

Seven Keys to Quadruple Your Income in Six Months

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I have one goal and that is for you to leave here informed and perhaps inspired with new tools, and new strategies. I'll also provide specific techniques. My objective is to positively impact your careers, increase your income and enable you to have more fun in this business.

I'm a consultant for the industry. A consultant is somebody who borrows your watch and then tells you what time it is and charges you for it. That's basically how it works.

What we're going to share with you today is not up for grabs. It's not a matter of my opinion, it's not a matter of your opinion, in fact it doesn't matter what I think and it doesn't matter what you think. What I'm going to be sharing with you today are the best practices of the most successful people in the industry. I will probably also reinforce what makes you so successful.

Everything I do, on what I've spent the last 18 years of my career is based on a very simple principle. There are two types of financial professionals. Financial professional A on a scale of 1 to 10, is a 10 technically speaking. They know everything about every product, can do advanced planning; a lot of you are extremely high in expertise in the technical area. But when it comes to sales and marketing, financial professional A is a 1. Financial professional B, on the other hand, technically not the brightest bulb in the chandelier, not the sharpest knife in the drawer, a couple of French fries short of a happy meal; but when it comes to sales and marketing financial professional B is a 10. I ask you who makes more money, A or B?

B

How much more money?

A lot!

So I'm here to preach the gospel of sales and marketing. Can I hear an amen!

Amen

The church of the American dream is now open. If you're interested in building your career, this is going to be an exciting program. If you want to have some fun, you'll probably have some fun; but my goal is real simple

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– to leave after 45 minutes knowing I’ve given you the best of my best, that I’ve worked as hard as I can for you. No holds barred. I’ll give this presentation as if it was my last. I promise you that.

I want you to make one commitment to me and that is for that one thing, that one thing, that one special idea that reinforces, you’ll go out of the session with new vigor, reinforced, with new strategies, and ready to make the step in your own production level. So can I get a yes to that?

YES!

This is a working session. I need you to give me feedback, I need you to get engaged and that’s our agreement. I’ll work hard, you get engaged. Take out a pen.

I’d like you to write the names of your three best clients. If there are managers here, if there are wholesalers here, I know we have a pretty wide range; I’d like you to just think of just whoever is most important in your professional life. Who are your three best clients? When you say to yourself, “Boy, if I could clone these three individuals, as Louie Armstrong says, “What a wonderful world it would be.” Write their names down.

What would it mean to you professionally, what would it mean to you personally if, in fact, you could clone those three clients. What would happen professionally? What would happen personally? What would it mean to you and what would the benefits be?

Circle the ones that come up, the ones that are most important, the biggest benefits.

More business

More Fun

Less Stress

It’s on automatic

Less work

Strong relationships

When you have strong relationships what are the benefits?

Referrals start coming in

Now we come to the big big question: If you were capable of creating three relationships of that quality that, in fact, do bring you those kinds of benefits, what’s the obstacle that prevents you from creating all of your rela-

tionships exactly like those three? Obviously you’re good enough in what you’re doing.

Why don’t we have all of our relationships doing that kind of business, giving those kinds of benefits, increased money, increased income, less stress, more fun, better relationships, and more referrals?

Personality

Timing

I believe it is because we fail to apply the first key: CREATE A COMPELLING VISION. It’s easiest to just think of the word, “focus.” We get what we put out. Things happen twice in our life. They happen first in our mind then they happen in real life. Isn’t that true? We attract whatever we think of. That’s the way life works. If you’re going to get one thing from this session, I would say the idea of focus is real important.

To understand the meaning of focus you need to reflect on your own professional history. What was it like when you first go in the business? Let’s think back a little bit. Remember when you first got in the business – a prospect was who? It was anyone who breathes or fogs a mirror. Jim Benson, the co-author of my newest book, has a great line. Jim says, “I was in the business for one full year before I made by first big sale. I sold my stereo to pay the rent.”

Your focus was real simple when you get into the business – pay the rent. That’s noble, that’s honorable, it courageous, it’s what you should be doing. Let us never forget how challenging this is. You all know the statistics – 200 people come in the business, 20 people make it four years and one makes it to MDRT. So we have a room full of winners here - congratulations. But what happens when you fail to refocus? Just like Intel, IBM, any major company, you plateau and it is impossible for you to grow.

What is your focus? That’s really what this program today is about. It’s about how to focus your business so you will continue to grow and create the kind of business each and everybody here deserves.

The idea and the concept of creating a compelling vision about the future and particularly that word focus are critical for your future success. Isn’t it true everything in our lives happens twice? First we see it in our minds and

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then when it happens outside of our world. Isn't that the way things work?

One way to look at life is stuff just happens. We have no control and we're just part of it. The other way to look at life, and it's more comfortable for me because I'm a control freak, is that we do have a lot of control, we do first see things in our mind and then they happen outside. Isn't that the way it really happens. We control our destiny to a large degree.

So let's look at this idea focus. If you get one thing from this program today that's universal, it is the idea of focusing exactly on what we want. I think the universe is a good place. I think the universe wants to give us what we want. I think the universe wants to provide us what we want but we don't always tell or ask for exactly what we want. Isn't that true to some degree? Let's look at this from a few different viewpoints.

First of all I want to talk about it from a personal point of view and then I want to talk about it from an industry point of view; and I'll share with you some of the concepts that I see across this business. I work with the national wire houses, I work with the banks, I work with the independents so I see perhaps a broader perspective than some of you here in terms of seeing all those channels. I'll share with you today from my perspective of sales and marketing and how to focus.

The idea of focus for everybody in this room is identical. When I see a group like this or any group in the industry, I see a room full of entrepreneurs, a room full of small business owners, a room full of independent people who are creating their own destiny. Isn't that the attractive part of this business, that we control our destiny. Nobody tell us what to do.

But your destiny is determined by your vision and your focus. You must stand back and create a new focus. Really pull back every so often. Maybe when you're taking that walk, going out for a run, that quiet time. You all have that quiet time. Successful people all have that time, sometimes when you're driving in your car. You know what I'm talking about, right? That's your creative time. That's when you create. What is your vision? If we all created a

powerful compelling vision, let me tell you your chance of achieving increases expediently. Often times we take things as they come.

Add to that an industry that's gone through incredible changes and dynamic changes like nobody has ever seen before. This is no small thing. The entire market has changed dramatically. It doesn't look anything like it did 84 months ago. I'm not going back a million years now. Seven years ago if you wanted to buy stocks, you went to a stockbroker. If you wanted to do your banking, you went to a bank. If you wanted to do your accounting, you went to an accountant. If you want to buy insurance, you went to the insurance agent.

That's how it worked. That's how it was. That's the way it was but that's the way it will never be again. Today if you wanted to buy a mutual fund you could go to the internet or the store. In California you can go to the supermarket and literally buy your mutual fund when you buy your milk, your bread and your eggs.

So we have a dynamically changed marketplace. You throw in the market itself which is extremely sophisticated. It gets pretty scary when your gardener comes in and starts giving you stock picks. There are 50 magazines on the newsstand on investments, insurance, annuities. Think back, was it this way 30 years ago? People didn't even know one product from the next. This is a different marketplace today.

What the marketplace is asking for, according to a Million Dollar Round Table study of 1,000 Americans who were asked, "What's most important to your financial security?" Number 2 at 48% was salary increase. Number 3 at 37% was stock market investments. Number 4 at 22% was large inheritance. Number five at 19% is scary – lottery jackpot. Number 1, 62%, nearly two thirds, said they wanted a comprehensive financial plan.

These are your average person on the street. In other words what the marketplace is craving for and begging for right now is ADVICE. In other words they don't care how much you know about a product any more, they want to know how much you know about them. The majority, two thirds of them are saying look don't just offer me an insur-

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ance product, don't just offer me investment products, look at my whole situation and then make a suggestion.

This is a huge opportunity. Then you throw in the fact that products have undergone commoditization. The products are all pretty good. In fact they all look pretty similar. Give a couple of months and the next company has the same bells and whistles. Isn't that true? You may not want to admit it but it's true. The fact of the matter is the marketplace for products has completely been commoditized. That's a problem and, as we say, an opportunity. The problem and the opportunity for everybody in this room, is now we have a phenomena called convergence where we have a sophisticated marketplace and now the product is much less important than the relationship.

Old school was product base, product centered. New school, after convergence, is relationship centered: how much do you know about me. Don't try to sell me stuff. Get involved with me. Learn about me. Find out where I'm going, what my goals are, what my values are, what I want to achieve, what I want to be, what I want to do, what I want to have and then make a recommendation to me. That is where we are. What does that mean? That means that the model is changing rapidly for the kinds of people you want to do business with. The average number of clients for advisors earning between \$150,000 and a million is 172, average number of advisors for those earning more than a million dollars is 43.

In fact when I work with advisors, and I have worked quite a few wire houses, I can usually tell how much money they make by asking them how many clients they have. There are a lot of variations on this that many exceptions based upon your practice model. There are a lot of twists and turns. But what I am interested in is that you relate to the metaphor. The quality relationships need to be the focus. What does that look like? What does that look like for you?

What is the difference when we adopt a finely tuned relationship-centered business model? First of all, your income will increase dramatically. How much more money do you make if all of your clients were like the three

you wrote down? How much more money do you make? There's a real number here. In multiples. The answer is four times or 400%.

How did we get that number? It's called 80/20 rule. The 80/20 rule is one of those things that again we can't argue with. It may be 17%, it may be 27% but let's just use 80/20. 80% of your business comes from 20% of your clients. The secret to moving ahead, moving on, and moving up in this business is the focus on the quality of those relationships and the quality of those clients.

If you got one or two new clients a month like the ones you have now that you wrote down, you would probably double your income within about 18 months. Isn't that an amazing statistic?

Usually your best clients are your easiest clients. Your best clients are the most fun. Somebody mentioned fun. Somebody mentioned less stress. Isn't that true to a large degree? A lot of times you say they're not just my clients, they're my friends. It's great to know them. You go out to dinner with them. You play golf with them. You spend time with them. Isn't that true? That's the way it works. Let me tell you what's at stake in this presentation today. It's not just about money. Even though that's what I focus on as a sales and marketing consultant. You know what's at stake today? Your life. And I'll tell you why. Isn't it true the quality of your life is largely determined by the quality of your relationships?

If you have a bunch of people in your life that don't make you feel good, that don't make you feel satisfied, that you can call your friend, then what's at stake is your life. We spend more time with our clients than we do with our family, our friends and the people we love the most. True or false?

True

So if we're spending time with people who don't give us a good feeling about who we are our life is at risk. The beauty of this business, from my perspective, is that we have a choice who to deal with. I'll make my point here. I think it's in the new book but it's not talked about a lot. We can choose, we sell to certain people easier. We have relationships with certain people easier.

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There is a certain kind of person that when they walk through the door, you look at them, you haven't even shaken hands yet and you say to yourself this, "That one's mine." Do you know what I'm talking about? "That one's mine." They haven't said a word yet. If I said this to a group of accountants they wouldn't know what the heck I was talking about. That one's mine? What's he talking about. Everybody here knows what I'm talking about. There is a connection. It doesn't matter how tall they are, how short they are, their gender, their background, you don't even know what it is. But you have that feeling. That's the person you want to do business with. Hopefully they can do substantial business.

The 3rd benefit of the relationship-centered model is the increase in refer-ability. I think it's the biggest area for growth. I think it is one of the most overlooked opportunities for building your business and manifesting your vision of the future.

One of the keys to creating this relationship-centered model is GO LONG AND DEEP. What are we talking about? We're talking about the power of target marketing. It's all about knowing exactly who your ideal client is. Think about the absurdity of asking for referrals without a precise targeted approach. You ask a client for referrals. And perhaps this client is a big client of yours and wants to help you so the client brings you their indigent nephew who hasn't worked in three years. The idea of refer-ability without offering your client a clear vision and a detailed description is an impossible situation. How can they help you if you have not thought this out and described it to the client? Can you describe to me your ideal individual to do business with? Can you put it on paper? Does it come off your lips without thinking? Are you focused and clear on who you want to do business with or are you marketing to everyone? When you get introduced to somebody, are you quick to get into a conversation without the understanding that you have a laser beam focus, an absolute compelling vision of what you want and this person needs to qualify? If this person is not your target, you will keep creating more of the 80 instead of the 20 who are truly most profitable.

That's why there is a tendency to create more problem clients instead of ideal clients like the three you wrote down a few minutes ago.

The third key for creating high net worth relationships is DEVELOP A MARKETING RHYTHM. I call this the power of duplicable systems. There's a wonderful story in American business. Most of you know it, Ray Kroc of McDonald's.

The McDonald's story is a great story for a few reasons. It's one of the most successful business ventures in history, but even more so because of how he did it with a truly mediocre product. I ask you is McDonald's the best hamburger? I get scared when I get a yes. Let's face it, it's a scary hamburger. It is. It's called fast food because you want to swallow it quickly. I don't want to know from it. Stay down and be quiet. Quiet food. I don't want to hear from you again. The white stuff is not bread – not where I come from. Bread is something you chew, it's dark, and it's like a bagel. We used to go cat fishing with that white stuff that McDonald's calls bread. You put it on a hook and 6 hours later it's still there. Never melts. Just stays there.

He created an empire with a mediocre product - why? Because Ray Kroc designed a solution to a problem that everyone here has. He figured out the problem wasn't the hamburger, he figured out the problem and the issue was the guy making the hamburgers. That young lady who's scooping the French fries. You know the one. You've all peered back there. I'm not talking about the kid working for summer vacation. I'm talking about the "lifer" who dreams one day of becoming Assistant Manager. One day he doesn't show up for work one day, 5 minutes later we have somebody making the same quality, albeit mediocre hamburger and business goes on.

Guess what. That's the same issue you have. In other words if I had the time, energy and privilege to sit down with you and ask you, "What is your duplicable system for creating a flow of highly qualified prospects exactly like the three you wrote down earlier? Could you tell me what your system is? Because the problem is not that you don't have enough people to talk to, the problem is you don't have the right people to talk to. If all of your clients had

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the same traits and characteristics as the three you wrote down your life changes. This is huge. To acquire these kinds of clients we need systems for creating a flow of highly qualified prospects.

So what do I see out there? What I see out there is a bunch of default systems. Let me spend a few minutes on these default systems because you may relate to them.

Here are the three default systems I see. Thinking. Thinking. I'm thinking, I'm thinking about sponsoring more seminars. I'm thinking. I'm thinking about doing more client events. I'm thinking about more referrals.

The greatest book of all times was *Think and Grow Rich*. I'm not going to do anything. I'm just going to think and grow rich. That's a great title. Does it get any better. I'm so peeved that I didn't think of that title because I love great titles. That's the greatest title in the world. I want to do a book called Drink and Grow Rich. I don't even want to think, I just want to drink. That book would sell a million. What are you doing? I'm drinking and I'm getting rich. Everybody would buy it.

The second default system is waiting. Paul, I service my people so well and I'm so responsive to my clients that business just comes in. Really? That's wonderful. You mean when you go back to your office there are going to be 35 messages from high-net-worth households that want to do business with you.

Here's a prediction – this is an editorial comment so I'll tell you when it's my opinion. My opinion there won't be 35 calls waiting for you saying please do business with me. There won't be 25. There won't be 15. There won't be 10. There might be 5. I don't think so. Waiting doesn't work.

The third default system is looking. I see some puzzled expressions. Looking occurs when you get all motivated and enthused about growing your business so you go to your office 6:30 a.m. and you put on that computer and you look: look at the computer, look at. E-mail, look at the market. Any business come in? Nope, but I'm looking. Did you ever do that? Sure you have. We all do. Somewhere in our mind we believe that there is some sort of a connection between looking and new business.

I love talking with top producers. They inspire me. I always ask them, "What's the secret to your success?" Here's what I find. Everyone of them say the same thing in one way or another. The top producers tell me every single day of the week, I make it my point to get in front of highly qualified prospects all day long. When I'm not talking to highly qualified prospects I'm talking to existing quality clients. That's all I do. This is not about time management today but what would happen. What would happen if that was your focus? What would happen to your business? It would explode.

This brings us to the fourth key: CULTIVATE REFERRALS. You need to harness the power of painless referrals. This is one of the most widely overlooked opportunities in this business. Your greatest source and opportunity for new business is your existing clients. People hang out with people like themselves. It's easy to forget the basics. The three clients you named know other people just like those three. The greatest and most powerful sales technique there is the third party endorsement. That's it. That's the closer. That's not say you're great, that's somebody else saying you're great. There is nothing more powerful than that. Yet it's overlooked. So why don't we ask for referrals? Why don't we say to those three clients, "I'm always interested in working with more people like you. Who I should be talking to?"

Let's look at the referral issue from a couple of points of view. Here's one point of view. It was a trick question. The reason you don't ask for referrals from your best clients is they're also many times your easiest clients. They ask for the least, they're friendly, you probably don't talk much business with them, you probably talk more as friends – how's your golf game, etc. That often happens.

You don't give them too much attention because they don't ask for too much attention. That's one of the reason you don't give them too much attention. Instead you give attention to the squeaky wheels with whom you are not doing nearly as much business.

I think one of the biggest obstacles to referrals and it's in my new book. It's never been printed before as far as I know. The greatest obstacle is guilt. I'm Jewish, I can

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talk about guilt. It's genetic. For years I thought I started the Viet Nam War. Something I said triggered the whole thing. I know I played into it.

You know in the back of your head when you think about your great clients, when you think about your money, when you think about your business – when I said write the names of your three best clients – you started writing immediately. Isn't that true? You thought of them right away. But those are often the people you don't give the most attention to because you have this other stuff. Administrative stuff, technical stuff, other stuff that gets in the way. Here's a vision. You want a vision for the future. Here's a vision – we start to spend 80% of our time with the 20% of the people that really matter. What happens then? What happens when the relationship is really good to our ability to generate referrals?

Think of it this way. If you really had a great relationship with somebody - your mother, your brother, your sister, your best friend – would you need a referral script? “Mom, I have two ways of doing business...” Would you need that referral script? No!

I'm from North Jersey as I said, born in Bayonne, NJ and spent 25 years of my life there. My neighborhood is like the TV show “The Sopranos.” It's like watching my life on TV. I know those guys. Did you tell your mothah and your brothah we'll be wick yous guys later. What did he say? I love that. Yous guys. In my neighborhood, here's the way you would ask for a referral. No script. All you would have to say is, “HEY, TONY, HOOK ME UP.” No scripts. Done. “I'll call you later. Hook me up.” No script. You don't need a script.

I'm not knocking scripts; I'm the biggest proponent of scripts. Thank God, there are still people in this industry who give us scripts because they provide a track for success. I'm not knocking scripts, but I'm saying to you when the relationship is there, waiting almost works.

Let's never forget 58% of all financial business is referral based and more than 80% of all high net-worth business is referral based. It's almost impossible to acquire referral business without a duplicatable painless referral system. I'll be directing you to a strategy I feel is the perfect system.

This brings us to the fifth key, POSITION WITH MISSION. This key provides us with a competitive advantage, allows us to stand out in a crowded market place and provides us with a source of lasting motivation.

Let's talk about the word mission for a minute. I asked my dad once, “Dad, what's the secret to motivation?” He said, “Get a mortgage.” He's old school. “Put some bricks on your back, son, you'll make more money.”

I remember when I bought my first piece of property. I went from a rental to a mortgage and my payments tripled. Sure enough I had enough money to do it. He was right. That's one of the secrets to motivation. But there is more. I believe the secret to motivation has to do with your sense of mission.

I can inspire you in a session like this but that's not what it's about. You know what it's like for you to what you do and the challenges of staying motivated. I believe your sense of mission, a purpose, understanding that, and connecting to that every day is real motivation. Why do you do what you do? Get connected to that. What you do is very, very important. This is not about selling lawnmowers. It's about affecting people's lives in the very most intimate and important aspect their finances, taking care of children, taking care of families, helping to make people's dreams coming true.

Why do you do what you do? Why do we say position with mission? There is a very, very simple principle that threads through practically everything I talk about in terms of sales and marketing and it is a principle called Target Audience Design Approach. It's all about targeting specific groups and clearly communicating how we serve them.

First let's look at the three market segments. The mass market is 91 million households, 61K average investable assets. The super affluent is 100,000 households, average investable assets is \$11.6 million. And the affluent or high net-worth is 3 million households, average investable assets is \$1.6 million. Three percent of the households control 42 percent of the investable assets. And who are these high net-worth households? Here are the top ten market segments: Self-employed, salespeople, key corpo-

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rate executives, entrepreneurs, retirees, divorced women, widows, inheritors, artists and entertainers, and professional athletes.

Before you can Position with Mission, you must decide who your target high net-worth market segment is. Take a look at those three names you wrote down a couple of minutes ago and here's the top 10 market segments. Look at those three names and see if you don't see a pattern in terms of who you might be in a good position to be perceived differently, special. Does anybody see a pattern when you think of your book? Are you actually targeting? Anybody else see a pattern? Some similarities? Or maybe one you'd like to be more immersed in?

Self-employed entrepreneurs

Self-employed key corporate executives

So now you go to buy the same water and here's the scenario. The first jug of water says water – pure water for key corporate executives. Water – pure water for small business owners. Water for entrepreneurs. Now it's a lot easier to make decisions.

What do you stand for in the marketplace? Here's a powerful exercise to enable you to Position with Mission. Scott runs the training for a well known wire house nationwide, he's an incredible guy and we were talking about the exercise we're about to do and he said, "Paul we've tracked \$53,000,000, we've directly tracked it to the exercise you taught at headquarters over the last year." He told me about one rep who used this exercise on a plane and went directly to his office when the plane landed and began transferring \$1 million. So what we're about to do is very, very powerful.

I want to give you an exercise right now that will put money in your pocket and you can leave here with a real tool to bring in real money. Here's the way it goes.

You're at a networking party or networking situation, it's filled with small business owners, not too hard to get into, you have places like Chambers of Commerce, Rotary Clubs, where you could surround yourself with small business owners, executives, key corporate executives and

you're there. Somebody comes up to you and says, "What do you do?" What do you say?

I work with widows and orphans

I help a business owner reduce his taxes

I sell dollars for pennies

Let me give you what I think would be the best answer you could ever give. I call this the one minute positioning statement – OMP. Here's the way it works. First you respond with these 3 words. YOU KNOW HOW. Then I'm going to put my target audience – the name of my target audience. For the sake of this exercise if you don't have a target audience, small business owners or key corporate executives or retirees or entrepreneurs, just pick one. Learn the exercise with me because it's that powerful to learn it. Then I'm going to put down the name of their problem, the issue they deal with, the biggest challenge for them in their life. We're talking about financially right now. I'm going to put down their problems.

Then I'm going to say these words, "What I do is" and then I'm going to provide a benefit statement. Let me give you an example. I'm at a party of women who are recently divorced. Maybe it's some sort of self-help group. I'm asked, "What do you do?" I say, "You know how a lot of divorced women often have never written a check, they never dealt with any part of their finances and all of a sudden they become divorced and are lost and confused and don't know what to do. What I do is I help create safe secure futures to help divorced women feel confident about all of their financial decisions and good about themselves. That's what I do."

Remember I'm speaking to a divorced woman right now. The way we know if this statement is good is the person wants to respond with these three words, "Tell me more." Never forget some of the basics of selling. It's good to point them out here. Basics of selling – the first two things we have to do is get attention and the second is get involvement. Attention & involvement. That's the first two steps in any sale. This is the most powerful way that you can get attention and involvement. When someone asks, "Tell me what you do," you say "You know how," mention the target, the problem and "what I do is" and I offer a benefit.

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Basically you know how self-employed business owners feel about using their personal checkbook and providing benefits for themselves and their family. What I do is show business owners the benefits of using their business checkbook in providing the same benefits and taking advantage of

Let's all coach. Let's work together. There's an old saying – teach what you want to learn. What's your first name?

Joe

Give it to us just one more time real quick

You know how self-employed business owners feel about using their personal checkbook in providing benefits for themselves and their families. What I do is show business owners the benefits of using their business checkbook in providing the same benefits for themselves and their families.

How can we make that better? Perhaps emphasize the problem a little more.

You know how retirees are having difficulty keeping up with the cost of living – what I do is help provide them with a dependable income stream that they can't out live.

You know how small business owners are hoping for a financially worry free retirement, what I do is I show them how to avoid the major pitfalls that can spoil that plan.

Now let's talk about the sixth key, OPEN THE JOHARI WINDOW. It addresses the issue of relationships. This idea of relationships is pretty fascinating. It's fascinating from a couple of points of view. One – relationships aren't easy. Whether you're talking personal relationships or business relationships, they're not easy.

Anybody know the divorce rate? It's above 50%. Somebody said it was close to 60%. I mentioned to you I got married late. I didn't get married till I was 48. I was a musician for part of my life and I guess that says a lot right there. But I was also watching everybody getting divorced. By the time I was 35, half the people I knew were divorced. These are people who are sane and good intentioned. Nobody goes to the altar saying "One day I'll get divorced." Everybody goes to the altar saying, "Yes, this is for life." They're intelligent people, they're fairly emotionally stable people and they're getting divorced. This is tough stuff. I discovered a while back a relationship

model I want to share with you. It's the basis for a lot of my relationship sales and marketing training.

It's a concept called the Johari Window. It was put together by two psychologists Joseph Luft and Harry Ingham from the University of Southern California. They asked the question – how come some relationships work and other relationships don't work? How come you meet some people and its productive and other people nothing happens? They put together a little model. I want to spend a couple of minutes and then we'll do some fun exercises with it called the Johari Window.

Here's the way the Johari Window works – the Johari Window says that between you and another person there are certain things that are known and certain things that are unknown. The things you know about yourself and the other person knows about yourself is called public information. Like most of you know I got married late in life – public information. Information that I know about me and information you don't know about me is called private. That's a whole bunch of stuff. You don't know my wife's name – that's private information. Could be moved up to public real quickly – Samantha. It just went from private to public.

There are certain things about me that you know and that I don't know. That's called blind information. What's that? That's when somebody says, "Wait a minute, you have something on your jacket. Come here, let me take that off." They saw it, you didn't see it.

And there are certain things about me that I don't know and you don't know and that's called hidden. Hidden talents, dream world, and the unconscious.

Here's what the Johari Window shows us – the greater the size of the public window, the greater the quality of the relationship. The smaller the size of the public window, the less effective the relationship. Isn't it true the people you would call in a heart beat to be there for you are the people that know the most about you and you know the most about them? Those people – no questions asked – you call them on the phone – hey be there. If we're lucky and live a good life we have two, three or four people like that in our life. They know about you. And isn't that the way

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relationships really work. So what are the skills we need to be able to open this Johari Window in the sales and marketing process?

#1 Ask smart questions.

#2 Actively listen and record the answers because the mind is for thinking, the pen or the computer is for remembering. You have to have a record of this stuff.

#3 Disclose information. Why do I say you have to disclose information to open the Johari Window? Why is this important? It builds trust. So we have to expand a little bit. We have to open up a little bit. There's a little touchy feely there and it's not comfortable for everybody and, of course, we do this in an appropriate fashion given the environment we're doing it in. So there are levels of appropriateness for sharing this type of information.

So let's do a couple of little exercises. This is some material out of the Karasik Seminar System, for establishing long-term high-net-worth relationships. We call this the relationship conversation.

You also might set the stage by saying, "Before you can make intelligent decisions about your money, you need to clarify your values, your objectives and your goals."

You're walking into any situation saying that's how we work. That's how we work. That's what I want to do with you.

Let's do a couple of quick role plays.

We have a little thing called "20 things I like to do most." Asking the prospects to write down on a sheet of paper the 20 things in this world they love to do the most. Be it golf, be it travel, wine tasting, be it boating, favorite spots to travel. Think about how much information you gather accidentally to open the Johari Window. You accidentally find out that the guy is into mountain climbing. Why can't we ask the right question and open up the window in two minutes. Using these questions, you can.

Here's another strategy for establishing a relationship very quickly. I've been doing this exercise for 19 years with executives all over the world literally and it's a great way to open the Johari Window quickly. You go to your doctor

and your doctor says, "I have bad news and good news. Let me give you the bad news first. You have 6 months to live. But here's the good news. In those 6 months, you'll be able to do whatever you like you'll be able to go wherever you like, travel, you'll be in perfect health. So what I'd like you to write down for me now is what you would do given that scenario. What would you do, where would you go, how would you spend your 6 months. Take about a minute and write down stream of consciousness. 6 months what would you do and where would you go and how would you spend 180 days?"

Everybody should have a couple of things down. With your neighbor now just hook up in a twosome or threesome, I'll give you a minute to share, with a twosome, threesome or turn around if you want. I'll give you about a minute to share both ways. You're off.

Let's process what happens with this question. First of all, what happened to the energy level in the room during the exercise? Did it go up or did it go down? UP. Why did it go up.

Excitement

That's one reason. Why else did it get exciting?

Thinking about things you love

Then you were really connecting. You were getting that common ground area that's so essential with relationships with what I'm feeling is what you're feeling and now we have this emotional bond. It's a powerful exercise. You can see how the right questions can create deep relationships. If you get connected to this kind of information with the folks you're selling to, I suggest to you that lots of great things can happen.

The seventh key for creating high net-worth relationships is about you as a person. Key number seven is YOU HAVE TO BELIEVE. I mentioned my dad was a salesman. He used to say, "Son, you have to believe 100% in yourself. You have to believe 100% in your organization. You have to believe 100% in your products and services. When you go out the door in the morning you sell yourself first, you sell the organization second and your products and services sell themselves. You have to believe. In order to be believable, you have to believe. You have to have passion."

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Think about this for a second. It's all about emotion. It's all about belief. Belief is an emotion. That's what belief is. Faith is an emotion. Belief is an emotion. Think about this. If you're a painter and you had a bucket of paint and you had a paintbrush and somebody said you've got to paint the walls in this room. If at the end of the day the paint was properly applied to the walls would you in fact get paid? Yes or No? Yes. Would the paint; would the brush, would the walls care about your attitude? No. Let me ask you this. If you were going to meet with a prospect – a client – and you were in kind of a Mike Tyson kind of mood, you know what I'm talking about, for those of you who don't follow boxing he's the guy who bit somebody's ear off in the ring. How successful are you going to be?

Let's never forget this. The people in this room here today are the most highly paid executives in our culture? True. Sales people, people who sell stuff. The most highly paid. We are the most successful people sitting in this room today. The reason you get paid is for the ability to control your emotion and to control the emotions of the people you speak to every day. Let us never forget sales are made for emotional reasons and justified with logic.

With that belief system anything is possible. I love this quote – some of you may know this quote. Mary Ann Williamson, a best selling author, said, "Our deepest fear is not that we are inadequate, our deepest fear is that we are powerful beyond measure." It is our light not our darkness that frightens us most. We ask ourselves who am I to be brilliant and gorgeous and talented and fabulous. Actually who are you not to be? You are a child of the universe. We were born to manifest the glory of the universe that's within us. It's not just in some of us, it's in everyone.

If you go out of here and you get inspired and maybe hear some things, I know you had some good speakers and great top people up here to speak, there comes one element that I think is the critical element for success and it's the word commitment. You have to ask yourself when you leave this meeting, on your way home as you go back to the plane and get on the plane or drive back you have to ask yourself one question – what is my level of commitment to make things happen this last half of the year.

That's what you have to ask yourself. That's the only thing. That's the magical elements.

There's a wonderful quote I want to leave you with. D. H. Murray climbed Mt. Everest. Difficult, difficult achievement. He said this, "Until one is committed, there is hesitancy. The chance to draw back always brings ineffectiveness concerning all acts of initiatives and creation. There exists one elementary truth the ignorance of which kills countless ideas and splendid plans: The moment one commits oneself then providence moves too.

Isn't that the way it happens. I'm talking about the way we are inside. That's when you're walking down the street – wow I can't believe it's you, I was just thinking about you. The phone rings. I had your number right in front of me. Or something comes in the mail, a contact, a book, a tape, something you were looking for that you could bring to one of your producers. Something happens. That's the magical element for success. He is talking about the decision to make commitment. Don't ask yourself, "Do I know how to do it." You know how to do it. This is a room full of the most dynamic successful people in the industry. I know that and you know that. But the element is the word commitment. What you do is important.

When my dad died I mentioned I went upstate to my mom's house and she said go in the bedroom and get dad's jewelry box and open it up and take what you want. I looked in the jewelry box. Do you know what the jewelry was made out of? Tin. Here's a guy who had worked since he was 13, quit school in 8th grade, could talk on any subject, charismatic musician, incredible human being. He left after 70 years of work, 70 years of earning millions of dollars through his career selling stuff – houses and all kinds of things for other people. He leaves a box full of tin. He was the guy with the roll of bills. Always had the 20's and 100's. What do you need son. Here. What do you need but couldn't manage his affairs. You know what he left me – he left me a set of gold cuff links. These gold cuff links, 10 K. And the reason he left nothing more to my mother than an equity loan on the house is because he never availed himself of the services of anyone in this room.

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What you do is important. There is not one product you can't help sell that doesn't have a positive effect on the world. Think about it. Just think about it. If my father had met any of you or had been touched by the people

you work with, producers, his life, my life, my mother's life would be better today. What you do is important. Don't ever forget that. What you do is important not just for you but everyone you touch. I appreciate you.