's most powerful people.’

This had put the audience into a state of frenzy. I opened the auction with a bid of £500 and immediately another person took it to £600. Within a flash the price hit £1000 and the hands kept popping up.

Bids were coming in thick and fast. £2000, £2200, £2400, £2600, £2800.

As the bidding passed the £3000 mark, it came down to two men who clearly both wanted this prize. Everyone else was out of the race, but these two guys kept matching each other and taking the price up another £100 each time.

They were the only two people still bidding in a room with 400 individuals. The rest were sitting patiently or enjoying the spectacle.

The price got up to £3900 with no signs of slowing down. Gary could tell the audience members were getting restless – so he asked the two bidders, ‘Will you both pay £4000 each and I will provide a consultation for both of you?’

They agreed, and the hammer went down. Gary had raised £8000 by auctioning off two hours of his time.

I'm not sure how high it would have gone, but I do know that it only takes two people to push up the price at an auction. Most of the people in the room didn't bid at all and very few people bid beyond £1500. But that doesn't matter. When the supply is ‘one’ and there are ‘two’ who want it, then the price keeps going up. Two people who desire something is enough to oversubscribe the one person who has it. The price keeps going up until one entity gives in.

When Facebook purchased cross-platform mobile messaging app WhatsApp for $19 billion, the number seemed ridiculous to almost everyone on the planet – except one other bidder. Google was the other company who wanted to buy WhatsApp and the two rival companies bid the price into the stratosphere. Had the price been set by a wider market, the general consensus would have been a much lower number.

Too many business owners focus on the entire market place. They are deeply concerned with what the majority will pay rather than finding the small group of people who really value what they offer. But if you focus on the wider market price, you'll always be average.

If Gary Vaynerchuk wanted to try and sell everyone an hour of his time during the auction, he would probably have needed to lower his price to £200 per hour. And after delivering a month of solid consultations to all 400 people he also would have needed a holiday – and would have had zero energy to write more books or give more talks.

As it turns out, Gary knew that his real value wasn't even the consultation. It was his ability to make a high-level introduction that would be taken seriously because it came from him.

Your value is much higher than you think to a small number of people. You don't need everyone on the planet to see you as in demand; you only need enough people who can drive your price up. Separating from the economy and from your industry requires that you turn your attention to those people who find you highly valuable – and then serve them better than anyone else can.

If two people want your time and only one can get it, your price rises until one of them gives in. Your job isn't to please everyone. Your job is to find those people who can't live without you. So… who are those people? What is it they want? And where *do* you find them? These questions matter more than the questions that relate to the overall market.

Your price isn't fixed, or set by the overall market. It's a result of being oversubscribed or not.

Let's begin with some basics that I was taught by one of the world's top market traders.

SOME PEOPLE MISS OUT

‘Why do markets go up?’

I was sitting in the home office of one of Australia's most successful stock market traders – a man who had traded billions of dollars and who'd been consistently successful trading markets for 20+ years. He was a man for whom people travelled internationally to hear him speak about markets for an hour or two.

I was 22 years old at the time, and I answered him with my best guess: ‘Positive news, a good economy, monetary policy, a good CEO; probably they all have an impact, I think.’

‘Nice try – but no’ he said with a smile: ‘Markets go up because there are more buyers than sellers… and that's it!'

I had forgotten the fundamental truth of economics: the basics of ‘demand and supply’ that you learn on day one of any economics class. A strong market, a good business plan or a compelling story all help but ultimately your price is set by the balance of demand and supply.

What's more, the market abhors a profit. A profit is only tolerated if demand is higher than supply. No one wants your business to be highly profitable, other than its stakeholders. If you tell consumers they can have a cheaper price but the company will lose money and might go out of business, they probably won't even think twice about buying as much as they can. They aren't worried about your profit margins; they are concerned about their own budgets.

This is why you'll only make a profit if you are oversubscribed on your capacity to deliver, and why demand for your stuff must always be greater than your ability to supply it.

People forget the basics. They get caught up in tactics for marketing and lead generation, and they fuss over management styles and team-building techniques, forgetting that all of these activities don't mean much if the business isn't oversubscribed.

The principles set out in this book can be useful across many aspects of your business. For example, if you want to hire top talent, you need to be oversubscribed for top talent. This means that some people need to miss out on the job. If you want impactful publicity, you need to be oversubscribed for people who want the story you have to share, so some news outlets won't get the story. If you want to sell products, those products need more buyers than supply can allow for – so again, some people will miss out.

Being oversubscribed requires nothing more than a situation whereby some people who really wanted something had to miss out on having it. Of course, it's a difficult situation because you and your company don't *want* people to miss out. Naturally, you want to sell to everyone who's willing to buy, yet that very mindset prevents you from becoming oversubscribed.

Lots of people want a Ferrari – but the people at Ferrari aren't losing sleep over it. They know that the fact that some people have to miss out is what makes their automobile so coveted. Every product that is oversubscribed has people who didn't get it, even though they were *willing* to buy.

If you can get the balance right and keep yourself oversubscribed – disappointing those people who missed out without them losing interest in you entirely, while still delivering remarkable value to those who got through – you'll have no problems being profitable. If supply is too great and everyone who wants what you have can get what you have, the prices will fall and so will the margins. Eventually your business will make losses.

If you want to be oversubscribed you'll need to get comfortable with some people missing out on what you have to offer. That's how the market works – and that's how it determines your rewards.

PROFITS, LOSSES OR WAGES?

There are three ways the demand and supply equation can play out for your business.

1. **Oversubscribed.** Demand is outstripping supply, resulting in profit being tolerated on top of normal wages.
2. **Balanced.** Demand and supply are relatively even, resulting in normal wages being tolerated but not profit.

3. **Undersubscribed.** Excess supply is available above demand, resulting in losses.

It doesn't matter what the product is. The only thing that matters is the relationship between demand and supply. Even when the product stays the same, if that relationship changes, the profitability changes.

In California in the 1980s, millions of people decided that they wanted plastic surgery. The surgeons who could deliver this service were in short supply and they made vast sums of money providing breast enhancements, nose jobs and Botox. Anyone who could perform these operations ended up with a mansion, a yacht, 10 cars and lucrative investments. They were making millions because the market had vastly more buyers than sellers when it came to plastic surgeons.

That is no longer the case nowadays. LA is filled with plastic surgeons. Attracted by the vast available wealth, a whole lot of medical students switched their major in the late 1980s and headed for Beverly Hills to make big money. But they discovered upon arriving that they weren't the only ones who had this incredible brain wave. By the end of the 1990s the demand and supply relationship returned to a balance and today most plastic surgeons in LA make a normal surgeon's wage.

The plastic surgeons made more money because of a boom that happened across their whole industry. But as you'll see later in this book, it's possible to be completely independent of your industry and build a market of your own. Most people focus on the market that they are in when they think about demand and supply, but in doing so they miss out on an important part of the story. There are cycles in the economy whereby demand from ‘consumers’ as a whole outstrips supply from ‘industry’ as a whole. In these times, everyone seems to be doing well and there's an economic boom for almost everyone, such as happened in the era known as the Roaring Twenties.

There are also cycles in your industry whereby demand for *anyone* in a chosen field of work will be outstripped by the available supply. This is known as an industry boom; for example, the dot-com boom in the late 1990s, whereby almost any Silicon Valley company could raise millions for little more than an idea.

It's also possible for businesses and people who play an advanced game to go another layer deep and separate from both the economy and their industry to become a market on their own. They become subject to their own forces of demand and supply, independent of anyone else. They can become oversubscribed on their own terms.

The forces of demand and supply work the same when customers and clients see you as separate from your industry. However, you don't need very many people in order to become oversubscribed and to maintain a profitable price if you can get a few key things right.

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