



**LAVENDER
MORPHINE**

THE FORMULA FOR
MASTERING YOUR MINDSET



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WITH COLE SNYDER

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Table of Contents

Prologue ix

PART ONE: LEADERSHIP

The Hierarchy of Leadership	3
H3—Heart, Hustle, Humility	7
Five Things I Do Every Morning	13
Trust vs. Transaction	15
Be the Stream	19
The Answer to How?	21
When to Give Employees a Second Chance	23
Stop Confusing People	25
Ducks on the Pond	27
Set the Edges	29
I Sent You an Email!	31
Speed Bumps in Your Business	35
What is Your Purpose?	37
Do You Want to be Free?	39

Treat People Right	41
The Accountability Ladder	43
Increase Your Connectivity to Increase Your Affluence	45

PART TWO: CHANGE

Being Uncomfortable	53
I Just Don't Have Time!	57
Van Halen, M&M's, & Your Business	61
The One Thing	65
Define Don't Defend	67
Elevate Your Perspective	71
Cleaning Closets	73
Why Finish?	75
The Art of Subtraction	77
Switch Your Fears	79
Compete vs. Dominate	81

PART THREE: MOTIVATION

Spectators vs. Players	85
Titration Effect and Your Business	89
Playing Hurt	93

TABLE OF CONTENTS

8.4%	97
Picture It, Pronounce It, Perform It	99
Preventing Burnout	101
You Might Be a Zombie	103
How Masters Approach the Fundamentals	107
Handling False Summits	111
Rating Your Work Ethic	115
The Sweet Spot	117
Work vs. Hustle	119
Dopamine	123
Life is a Verb!	125
Landscape on the Box	127
Decision Making	129
In Command...Out of Control	131
Gratitude	133
<i>Epilogue</i>	135

Prologue

Dear Reader,

Lavender Morphine... it seems contradictory, doesn't it? Lavender is calm, soothing, and soft. Morphine is brash, addictive, and hard. Upon further examination, the similarities begin to subtly appear. Both are used to relieve pain, alter the mind, and help you to escape to a better place. Both will disrupt the current state and increase your ability to handle the current situation.

This book is a collection of short writings created to give you the boost you need, change your mindset, and enhance your life. The stories are loosely categorized into three sections: **Leadership, Change, and Motivation.** We sincerely hope these stories provide value to you and your business. Liberate yourself from your current problems and continue to reach for more.

Sincerely,

Dr. Nathan Unruh, CXO, SIDECAR

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PART ONE

LEADERSHIP

The Hierarchy of Leadership

Becoming a better leader isn't an overnight process. Following the Hierarchy of Leadership can help you to enhance your leadership capabilities.

Leadership is a hot topic in the world of entrepreneurship and personal development. Many people have the desire to become a better leader, but do not have a plan in place to turn their thoughts and dreams into reality.

The Hierarchy of Leadership model can be utilized as a stepping-stone towards becoming a better overall leader. The hierarchy of leadership is as follows: lead yourself, lead your family, lead your team, and lead your community. This model is a progression; you will struggle to lead others if you first cannot lead yourself.

LEAD YOURSELF

If you desire to improve yourself as a leader, first examine your ability to lead yourself. Can you walk the walk? Are you able to execute on your own personal desires? Do you find yourself making excuses and justifying them with your actions?

This is the foundational, most important component of leadership. Effective leaders are extremely self-disciplined, intentional with their actions, and self-aware of whom they truly are.

If what you want to achieve requires getting out of bed at 5 AM, then you have to get yourself out of bed at 5 AM.

LEAD YOUR FAMILY

After you've harnessed the ability to lead yourself, focus on leading your family. Those people that surround you day in and day out. Whether this is your spouse, children, or other loved ones, you need to develop the ability to lead them.

Your family will expose more about you and your leadership abilities than any other demographic. Your ability to communicate properly, make tough decisions, and lead day in and day out will be manifested in your family setting.

LEAD YOUR TEAM

Your team is similar to your family; in fact, you probably spend more time with them than you do your true relatives!

The people you interact with every day when you step foot in the office comprise your team.

Leading your team requires developing and implementing a vision, mission, values, code of honor, and “We Believe” statements. Your ability to lead will be directly determined by your ability to get your team to buy in and commit to honoring these values.

Your ability to lead your team will determine your capability to serve those around you.

LEAD YOUR COMMUNITY

The last step in the Hierarchy of Leadership is the ability to lead your community. By the time you’ve reached this point you should be confident and comfortable with your ability to lead. Leading in your community is simply an opportunity to extend your leadership skills to serve elsewhere.

To an extent, if you’ve reached this level of leadership ability, it is your duty to go out and lead the community in which you live. Possessing this level of leadership is rare and doesn’t come by chance. Reaching out at this level will allow you to leave an impact greater than you may have imagined.

FINAL THOUGHTS

Leadership isn't easy and it isn't for everyone. If you truly desire to become a better leader, examine where your leadership ability falls along the Leadership Hierarchy model.

The best advice we can give? Start by learning to lead yourself.

H3—Heart, Hustle, Humility

There are three components you must understand to accomplish your goals and achieve your standards of success.

An important lesson that comes with self-improvement and striving to be the best you can be is the concept of self-awareness; being self-aware about what it is you do well and what it is that you don't do well.

You might be aligning your mindset with revamping and expanding your business so you can serve hundreds more people. Some of you might be preparing to build a business that provides for your family long after you're gone. Regardless of where your dreams are, the process it's going to take to get there is going to be the same.

Before you set out to accomplish your goals, you need to become self-aware and downright practical in three different areas that we refer to as **H3—Heart, Hustle, and Humility**.

You will create whatever you want to create in your life. What you need to understand is that there are levels to success. No level is right or wrong. We all have our own dreams. Your dreams may require a different level of success than

mine do. My hustle is not your hustle and that is okay. We need to be honest with ourselves and self-aware about what it's going to take in each of the H3 categories to reach that specific level of success.

Not everyone can increase their business to serve 500 more customers per week. Accomplishing this would place you at a very high level of success. These are tremendous goals, but they aren't everyone's goals. Regardless of what level your goals are at, let's examine how you are going to have to change and improve in different categories to achieve them.

Heart is about serving above yourself. It's delivering truly great service by going above and beyond yourself to take care of the needs of others. It's about possessing and displaying a servant's heart. Everyone reading this right now has heart. You wouldn't have gotten into your profession without it. Where you need to be honest with yourself is by examining where your heart truly is at this exact moment. Are you passionate about what you're doing and do you wish to increase your reach and influence? Remember, passion is not a buzzword. True passion is something you're willing to suffer for to achieve. Are you willing to suffer for your dreams?

The **hustle** component is the one that's going to require the most physical work. If you're going to increase your level of success, your hustle is going to have to change in multiple

different areas of your life. To serve more patients you're going to have to physically change your body. Your energy levels are going to have to increase along with your physical conditioning if you want to physically be able to see more customers. You might need to hit the gym regularly for a month before your body will be able to withstand the increased physical stress that additional customer visits requires.

You're also going to need to change your lifestyle habits that get in the way of you achieving the successes that you desire. Creating and operating a high volume, efficient, systems-based business isn't going to happen if you're watching two hours of TV every night. It's not going to happen if you're only working twenty-four hours during the week. Massive amounts of success will require massive amounts of action.

Additionally, your mindset is going to have to change. You will not be able to increase your future level of success by thinking at your current level. Big dreams stem from big thoughts and you're going to need a lot of these if you want to see your dreams manifest into reality.

Your ability to be humble and accept the need to change is going to directly increase or decrease your level of success and will be the biggest modifier in your success. It will help to understand that you're not the smartest person in the room, nor should you be. If you are open to coaching, things will change for the better. If you are unable to get out of your

comfort zone and be pushed to new things, you are going to stay at the same level.

This is just the truth of what it takes to be ridiculously successful. “Overnight” success stories do not exist and there is no magic pill that will turn your practice around or elevate it to the next level. However, if you’re truly committed—and I mean *truly* committed—to improving your business, your life, and the lives of those around you, you can reach the levels you dream about.

It’s going to hurt. At times, it’s not going to be fun. If you’re pushing hard enough you are going to come to a point where you will want to quit. **You might have to say goodbye to some people in your life that are holding you back.** You *will* have to meet new people and expand yourself in your community. Operating at the levels of affluence you dream of is going to increase the chaos of your life. Some of this can be controlled, but not all of it. If you’ve got the desire and do truly want the dreams that dance through your head at night, then you *can* do it, and you *will* do it.

Some of you reading this today might be hovering around a success level that allows you to live comfortably. You haven’t quite reached the level of affluence that you thought you would when you first began your career, but you’re able to live a nice life with a nice salary and provide nicely for your family. You have achieved a certain

level of success that you can and deserve to be happy with. But if you are truly happy with where you are today, and view yourself as being as successful as you set out to be, you wouldn't be here. So, let's find the areas where you can improve, become more efficient, tweak your mindset, and start to change your current reality to give you and your business that boost you desire.

Some of you might be struggling. You may find yourself scraping to get by or even falling in the wrong direction. You've tried and failed and are looking for options to turn your business around. You've got no choice but to seek change and be hungry for improvement. You need to be obsessed because you've got everything on the line! What you need to realize is that there is something about you that is directly responsible for the levels you have been operating at. Understand that you not only have the desire to change and improve, but that you need to. It's time to turn this ship around. Understand that as soon as you commit, there is no going back. True commitment leaves no room for failure.

Honestly, starting from the bottom is going to make your success even sweeter. I personally only started to really grow when I reached my rock bottom. *I had no choice.* Many of the truly successful individuals in the world started from places that were much worse off than where you are now. Gandhi was in prison and Steve Jobs was fired from his own

company. If you're at this position, the humility component should take care of itself and all that's left is checking where your heart is and then hustling to get it done!

Some of you might be just starting out or may be in the preparation and planning stages of crafting your business. You have high aspirations and are ready to achieve your dreams. Understand that it's going to take more work than you think to achieve your goals. It always does. If you easily achieve your goals, they were never goals in the first place.

Take a hard look in the mirror and align your dreams with the level of work you really want to put in. Understand that increasing your level of success is a multi-faceted process and accept that things may have to get worse before they get better. We want nothing more than to see you achieve your dreams. Celebrating breakthroughs with professional people is our favorite part of the job. So let's get started on making your dreams a reality.

Five Things I Do Every Morning

Over the years I've developed a routine that allows me to be my best every day.

What is the most important time of your day? The most important time in my day is the first 30 minutes. Why? The first half hour of my day gives me the opportunity to check my attitude and determine where my perspective is. I sit quietly and reflect in a state of gratitude. I think about everything that I am thankful for. Gratitude is crucial for achieving success.

You can't be blessed with more if you aren't grateful for what you currently have.

My Morning Routine

From a tactical standpoint here is a list of what I accomplish in the first 30 minutes of my day:

1. Read a daily devotional. This is my time to be alone with God. This devotional always helps set my perspective for the day and allows me to start my day off thinking.
2. Review my SIDECAR Throttle. I go through all my 90-day commitments and track my progress.

3. Plan out my day and write everything down. From 6 A.M. until I go to bed, I plan every minute and every hour. I write down what I'm going to do each hour of that day, what my tweener time activities are, the people I want to contact, thank you notes I want to write, and activities I want to get done.
4. Find a quote that I want to think about throughout the day and write that down.
5. Write down my goals.

At the end of my day I reflect and review on what went well, what I didn't get done, and re-write my goals.

DEVELOP YOUR ROUTINE

I've found over the years that I am at my best when I start my day in this way. Zig Ziglar famously said, "We all need a check up from the neck up." I utilize the first 30 minutes in my day to do exactly that. **I'm not writing this to say that you need to follow my routine.** Develop your own routine! Find out what you need to do in the first thirty minutes of your day to allow you to be at your best.

Trust vs. Transaction

*Every customer interaction presents an opportunity:
build trust or facilitate a transaction.*

Customer interactions are a driving force in business. They hold tremendous power. Great customer interactions help to solidify your brand in the mind of a consumer. In today's social media-driven world, one horrible customer interaction can destroy your company's reputation in a matter of seconds.

A customer interaction can fall into one of two categories:

1. Build Trust
2. Facilitate a Transaction

TRUST

Earning the trust of a consumer is a big deal. With trust comes customer loyalty, which can lead to referrals and the development of fruitful, life-long relationships. Truly great brands are built on trust and tend to develop cult-like followings

from their consumers. I immediately think of brands like Apple, Nike, and Patagonia. These brands are so trustworthy that their consumers adapt their products and services into their daily lives and routines.

Trust is developed through every single customer interaction. Every greeting, proposal, offer, close, and parting remark can build a trusting relationship.

TRANSACTION

Every customer interaction can also be viewed as a transaction. An opportunity for an exchange of goods or services for money. These interactions tend to be profit-driven and don't usually result in trust being established between a brand and the consumer. Transactions are easier to learn, train, and perform. Simply say this, don't say this, do this, and don't do that. It's really as easy as "Would you like fries with that?"

YOUR CHOICE

Your business can treat every customer interaction however it chooses. If you wish to simply be a transaction-based business, you can! But beware, with a transaction-based business

TRUST VS. TRANSACTION

comes a turnstile of consumers who can't differentiate your brand from the other business down the street. If you're looking to build your brand and establish relationships with your consumers, start by valuing every customer interaction as an opportunity to build trust.

Be the Stream

*In life, you can be the stream and dictate your actions,
or you can choose to stay stagnant.*

A stream is a small body of water that is constantly flowing. The stream is always running, continuously moving, never stopping. Around corners, through trees, the stream carves its own path. The stream slowly erodes and creates its own route. Even large rocks are no match for the consistent flowing water of the stream.

You need to be the stream in your life. Keep moving, keep pushing, strive for more. Remain consistent in everything you do, and watch as you erode obstacles and create your own path. A stream never stops to take a rest. You can't afford to rest, either. Over time a stream will wear out anything in its path; you need to possess the same demeanor.

A stream is active; it creates movement and generates action. The rock is passive. The only action the rock will experience is done unto it by another force. Eventually, the rock gives way to the force of the stream.

Are you stuck being a rock? Have you found yourself a "comfy" spot on the riverbed where you're safe from the

flowing stream? I hate to break it to you but that stream's time will come and you will be at the mercy of the stream! Outside circumstances such as a large rainstorm may cause the stream to expand its reach and suddenly sweep you away.

Do you see the paradox here? If you're the stream and it starts to rain, you're going to pick up speed and start moving faster and create a bigger path for yourself. If you're the rock, you will be at the mercy of a larger, faster stream and have no control of your future direction.

The opposite is also true, if the weather dries up, your stream may become smaller. Nonetheless, the stream will continue to flow and move until it is replenished.

You need to be the stream. There are enough rocks idly sitting by in your market and community. Be unique and make a difference by creating your own path.

Intention. Effort. Action.

The Answer to How?

How do you get in shape?

Train.

How do you become a better communicator?

Train.

How do you master your craft?

Train.

How do you become a better leader?

Train.

How do you create affluence in your life?

Train.

How do you develop your business acumen?

Train.

How do you improve anything in your business or life?

Train.

All the “how” roads lead back to one thing...

TRAIN!

When to Give Employees a Second Chance

When is it time to forgive an employee and when is it time to move on?

In business, we know that people decisions are the most important decisions we make. Your business runs on systems that are operated by qualified people. Without the proper people in place, your business will never be able to reach new levels of success. While people decisions are the most rewarding, they also present difficult obstacles and dilemmas that you must deal with. One specific area that I want to address is the matter of giving employees second chances.

Some business philosophies state that an employee should never receive a second chance. The expectations are set and if they are not met then the employee should find a new place to work. Other philosophies stress leniency and forgiveness, often quoting the well-known statistics that show the high cost of employee turnover.

Our philosophy lies somewhere in the middle of this spectrum. Expectations do need to be clearly established and followed closely in order for your business systems to

run efficiently. However, understand that no one is perfect, (including you,) and that mistakes can and will happen. This also plays a role in making these crucial employment decisions.

In the past when I've experienced issues with employees and had to make decisions, I stop and ask myself what my role was in the employee's mishap. Instead of focusing on what the *employee* did or didn't do, I turn the light on myself and examine what *I* did or didn't do. Second chances aren't just a grace gifted from employer to employee. **If you as the employer give an employee a second chance, you are also granting yourself as the leader of your business a second chance.**

An employee may not deserve a second chance if you:

- Did everything you could from a leadership standpoint.
- Followed every guideline you could find to handle the situation.
- Led to the absolute best of your abilities.

However, if at any point during your introspection do you discover an area where you failed the employee as a leader, then I would recommend you take a long, hard look in the mirror before making any decisions on that employee's future.

Recognize that errors are made by good employees and understand the consequences of every personnel decision you make.

EVERYTHING in a business rises and falls on leadership.

Stop Confusing People

A confused mind always says no. If your customers struggle to clearly define what your business provides they will become confused. We know that consumers vote with their feet and if they are confused, they will find an alternative to whatever it is your business provides.

A clear vision and mission statement will help to establish a purpose for your organization. If you don't know where you're going, any road will get you there.

To eliminate confusion, you need to start with your own mind. There should be no doubt about who you are, what you do, and the value you strive to provide to others. Every person you associate with should be able to determine what your role is in his or her life.

Once you've reached personal clarity, you can begin to eliminate confusion throughout your business.

Ducks on the Pond

What can ducks teach you about your business?

Have you ever watched a duck gliding over the surface of a pond? On top of the water, the appearance is natural, smooth, and effortless. Underneath the surface, however, that duck is paddling like crazy!

I'm sure you've heard a cliché or phrase like this example alluding to the point that certain people seem to have a natural talent or appear to make difficult tasks look easy. That's not the point I want to make. Let's take this duck example and flip it on its head, literally!

WORKING HARDER

Imagine two ducks swimming in a pond. One of them is operating just like the example above—swimming along smoothly. The other is flipped completely upside down. The duck's head is completely submerged with both legs flailing in the air.

Which duck is working harder? Which duck is accomplishing more?

In business, we strive to be like the first duck. Projecting a calm, confident, and smooth demeanor on the surface while working tirelessly on the back end. Sometimes, things get flipped upside down and we end up like the second duck. Now, we're wildly kicking our legs and working just as hard, but getting nothing accomplished. Even worse, we've got our heads underwater and can't see where we are going.

Where are you in your business right now?

GET YOUR HEAD UP!

The second duck's problem isn't related to the amount of work it's doing. If you were observing these two ducks, you wouldn't say that the first one is doing better than the second one because it's working harder. The second duck is working just as hard as the first duck—maybe even harder! The problem is that the duck's head is stuck under the water and it can't see where it's going. It has no way of knowing if it's making any progress. **More importantly, if that duck doesn't get its head above the water it will die.** Eventually, if your efforts with your business don't make any progress, it will die, too.

Being a small business owner is hard, especially if you don't know where you're going.

Set the Edges

When working to establish and grow your business, developing your leadership skills, or improving your overall life, it may seem like there is a list of unending tasks to be accomplished. I contend that the only thing standing between your current reality and the person you desire to be is a laundry list of unaccomplished tasks. So, the question is: how do you determine what tasks need to be accomplished to create the life that you desire?

Success is not about adding; it's about subtracting. To determine what tasks need to get done to achieve success you must “set the edges.”

The phrase “set the edges,” means to establish crystal clear expectations of what will get done, get delegated, or get dumped. Setting the edges allows you to determine your playing field and to operate 100% within your wheelhouse.

As an individual, set the edges by establishing your vision and mission for your life. Once you establish your vision and mission, use them as your lens of clarity to help make decisions in everything you do.

As a team, set the edges for what daily training you will do to get better as individuals, get better as a team, and get better as an organization.

As a business, set the edges by clearly identifying what products and/or services it is you offer. What is it you can do or provide that is better than anyone else in the world?

Setting the edges allows for you and everyone around you to understand exactly what you do and how you do it.

A successful life begins with “setting the edges”. What will you do? What won’t you do? Remove wasted time from your life and squeeze the potential out of every second!

Start setting the edges!

I Sent You an Email!

As business owners, we tend to live our days based on the steady flow of emails into our inbox. Email is a wonderful form of communication and it makes our lives a lot easier. When we use email, are we communicating well? Most of the time, the answer is probably not.

Email is simply one of many methods we can use to communicate with our associates and employees. In a world that is bombarded with countless daily emails, picking up the phone or talking in person can make all the difference.

When coordinating with a team member, make sure you or your staff always reaches out via phone or in-person when possible. This provides the personal touch and clear communication that will catapult your business into success. Emails can be used to outline the conversation and clarify any outstanding details.

Sometimes sending an email is the only form of communication available to you. When this is the case, there are a few best practices to follow.

BEST PRACTICES WHEN SENDING EMAILS

As with all written messages, be careful not to use language that may be taken as potentially offensive. Research has proven that a substantial percentage of human communication is delivered through body language and tone of voice. Make sure the email you are sending clearly and concisely communicates the subject matter.

A great rule of thumb is to read your message aloud before you hit *Send*. Check your punctuation and spelling, and check that you are sending the email to the right people. Beware of the *Reply* vs. *Reply All* function if any of your conversation contains sensitive information not intended for the whole group.

Never assume that someone has read your email, simply because you sent it. Everyone is busy, and so a follow-up email or a gentle reminder call can be helpful in getting the response you hope for.

DON'T FORGET TO FOLLOW UP

Just because you send an email into cyberspace doesn't mean it's off your radar to follow up. Be sure to have a reminder for

yourself in place in the event you don't hear back from your contact.

Finally, remember that if what you are communicating is truly important and requires immediate action, sending an email is not your best bet. Either set up a meeting to have a conversation face-to-face or schedule a phone meeting.

Communicating well in a busy world is one of the most important and undervalued parts of running a business. How will you choose to communicate today?

Speed Bumps in Your Business

Speed bumps aren't really a big deal, are they? If you're in a parking lot and the speed bumps are painted bright yellow, then no, they really aren't a big deal. You understand the need to back off the gas and ease your car over them with no damage done.

What if that speed bump is just over the hill on a highway?

Speed bumps exist in all aspects of our lives. They slow us down and can make us lose our momentum or even throw us off track completely.

In your business, a speed bump is anything that disrupts the flow of your daily operations. It's anything that doesn't allow you to run at peak efficiency and effectiveness. If you are seeing a lower volume of customers in a day, these speed bumps may be foreseeable and easier to manage. However, keeping these speed bumps in place and trying to work around them will prohibit you from going faster. Sure, they aren't a big deal now; but what happens as your customer volume grows and you become busier? This is comparable to going over a speed bump in the parking lot vs. the highway.

There's no way to completely remove speed bumps. It's part of life. They are going to pop up and you must be prepared to handle them. Deal with them as they appear, to ensure they don't grow to become an unbearable setback in your business.

What is Your Purpose?

Once heard a story about a young boy who wanted to be all he could be and reach his full potential. He heard about an elderly man who over the years had never lost his love for life and lived life on purpose. The little boy decided to pay the elderly man a visit. When he arrived, the elderly man was sitting on his porch with his dog.

The young man pulled up a chair and asked, “Sir I’ve been told you sought after your purpose for many years and people tell me your love of life is evident through your relentless pursuit of your purpose. Tell me, why do so many people chase their purpose for a year or two before falling into complacency and turning their life into a ritual of just doing it, and doing it, and doing it when it’s convenient and they end up never looking any different than anyone else?”

The elderly man looked up, smiled, and began to tell the young boy a story. “I was sitting right here on a nice sunny day with my dog when a large white rabbit ran across my yard. My dog took off and started chasing it all over with passion. Soon other dogs, attracted by his barking, joined in on the chase. What a sight it was! All these dogs bounding over the hills and through the creek! Gradually, however, the

other dogs began to drop out of the pursuit, I guess discouraged by the course or frustrated by the chase. Only my dog stayed in pursuit. Young boy therein lies the answer to your question.”

The young boy sat quietly, confused. Finally, he said, “Sir I don’t understand, what’s the connection?”

The elderly man responded, “My boy, the key to understanding is to ask the question why didn’t the other dogs continue the chase? The answer is they never saw the rabbit.”

The other dogs didn’t see the rabbit. They didn’t have their why. They were running and chasing for the sake of running and chasing. When you lose sight of your why you are more susceptible to getting caught up in the mundane. Never take your eye off the rabbit and make sure you and your team can always see your vision.

Do You Want to be Free?

Seth Godin wrote in his book *The Icarus Deception*, “Freedom isn’t the **ability** to do whatever you want, it’s the **willingness** to do whatever you want.”

Freedom isn’t about the ability to do what you want; it’s about the willingness to do it.

Are you willing to experience freedom? True freedom? You can experience as much (or as little) freedom as you want. Do you have the willingness to be truly free?

You can experience freedom in all aspects of your life: financial freedom, freedom in a healthy marriage, freedom in your relationships, the freedom of being physically fit. You name it.

To increase your willingness to do whatever you want you must increase your discipline. Your thoughts and actions become your behavior. Remember, freedom isn’t the ability to do whatever you want it’s the willingness to do it!

So, what are you willing to do to get what you want?

Treat People Right

What makes your business better than the other business down the street? Does your business stand out as different from the competition?

Most businesses are competent in providing the product or service they advertise, but lack in creating the overall experience the customer has when they walk through the door. Think about the haircuts you've gotten in your life. Odds are, none of your haircuts have been "special" but the service around the cut is what separates the *good* haircut experiences from the *great* ones.

Creating a great customer experience starts with people. You've got to have the best people possible in positions that allow their natural abilities to shine and be on display for your customers. You've also got to treat your customers as invited guests; not interruptions in your day. Remember that people aren't doing you a favor by coming into your office. Your customers are the reason you have a business in the first place!

The best compliment I can receive as a small business owner is this:

"You've got a great team; everyone is always so excited. How do you find these people?"

Seek out team members that are willing to go the extra mile for your customers. Send thank you cards. Always wear a smile. Be first date ready each and every time you walk through that door and focus on serving people. Remember, a battery cannot give off that which it does not have.

We EARN the right of the customer's business on the first visit. It's hard to repair a broken relationship and customers vote with their feet. Get it right the first time.

Just treat people right!

The Accountability Ladder

The Accountability Ladder is a very simple tool that has proven to be instrumental in developing a healthy company culture. The purpose of the Accountability Ladder is to get each member on your team to understand that you don't need a title to be a leader. Keep yourself and each other accountable. The company goal is to operate "above the line".

The Accountability Ladder consists of ten statements. Statements one through six are considered to be "below the line":

1. Ignore/Deny the Situation
2. Make Excuses
3. Finger Point
4. Tell Me What to Do
5. Cover Your Tail
6. Wait and See

Statements seven through ten are considered "above the line" and are where your company should strive to operate on a daily basis:

7. Acknowledge Reality
8. Own it
9. Solve it
10. Take Action

The Accountability Ladder, when implemented correctly, becomes part of your company DNA. Team members are able to refer to the accountability ladder in conversation and help steer one another to operating “above the line.”

Increase Your Connectivity to Increase Your Affluence

There are eight core principles that are vital to improve your connectivity. Improving your connectivity will enhance the impact you have on your community, your role as a thought leader, grow your likeability, scale your business, and ultimately increase the affluence in your life. The eight P's of connectivity include: Positivity, Present, Prepared, Persistence, Press In, Pour In, Perform and Prioritize.

Positivity: Being positive is the critical first step in learning to connect with others. Your attitude determines your altitude and your gratitude determines your attitude. The level of success you achieve in life hinges on your ability to remain positive in all circumstances. You want to be the person that lights up a room when you enter it, not when you leave it! You need to commit to having positive energy and enthusiasm exuding out of you in everything you do. Commit to yourself right now to eliminate any negativity and to always be positive. Some tangible things you can do to increase your positivity include smiling, dressing for success, staying well groomed, and living out loud with purpose, passion, and discipline. In order to stay positive, you need to stop blaming others and take responsibility for everything

that happens to you. You need to remember that nothing in this world happens *to* you, but happens *because* of you. A life of affluence all starts with a positive attitude.

Present: What does it truly mean to “be present?” Nick Saban, the head coach of the Alabama Crimson Tide football team is famous for his saying: “Be where your feet are.” Being present is having the discipline to wholeheartedly focus on the one thing that is in front of you. As humans, we think we can multi-task, but in reality multi-tasking is an illusion. The truth is we have a hard enough time completing one task in front of us, let alone attempting to complete two things! Multi-tasking puts us at risk for creating substandard results in any area of our life. Developing the discipline to stay focused on the person in front of us creates connectivity. Have you ever been talking with someone at a party who is busy looking around and seems to be only half engaged in the conversation? How does that make you feel? Learn to live in the moment. This is a crucial point and it’s not easy. Many of us tend to worry or get stuck in our dreams. We spend way too much time living in the past or the future and not being focused on the current moment. If you want to connect deeper with people learn the art of being present.

Prepared: In learning to connect with people it is important that you are prepared. You’ve heard the saying, “Luck is

what happens when preparation meets opportunity.” Be prepared by mastering your ability to communicate. Communication mastery is vital to connecting with people and involves three components: self-awareness, recognizing others, and being able to adapt our communication and behavior to allow us to connect with each and every human being we encounter.

Self-awareness is defined as the conscious knowledge of one’s own character, feelings, motives, and desires. Self-awareness creates personal accountability, confidence, and clear expectations of what you need to be prepared to serve others. Once you have a clear understanding of yourself you can prepare to start to recognize other people’s unique behaviors, needs, wants, and desires.

Realizing this about people requires an understanding of the different types of human behavior. We all know that no one person behaves exactly as another, but we do know that there are similar behavioral styles that are universal and these styles can be studied.

Lastly, self-awareness coupled with the ability to recognize others prepares you to adapt and communicate to create connectivity. If you understand how you communicate, and understand how your target communicates, this allows you to make the necessary adaptations for the optimal level of connection.

Persistence: Woody Hayes said it best, “Paralyze resistance with persistence.” It takes persistence to become a

master of connecting with people. To develop persistence you first must commit. Commit to the process that leads to increasing your connectivity. The Persistence Process in connecting with people includes getting involved in your community, serving on boards, going to different coffee shops, engaging with waiters and waitresses, serving at your school, serving at your church, giving value-added talks to any group that will listen to your story, and much more. **Instead of barging in to a business with a fist full of business cards and an agenda, spend a few weeks or months frequenting the same places and building rapport with the people around you.** Take a genuine interest in the area you live in and be a part of your community. Stop sitting idle in your office or at your home! Persist in getting to know as many people as you can. Engage with people! Persist in your own mind to be more concentrated on being interested in others versus trying to be more interesting yourself. Persistence is not a “one-off” event. Persistence is day in and day out—it’s forever! Winners do daily what others do occasionally.

Press In: If you are going to connect with people you will need to be willing to “press in.” To press in is the concept of taking responsibility for your half of the relationship. Pressing in requires a high level of accountability. You need to become accountable for your actions, your thoughts, your successes, and your failures. You need to press in and take accountability to learn the skill set of being “contactable.” Being contactable

means that you are intentionally pressing in to widen your circle of influence. If you want to have more impact, scale your business, and enjoy deeper relationships, you're going to have to "press in". This will require hustle, as you will have to hustle for what you want! One of the most common characteristics of successful people is their ability to hustle relentlessly. People with hustle aren't scared of the invisible, the uncomfortable, or what could happen if they make themselves vulnerable. Learn to press in and your ability to connect with more people will soar!

Pour In: To "pour in" requires you to serve and lead with your heart. You must be willing to give above and beyond yourself in order to enhance your connectivity. Become a servant leader in your business, your home, your church, and your community, and then focus on what you can do for the betterment of others. The only way to truly receive is to give first, with no strings attached. I think one of the best examples of "pouring in" is when Jesus humbled himself to wash his disciples' feet. He didn't have to do this based upon who He was, but He did this act as an example of what true servant leadership looks like. So instead of seeking a "title", use Jesus' example and pick up a "towel" instead.

Prioritize: To increase your connectivity, you are going to need to prioritize your life. For some of you, this may include adding certain things to your life that you aren't currently

doing. However, for most of you this is going to require subtracting the unnecessary things out of your life. Success is about subtracting, not adding. Unfortunately, subtracting is much harder than adding. It's easy to pick up something new or try a quick-fix option. It's much harder to shed something that's been with you forever and has grown into a bad habit. The concept of essentialism teaches that to increase your impact and connectivity you must prioritize the items that you truly do well and eliminate the rest from your life completely.

Perform: Finally, we get to the connecting. Think of every opportunity you have to connect as a performance. Then, think of your performance as a dance. This time to connect with whomever may be in front of you is your time to shine. You've put the work in and you are prepared, now the only thing left for you to do is dance! Put yourself out there in the best way you know how and display your talent on the grand stage. The performance is a culmination of all the previous principles. This is what you are working towards!

All these principles will allow you to connect with more people and increase your impact. They will require due diligence on your part and some areas are going to be more challenging than others. If you were inspired by any of these principles, you've got what it takes. Use that fire inside you to develop yourself into a master communicator and start connecting and changing more lives.



PART TWO

CHANGE

Being Uncomfortable

Being uncomfortable isn't always easy, but getting through it can result in change and growth.

Imagine this: you've just walked into a large room of people you barely know. You're going to be there for a while and desperately need to network and meet people. What is your response? Do you embrace the opportunity and begin to introduce yourself to strangers? Do you find one person you know and latch onto them? Or, do you become a wallflower in the corner and use your phone as a distraction?

Some of you may be cringing at the mere thought of this situation. We all have situations that make us feel uncomfortable. Let's discuss this concept of being "uncomfortable."

I'M NOT COMFORTABLE

I was on a call with a peer discussing some changes that needed to be made. She reacted to these changes by saying, "I'm just not comfortable doing that!" I responded to her with a question, "Are you comfortable with the situation you are

in right now?” Now, that may not have been the nicest question I could have asked, but boy, did it get the point across!

You have got to get uncomfortable to grow. This concept is embedded in who we are as humans. If you only work out to your comfort level at the gym and then stop, you will never make positive changes to your body. As you make changes, it's going to be uncomfortable—frankly, changing systems in your business is painful! But, is that pain worse than continuing to operate at the level you currently operate at? The level that caused you to seek change?

CHANGE

Change is hard at the beginning, messy in the middle, and beautiful in the end. I have had conversations with several people who have told me they are uncomfortable in the gym because they feel that people are judging them or looking at them funny. This is a real-world example of what goes on in your brain when you're faced with uncomfortable situations. You've got to embrace this feeling and fight against the internal and external resistance!

Recognize where you are uncomfortable. Odds are, this is the area of your life that requires the most change! Walt

Disney said it best, “Jump off the cliff and grow wings on the way down!”

Understand that if the change isn't life threatening it is going to be okay. We understand that change is uncomfortable, but it's going to be worth it in the long run.

I Just Don't Have Time!

Have you ever felt like there just wasn't enough time in the day to accomplish everything you set out to do?

Everyone has the same amount of time. Barring any event that reduces or ends the amount of life someone experiences, time is constant.

Let's do the math:

- 24 hours per day
- 168 hours per week
- 8,760 hours per year

As long as you and I are both alive, we've got the same amount of time.

THE TRUTH

According to the Bureau of Labor Statistics, the average person spends three hours per day watching TV. Three hours

per day equates to 21 hours per week. This ultimately adds up to 1,095 hours per year!

12.5% of an entire year spent watching TV.

You may be thinking, “That’s not me, I don’t watch that much TV!”

What about time spent on your cell phone? Social media, messaging, Internet usage...most reports done show that the average person spends around four hours per day on their phone!

The point that I’m trying to make here is this: **You have plenty of time to accomplish what you truly want to accomplish.**

SUBTRACTION

If you are feeling pressed for time and constantly find yourself “running out”, re-examine exactly where you are allocating your time. The key to improving your efficiency and ultimately growing is through subtraction. Success is never about adding; it’s always about subtracting! Subtract anything that is not aligning you closer to your vision. Eliminate the wasteful screen time spent watching TV or on your cell phone.

You might be thinking, “I don’t waste time!” My response?
Busy-ness does not equal productivity.

If you feel you are being efficient with your time but still don’t have enough, examine the tasks you are performing.

A great principle that we teach is the one-minute principle. This principle helps to identify exactly how much time you may be wasting in your day. Taking inventory of your time will help to expose growth areas.

Here’s some perspective—every great idea, product, event, or thing that has ever occurred on this Earth stemmed from a person who had the *same amount of time that you do!*

You have plenty of time. Start making the most of it.

Van Halen, M&M's, & Your Business

Van Halen knew that the execution of great performances lies in the details.

THE STORY

The great American rock band, Van Halen, is well known for several chart-topping hits and sold-out concerts. The impact they can have on your business involves a story about brown M&M's.

Back in their prime, Van Halen traveled the United States putting on concert productions larger and more spectacular than had ever been seen before. Hours of preparation and proper execution by hundreds of people were required to pull off these events. This is where the brown M&M's came into play. Van Halen's performance contract with each promoter included a section containing the band's requirements. If these requirements were not fully met, the promoter would forfeit the show at full pay. One requirement in the contract stated that no brown M&M's were to be found backstage.

The band required M&M's as part of their agreement; but the brown ones needed to be removed prior to their arrival.

The brilliance of this story lies in the band's reasoning behind the brown M&M's.

WHY THE BROWN M&M'S?

The band created this requirement as a safety measure. They knew that the production they were putting on was state-of-the-art. At the time, Van Halen traveled with the biggest lights, sound equipment, and stage than had ever been seen before. If proper installation were not done, the band and fans would be in serious danger. Thus, the brown M&M's requirement was born. The requirement was included in the middle of the installation safety instructions. If the band arrived to brown M&M's backstage, they knew that the proper safety measures had not been taken and would require a more thorough examination prior to the concert. If the promoter did not go through the safety checklists provided by Van Halen, they would definitely miss the brown M&M's clause, but more importantly they could risk putting people in harm's way.

YOUR BUSINESS

The moral of the story is this: Van Halen utilized a checklist that contained step-by-step instructions to ensure that the performance they put on was the best it could possibly be. They went a step further by utilizing the brown M&M's as a safety measure to gauge whether or not the checklist had been followed correctly.

Your business needs checklists. Your team needs the tasks they are responsible for specifically documented so they can follow them every single day. It doesn't matter how long you have been doing things or how long your team members have been with you. We are all human and we all forget. Design your checklists to be all encompassing and don't forget the specific details.

Without checklists, the bathrooms are forgotten, garbage cans remain full, and tissue boxes stand empty.

Exceptional customer experiences are executed in the details.

The One Thing

People will often ask me the famous question “what is the one thing that you have done that has made you successful?” What a loaded question! The reality is there is *no one thing* that has made anyone successful. Success is the culmination of all the little things being done consistently over a long period of time that creates results.

However, as I have pondered the question I feel there is one thing that is consistent amongst people that experience success in their lives. I have come to recognize that one thing is **TRAINING!** Successful people train. They train in every aspect of their lives. They train every single day! Training becomes a part of their daily routine.

If you are looking for one thing that creates results in anything, start **TRAINING!**

Define Don't Defend

In today's world, conflict is everywhere. At any time you can hop on Facebook and argue with millions of people. I want to highlight a concept today that I think is so universal and important that it applies to every single human being on this Earth. Regardless of your age, socioeconomic status, occupation or lifestyle, the "Define Don't Defend" concept holds tremendous power, and has the ability to help elevate your life and eliminate needless conflict.

To begin, let's look at the definitions of these two verbs:

Define—state or describe exactly the nature, scope, or meaning of. Additionally, mark out the boundary or limits of.

Defend—resist an attack made on (someone or something); protect from harm or danger. Additionally, to speak or write in favor of (an action or person); attempt to justify.

On paper it's easy to see that these two words do not hold the same meaning nor do they represent the same behaviors. However, they are often used in place of one another

incorrectly, leading to emotionally charged debates, heated disputes, and potential loss of relationships.

The opportunity to Define not Defend presents itself daily and handling this opportunity correctly can greatly improve your communication ability with others.

DEFINE

Just as the definition states, to define is to declare exactly who you are, what you do, and how you do it. Marking out exactly where you stand and supporting your stance with facts, data, and your past experiences. When you are challenged, define the facts of why you do what you do. Defining the situation allows you to keep your emotions out of the situation and maintain a level head.

DEFEND

Defending contains components such as resisting, protecting, and justifying. To most, these components aren't enjoyable nor do they create positive feelings in relationships. By defending your position, you open yourself up to increased emotion and a higher probability of a negative interaction.

THE DIFFERENCE

When you define and don't defend you create clarity and set the edges on what you do and don't do. Whatever your vision is, and whatever drives you, needs to be defined and portrayed in everything you do in life. Defending creates doubt and confusion. (Remember, a confused mind always says no.) Defining creates clarity and allows others to see what you see. Everyone may not agree with your product, service, or stance on an issue – and that's ok! But the second you start to defend you open the door for controversy and the potential for a heated debate. Defining operates from a logical state of mind while defending operates from a limbic, emotional state of mind.

Always remember: Define Don't Defend.

Elevate Your Perspective

*Do you find yourself getting “stuck” in your business?
Find out how elevating your perspective can give you
the clarity you need to make the right decision.*

When we get stuck in our business or get stuck in a specific problem it can be extremely difficult to get out. Our thoughts become consumed with solving the issue we are confronted with. This can lead to tunnel vision that causes us to not only miss out on other aspects of our lives but oftentimes the solution to the problem itself!

LOOK OUT BELOW!

I can relate this issue to looking out the window of a plane while flying. If you've flown in an airplane before I know you've looked out over the land, admired the scenery, and enjoyed the sudden tiny appearances of houses and even entire cities. From spending most of our time on the ground we learn to view buildings and cities as big, but, from 30,000 feet we can

appreciate how small they truly are in comparison with the rest of the world.

When we elevate our perspective, we are able to see things for what they really are and view them at the proper scale. The next time you run into a problem that seems to perplex you with no solution in sight, elevate your perspective. Remove yourself from the trenches and seek higher ground. From there you will be able to clearly see the solution that is more than likely closer than you thought.

COME BACK DOWN!

Now, planes don't stay up in the air forever. You can't either. The plane operates to allow people to be up in the air for only as long as it takes to arrive to their destination. You too must come back down to the trenches and take action to solve the problem with your newly enlightened solution.

The next time you get stuck, try elevating your perspective!

Cleaning Closets

Have you ever felt like you were working like a hamster on a wheel? Continuously doing things and doing things but not getting anywhere?

When you start to “feel” busy or the work starts to pile up, take a step back and look at the activities you are doing. Are you just checking emails? Are you getting ready to get ready? Are you tasking away at things but not really turning the dial?

A great friend and mentor of mine once told me, “Don’t just clean closets.”

Cleaning closets is something we do so we feel like we’re getting stuff done. In reality we’re really just moving things, reorganizing, and getting rid of a few things. After you’re done cleaning the closet, what have you really accomplished?

Do stuff that matters. If there’s no risk involved or if what you’re doing doesn’t require discipline—it’s probably not important. Put your neck out there, take some criticism, and do things that matter.

Stop cleaning closets!

Why Finish?

You will never achieve your business goals if you can't finish what you start.

You have been hearing these phrases since you were a kid: “Finish your meal, finish your homework, finish the race, and so on...”

Why is there all this focus on finishing?

AVERAGE VS. ABUNDANCE

The difference between an average life and an abundant life deals with the discipline of finishing. Finishing allows you to receive a reward for your work. If you finish your meal you are no longer hungry. If you finish your homework you can receive a grade. The ability to finish is the key to success, significance and fulfillment. Anyone can start, but it takes a special person to finish.

Why then, don't we finish? Often times, the task seems too big. How do you eat an elephant? One bite at a time! Success in any endeavor can be found in the little steps and small

details. We get stuck thinking we need to complete the entire thing in one sitting. Instead, make the routine your reward!

You can't just do it once, either. We refer to this phenomenon as "**One-in-a-row**". You need to make the commitment and have the discipline to do it over and over and over again until it is finished. Then you find something new to finish!

THREE D'S

We recommend living by the 3 D's:

1. **Do it**
2. **Delegate it**
3. **Dump it.**

Make your decision and commit right then and there. If you commit to doing it, set a timeline and time allotment to finish it.

The Art of Subtraction

At one point in my chiropractic career I had 11 different techniques that I used to treat patients. I thought I was the man! I figured that the more I could do, the more magnetic I would be to more people. What actually happened was that I just created confusion in my patient's minds as well as my own. This story is a great example of the power of subtraction.

Subtraction is defined as the art of removing anything excessive, confusing, wasteful, unnatural, hazardous, hard to use, or ugly—or the discipline to refrain from adding it in the first place. Success is about subtracting, not adding. In order to get better we need to focus on our strengths and get better at them.

The art of subtraction holds many practical applications. Understand in your business that efficient communication is about saying fewer words, not more. This is true whether it's handling customer phone calls or your close at the end of a sale. Often, spending habits are another area where subtraction can make a vital change. We tend to buy stuff that we think will make us happy.

Subtracting isn't easy. Many of the things that need to be subtracted have been in place for long amounts of time. However, by subtracting these things you will be able to increase your ability to astronomically grow.

Switch Your Fears

Everyone has fear. Regardless of your level of success or accomplishments in life, you possess some form of fear. This fear can be a good thing. It can be a huge motivating factor. In fact, the brain processes fear and motivation in the same area. Essentially, fear and motivation go hand in hand. Living on the other side of motivation is fear. However, fear can also be crippling. If you allow it, fear can paralyze you and cause you to become stagnant.

There are two main types of fear that exist in the world: the fear of staying the same and the fear of the unknown. One of these fears can be conquered. The other never goes away. If you're not in a position that you desire, the fear of staying the same should drive you to change and seek the unknown. If your back is against the wall you've got nothing to gain by staying the same. Your fear of the unknown can never outweigh your fear of staying the same.

You don't have to live *in* fear, but you have to learn to live *with* fear. Fear is ever-present; it's always going to exist. But it doesn't have to cripple you. When you stop trying to eliminate fear from your life (an impossible task) you open yourself up to understanding what exactly your fear is and

how to handle it. Your fear is going to fall into one of the two categories: fear of the unknown or fear of staying in your current situation.

None of us can control the future. We can anticipate and prepare for events to occur, but the future is always going to possess an aspect of the unknown. You really can't overcome the fear of the unknown, but you can use it to motivate yourself to take action and eliminate the fear of staying the same. If you allow your fear of the unknown to motivate you, you're going to spend your time working towards ensuring that you and those around you are in the best possible situation. No longer will you be torn between the fear of change and the fear of staying the same. You'll realize that only one of these fears holds negative consequences and is holding you back from your future success.

It's time to switch your fears. Once you do this, you'll begin to realize that the fear of the unknown is natural, you're not alone, and it's simply another opportunity waiting to motivate you.

Compete vs. Dominate

Would you rather dominate or compete in the professional space within your community?

Before you answer the question, I want you to take a deeper dive into understanding the meaning of these very powerful but distinctively different verbs within our English language.

DOMINATE

To dominate you must have a commanding influence and exercise control. In order to dominate, you or your service must be the most important or most conspicuous. To dominate, you must be in a commanding position. Domination requires mastery, and it requires that you and your business offer more. To dominate means that you are in a league all by yourself.

COMPETE

To compete you must strive to gain or win something by defeating or establishing superiority over others who are

trying to do the same. To compete means that all we have to do is participate, play, try to keep up with, keep pace with, be in the same league, come near to or come close, and/or compare ourselves with the other competitors.

Now answer the question....do you want to dominate or compete? To compete means you are looking to the left and to the right and over your shoulder. To compete means you are doing the same things that everyone else is doing and just trying to get ahead of the next guy. To dominate means that you are looking straight ahead and have the pedal to the metal while burning high-octane fuel, and the only thing in sight is the mountaintop!

When you dominate, people will ask how they can get to the same level.

The simple answer....CLIMB!

Dominate, and abundance is yours!



PART THREE

MOTIVATION

Spectators vs. Players

In your business, you can choose to be a spectator or a player. Which one are you?

I talk with a lot of professional people who have elaborate plans for their future. They tell me about their great ideas and the things that they want to do. Most of the time, these plans remain just that, plans! We refer to this stage as “getting ready to get ready”.

The common theme when I talk with these types of people is that they always have something to say about those in their field that are out doing things. They remind me of spectators watching an event take place. These people are riddled with opinions including things like: “Why didn’t he do this?” or “Why didn’t she see that?” They tend to think that they understand the game quite well from their vantage point.

SPECTATORS EVERYWHERE

I tend to find that there are a lot more spectators than there are players on the field these days. The reality of the situation

is this: the players, (people partaking in the event,) are the ones making the difference. These people are training to win and are willing to take a position in front of the spectators, put on their best performance, take any criticism they receive, and build on it.

There are always going to be spectators. Not all spectators are bad; they are a necessity for the game to take place. However, if you find yourself thinking like a player but acting like a spectator, that's when problems arise.

WHICH ONE ARE YOU?

Are you a player or are you a spectator? Are you willing to put your best foot forward and take action even though you may not have all the details worked out? Players are constantly training and improving so when it comes time to hit the field they are ready. Players understand that regardless of how well trained they are, during the performance unforeseeable things can take place and require adaptation. The more the player trains, the better he or she will be at handling the unforeseeable circumstances.

The spectator has a pretty cushy job. He gets to sit in a comfortable spot way up high where he can see it all, snack

SPECTATORS VS. PLAYERS

on some popcorn, and proclaim his opinion to all those around him.

If you desire to be a player, lose the mindset and work ethic of a spectator.

A coach once told me, “Players make plays, players win games.”

Titration Effect and Your Business

You never know which action you take is going to result in your breakthrough. Intentional effort in everything you do will result in reaching higher levels of success.

If you've ever been to a swimming pool you may have seen a lifeguard or pool employee checking the chemical balance of the water. The process used to analyze the water is a method known as **titration**.

The basics of the titration process are as follows. The person checking the pool uses drops of different test chemicals to assess the chemical levels of the water. By adding the test chemicals one drop at a time, the employee can determine the exact chemical level of the water based on the number of drops it takes to change the color of the water. Once the water changes color, the person stops adding drops and is able to calculate the answer.

WHAT CAN TITRATION TEACH US?

What may surprise you about titration is the lesson it can teach us regarding our business and life in general. With

titration, the person performing the test does not know exactly which drop is going to trigger the result. It may be the first, 10th, or 50th drop before the answer is revealed.

Now, if you were to have a group of schoolchildren watch someone perform this experiment and ask them which drop caused the change in the water color, the majority would say *the last drop*. By thinking critically about this scenario, we understand that without any of the drops before it, the result would not be achieved. Therefore, *each drop* is just as important as the next!

DRIP BY DRIP

You never know which action you take is going to lead to the results you are pursuing. What we do know is that little by little, over time, the actions you take will amount in a result. If you stop taking action because you're not seeing results or you think you're never going to reach your goals, you could be one action away from your breakthrough.

This example can apply to the health of our patients as well. Who knows if the first cigarette or the hundredth triggered the patient's health crisis? The first greasy meal or the last one?

To see results and achieve success you've got to take constant, intentional action. Every drip matters. Consistency is key and the more drips you can make, the sooner you can start to see results.

Drip by drip, action by action.

Playing Hurt

Instilling the concept of “Playing Hurt vs. Playing Injured” in your company culture is crucial in your ability to lead your team effectively.

How many times have you told yourself, your children, or your employees to “Rub some dirt on it!” or “Shake it off!” in the past few months?

What I hope to define in this chapter is the concept of “Playing Hurt vs. Playing Injured” and how you can incorporate this lesson into your company culture.

PLAYING HURT

Being hurt is challenging. When you’re feeling under the weather it’s easy to head back to bed and chalk the day up as a loss. However, as the leader of your business you must come to a quick realization. Ultimately, **you** set the tone for your company and are directly in charge of your company’s culture.

If you have a stuffy nose or don't feel quite right, you can still go to work. You can go to work *and* you can perform to the standards you've set for yourself and your employees. A majority of the time it comes down to your mindset. You don't have a choice. **You have a responsibility to the people you serve.** This is the mindset you need to instill in your company culture.

PLAYING INJURED

Playing injured is a different story. If you or your employee is in rough shape and has no capability of performing the required work duties, then it's probably not safe to come in to work. The reality of this situation is that this is *rare!* Encouraging a healthy lifestyle to your team will help combat the likelihood of this occurring. If an employee is constantly "injured" you may need to step in as a leader and help resolve other situations in that employee's life.

THE SMALL BUSINESS REALITY

99.7% of all businesses in the United States are small businesses. Your business probably falls into this category. A small

business is going to struggle to grow if it is consistently missing 25–50% of their workforce. Understand the magnitude of missing one employee when you consistently operate with a team of less than five people.

Set the edges with your employees and lay the guidelines for what you tolerate. You can play hurt; you can't play injured. At the end of the day it's not about you; it's about the team coming together to work towards your business's vision.

When an employee is out of the office for whatever reason, have Plan B ready to go. If that doesn't work, try Plan C. Whatever your plan may be, just get the job done. If you need to have PRN (as needed) staff, create a bullpen of candidates available at a moment's notice—your spouse, kids, uncle, or neighbor. Establish a pool of individuals that know what to do and can help operate your business in a bind.

8.4%

We've all heard the phrase, "every second counts." This statement is true. We all know how valuable our time is. On the contrary, we also know that one bad day doesn't make a bad week, one bad week doesn't make a bad month, one bad month doesn't make a bad year, and one bad year doesn't make a bad career. The same holds true for a good day, week, month, or year!

I love looking at numbers. Remember, that which can't be measured can't be managed! So how can we quantify a month? A month is approximately 8.4% of one year. 8.4% is a funny number; depending on how you look at it, it can appear to be a large or small portion of time. I'm not sure whether it's a small or large number, but one thing I do know is that 8.4% is significant. When that 8.4% is gone, it's gone!

So, how did the last 8.4% of your year go?

If it went well, great! That's 8.4% of your year chalked up as a success! Did it not go so well? That's alright! You're out that 8.4%, but there's still plenty of opportunity to make up ground!

Statisticians have determined that 87% of people give up on a goal they set after only one month. After only 8.4% of the year, almost nine out of ten people give up on their goals.

Perspective is powerful. Understand how much value each month brings to you and your business. Commit to your goals and be a part of the 13% that follows through on them!

Picture It, Pronounce It, Perform It

The keys to executing are simple: Picture It, Pronounce It, Perform It.

Picture It—See your vision. Find out what you want and where you're going. Allow your vision to become your anchor for everything you do in life. Don't stray from your vision and try to operate outside of it.

Pronounce It—Don't just think about your goal. Pronounce it to people around you. Get others to understand what you're all about and what you do. This step takes you out of the thinking phase and begins the process of executing!

Perform It—Live out your goals within your vision and give it everything you have. Now that you've pronounced what you're about and what you're going to do—do it! Don't hold anything back and leave it all on the stage. Perform!

Preventing Burnout

Learn how to prevent and combat burnout in your life.

Burnout is becoming a well-chronicled psychological issue for many in the business world. If you feel you may be experiencing serious, chronic burnout, we encourage you to seek professional care. However, if you experience the more common occasional feelings of burnout, let's examine this together a little more closely.

WHAT IS BURNOUT?

The scientific definition of burnout is “the reduction of a fuel or substance to nothing through use or combustion.” A fire burns out when it has completely run out of fuel. We as humans are no different. From a biological standpoint, our bodies will burn out if not given ample fuel to power us through the day.

In our working lives, it's important that we combat burnout by consuming the proper fuel. As professionals, we are given the sacred trust of caring for customers. While

possessing this sacred trust is an awesome responsibility, if not handled correctly, it can quickly become a negative drain. **To meet the needs of others we must make sure we take care of our needs first.** A battery cannot give off that which it does not have!

HOW TO COMBAT BURNOUT

There are several steps you can take to combat burnout. First, increase your fuel intake. It's important to schedule trips and vacations before you feel you need one. We've found that if you're in the office thinking you need a vacation, it's too late! Secondly, decrease the negativity. Any negative sources of energy in your life will contribute to the feeling of burnout. The surroundings and energy you expose yourself to outside of work need to be positive. Taking in negative energy is the same as eating empty calories—you won't end up satisfying your hunger and over the long run it's going to have severe detrimental effects on your health.

If you are taking in the proper amount of good, healthy fuel, it's going to be impossible for you to experience burnout.

You Might Be a Zombie

You may be a zombie and not even know it. Find out the four keys to identify whether you're living in the after-life.

If you've observed the trends in the entertainment industry over the past few years you have probably noticed an increased popularity with zombies and zombie culture. Personally, I am amazed at our current societal infatuation with zombies. From TV shows to movies, video games to T-shirts, it's safe to say there is a substantial following of zombies in modern-day America.

In honor of the zombie trend, I thought it would be fitting to share some tips on how to tell if you are actually a real-life zombie. That's right! The following keys will help you identify if you or someone you know is actually living the zombie lifestyle. Here it goes!

1. The day of the week determines your attitude.

If waking up on Monday elicits a different emotional response from you than waking up on a Friday, you're a zombie. By allowing something as passive as the name

given to a day of the week to dictate your mood, you give up your ability to act with intention and therefore begin a zombie-like trend for the rest of your day.

2. **You find yourself fitting in with those around you instead of standing out.**

Zombies tend to congregate in packs, mindlessly wandering around looking to devour human flesh. Unless you are operating at the top levels of a Fortune 500 company, it's probably not healthy for you to fit in with those around you. It's easier to mindlessly plow through life with like-minded, evenly matched people around you than it is to stand out and forge your own way.

3. **Your thoughts are consistently centered on others.**

Now, this point doesn't mean to think only of you and never about others. The point here is that if you are spending your time constantly thinking about others and chasing after them without focusing on yourself, your life, and your own personal achievement, then you are a zombie!

4. **You've given up hope.**

Zombies are the most hopeless form of life. They have no emotion other than constant despair and spend all their time moping. There is no motivation, no desire, no positive attitude on display and absolutely no chance of ever improving their current lifestyle. Instead of attempting to

improve their situation they have found it easier to completely give up and live passively.

WHAT NOW?

If any of the keys match your current living situation you can consider yourself a zombie. Now, just because you may self-identify with numbers 1, 2, or 3, it doesn't mean you need to embrace number 4. Unlike zombies, we as humans hold the precious ability to self-regulate, self-motivate, and actively pursue a better lifestyle.

The first step to solving a problem is admitting you have one. Well, my zombie friend, if you've recognized your current situation and embraced it as reality, then it's time to start making changes.

Don't spend today being a zombie, take charge of your life.

How Masters Approach the Fundamentals

The Master of anything was once a beginner. What role do the basics play in the everyday lives of the elite?

Before you are able to become proficient at anything in life you must first master the fundamental concepts. If you're trying to learn something new you start at the beginning. Babies crawl before they walk. It's easy to grasp the concept that to build anything great you must start with the foundation. However, we all tend to "move on" and forget about the fundamentals as we advance.

FUNDAMENTALS

What role do fundamentals play after you've achieved a level of success? Do those at the top still practice and focus on the fundamentals? When is it okay to stop focusing on the fundamentals and "move on" to bigger and better things?

Fundamentals are the building blocks of success and there is *never* a time when the fundamentals stop being important.

I can give multiple examples of different leaders at the top of their respective fields that continuously practice, drill, and teach the fundamentals. In fact, you would be hard-pressed to find somebody that has strayed from mastering the fundamentals and yet achieved any level of success.

STEPH CURRY

I'm a basketball guy and I like to write about what I know.

Steph Curry is one of the best basketball players in the sport right now. He's known for several aspects of his game. During the game it's his shooting accuracy and soft touch that gets the most attention. Before the game, his warm-up routine has started to turn heads as well. (If you haven't seen it yet, it's worth three minutes of your time!)

One aspect of his game that gets overlooked is his free throw shooting. Currently, Steph Curry ranks third all-time in free throw shooting percentage at 90.1%. Over his eight-year career he has made nearly 2,000 free throw shots!

A 90.1% average over eight years is remarkable. It's so good that he has probably stopped practicing free throws altogether and allocated that time to improving other, more advanced parts of his game. Anyone that can perform that

well over a long period of time must be spending time doing things that are far beyond the fundamentals, right?

MASTERING THE BASICS

What do you think would happen if Steph Curry stopped practicing his free throw shooting? For a while he would probably continue his success at the current rate. However, I can assure you that if he never practiced his free throw routine ever again he wouldn't be able to maintain the 90% accuracy he has established. I'm sure if you asked him, he would agree!

Steph Curry is historically one of the best shooters to ever play the game of basketball and he still practices one of the most fundamental aspects of the game—free throws! If you watched his warm-up routine, this guy is dedicated to doing the *little things* better than anybody else.

The true greats never advance beyond the fundamentals. Instead, they perfect them and then find ways to scale them to never-before-seen levels! **Sustaining perfect execution of the fundamentals is the key to growing, advancing, and achieving the levels of success you desire.**

Handling False Summits

False Summits exist in the business world. Do you know what to do when you encounter one?

WHAT IS A FALSE SUMMIT?

In the world of mountaineering there is a concept known as a “false summit”. This occurs when a climber arrives at a peak that appears to be the pinnacle of the mountain, but upon reaching it realizes the summit is higher than expected. This effect has been shown to have significant psychological effects on climbers as it dashes their hopes and can even result in failure.

YOUR FALSE SUMMITS

Have you ever reached a false summit? Maybe you thought you had reached the top only to realize you still had a long way to go. You might have achieved a goal that was set a little too low to result in any tangible reward, only to realize it

once you got there. False summits exist everywhere in the entrepreneurial world as well as our personal lives. The only real way to combat this and eliminate the detrimental effects of false summits is to change your perspective.

If the climber's **sole purpose and goal** when climbing the mountain is to reach the top, he or she is going to experience grave disappointment when encountering a false summit. The climb will be physically demanding and mentally taxing. If the climber puts all their hope into the peak they are climbing being the final destination, they are going to struggle with the reality that it's not. Also, they won't have any memories or good experiences to fall back on because they were solely focused on reaching what turned out to be a false goal.

ENJOYING THE CLIMB

However, if the climber is approaching the mountain with the goal of reaching the top **while enjoying the climb** the conundrum of the false summit disappears! If a climber is determined to reach the top while also enjoying the climb, cherishing every experience and the progress made along the way, the entire perspective changes once they encounter a false summit. Instead of becoming disheartened he or she will be elated that there is more to climb.

None of us will ever reach the ultimate, final peak on our journey to success. If you have one ultimate goal in your mind that you think is going to mark the end of your journey once you achieve it, you're wrong! If your vision is aligned with what you truly desire in life then you're going to fall in love with the climb. **Success is found in the climb, not the destination.** When you are in love with the climb you're going to start to desire every peak to BE a false summit, because that means there's more fun to be had on the journey!

Keep Climbing!

Rating Your Work Ethic

Are you and your team really working hard to create positive experiences for your patients?

WORK ETHIC

Rate your work ethic. On scale of 1–10, rate your work ethic. Seriously, choose a number.

What number did you give yourself? Typically, people answer comfortably in the 6–8 range. Let's put that into perspective. If you were taking a test: 8 out of 10 would be a B, 7 out of 10 a C, and everything below that... well, you get the idea.

This is a great exercise to do with your team. Open yourself and your team up and be vulnerable. Remember, in our businesses we only get what we tolerate. Your team's work ethic drives what you all can accomplish as a unit. We encourage you to be honest with yourself—where is your work ethic right now?

WHAT IS YOUR WHY?

If your answer isn't as high as you would like it to be here's my question for you—what is your why? Is your why, (the reason you do what you do,) big enough? When your why truly is big enough, the how will take care of itself.

We know that in order to execute on every customer experience we have to be 100% present with 100% effort. This needs to transcend from you, the leader of your business, down to your staff.

I have asked employees “If you had a car and it only started 7 out of 10 times, but you never knew exactly when it would or wouldn't start, would you keep that car?”

Take a look in the mirror. How's your work ethic?

The Sweet Spot

After hitting towering homeruns or lacing doubles off the wall, baseball players will often describe the feeling of hitting the ball on the “sweet spot” of the bat.

The “sweet spot” is the area of the bat that produces the best results when used correctly. When a player can make contact with a baseball on the sweet spot, great results are almost guaranteed.

What is your sweet spot? How can you transform your life to constantly operate out of your sweet spot?

Finding your sweet spot requires knowing exactly what you do and how you do it. Knowing your vision and understanding this concept will allow you to achieve the highest results possible, every time you swing.

You’re going to spend your time taking swings—lots of them! You’re bound to miss every now and then, even the best batters do. However, when you’re operating within your sweet spot you increase your results from performing the same swings.

Get the most bang for your buck—find your sweet spot!

Work vs. Hustle

You can recapture the joy in your business and life by learning the difference between “working” and “hustling”.

I love basketball. I started playing when I was a child and continued through college. The game has always been a passion of mine. Even though my playing days are over I still hold a tremendous appreciation for the nuances of the game. Extraordinary games of basketball always showcase great coaching, teamwork, and talent. To this day, it’s hard for me to turn away from a collegiate matchup between two historic powerhouses.

One of the things you’ll notice about the big-time games is the amount of hustle that each team displays. Whether it’s sprinting down the court or diving on the floor for loose balls, the amount of hustle displayed is unbelievable. Watching an entire team execute on their goals with high levels of hustle is a beautiful thing.

THE MEANING OF HUSTLE

“Hustle” has been a buzzword in the entrepreneurial business world for a while now. What exactly does it mean? What is “hustle”? How does it differ from “work”? The basketball players are all “working” to achieve a common goal, but are they all “hustling”, too?

In basketball, the word “hustle” is most commonly used to describe a play of extraordinary effort. If a player goes the extra mile they are commended for great “hustle”. However, ask any great player about “hustle” and they rarely even acknowledge it. Usually, the response will be along the lines of “I’m just doing my job”. Why? Because the player doesn’t view the extra effort as anything extraordinary. To the outside world, it appears as an obvious case of exceptional effort; something that can be pointed to and labeled as “hustle”. To the player, it’s merely a by-product of the love of the game.

THE DIFFERENCE BETWEEN WORK AND HUSTLE

At some point in our lives, all of us have had to “work”. It may have been doing chores as a child, or studying for a class you weren’t particularly interested in during your schooling.

Perhaps you hadn't developed and possessed your vision yet. If you did, the acts of work you were performing may not have been aligned with your vision. **Ultimately, your vision dictates the difference between working and hustling.** You know when you're "working". Whatever it is you are doing isn't aligned with your vision and odds are it's taxing you! When you're "working" you are busy with tasks, but never actually getting anything done. When you're "hustling" you are executing and able to accomplish things that matter and contribute to your success. You are energized and every time you execute on something it gives you a boost to continue to pursue your vision.

So, are you "working" or are you "hustling"? If all your effort and time is devoted to an ultimate goal and aligned with your vision, then you're "hustling". If people are starting to take notice of your extraordinary effort and results, you're "hustling". If you're not focused and are simply completing task after task, you're "working".

"Things may come to those who wait, but only the things left by those who hustle."

—Abraham Lincoln

Understand the nuances of this concept. The basketball player doesn't have to think about giving extra effort before

he or she jumps into the stands for the ball. In his or her mind, anyone in that same position would do the exact same thing. You can't continue to waste your time "working" and just start calling it "hustling". Everything you do day in and day out has to be aligned with your vision. You're wasting your life if you don't.

Stop working. Start hustling.

Dopamine

Dopamine is a neurotransmitter that helps control the brain's reward/pleasure center. It also plays a role in helping to regulate movement and emotional responses. Dopamine helps us to not only seek rewards but also take action to move towards them.

In other words, dopamine is a natural chemical that makes us feel good!

How do you get your dopamine fix? When do you feel it the most? What can you do within your routine to ensure you are elevating your dopamine levels every single day?

Increasing your dopamine levels naturally will positively affect your energy, behavior, and focus. In terms of your business, dopamine will help you get into a good workflow and create a fun atmosphere.

So how do we keep our dopamine levels high?

- High dopamine levels are produced with rewarding activities and achievements. Finish something.
- Be creative. Spending time in a creative state of mind has been shown to cause an increase in dopamine levels.

LAVENDER MORPHINE

- Exercising causes an increase in dopamine levels.
- Listen to your favorite music.

Take action to “dopamize” your life.

Life is a Verb!

Life is defined as the existence of an individual human being or animal. Grammatically, the word “life” is classified as a noun. But when you break it down you’ll see that life is actually a verb. Life isn’t stagnant. It’s constantly moving and changing!

Verbs are actions. Life is full of action. If you aren’t taking action you aren’t really living! It’s important to grasp this idea. We get stuck sometimes in being stagnant because we’ve become comfortable. What we don’t realize is that while we aren’t moving or acting we’re actually robbing ourselves of living life!

What is it that is keeping you from living? What do you fear? What is it in your office that is holding you back from moving forward? Take action and start living again.

Live Life Out Loud!

Landscape on the Box

Have you ever felt like you did everything right and still did not get the results you were hoping for? I know I have felt this way many times, and when it happens I am left wondering what went wrong. So, why is it that if we do a task exactly like were told to do it, sometimes it does not provide the end results that we desire?

I remember when I was a young boy my brothers and I loved to work on putting together puzzles. It would start out by picking out a puzzle at the store. We would look at all the boxes on the shelves and pick the one that had the coolest picture or the most beautiful landscape on the box. We would then take the puzzle home and pour out all the pieces onto a table and set the box up in a place where we could see how the finished product would look. Piece by piece we would start to assemble the puzzle until each piece was put into its rightful place. The task of putting together the puzzle had an endpoint that we could visualize and each piece had it's own particular place where we knew it belonged. Now, putting together the puzzle took patience but I knew if I did the task of getting each puzzle piece into its right place we would end up with the "landscape on the box".

Sometimes, I wish life were more like putting together a puzzle. How nice would it be if we could just put together our life piece by piece with the guarantee that we would end up with the beautiful “landscape on the box”? Unfortunately, our lives are a little more complex than the puzzle pieces that fit just right! In life, our success is determined not only by the tasks we perform but also by the depth and breadth of the relationships we develop with others. Relationships are messy, multi-faceted and take work! Relationships don’t work like puzzle pieces that always fit together in just one pattern. Relationships involve people of all different walks of life who carry different belief systems and possess different wants and needs. Relationship building takes time, adaptability, and a willingness to recognize each other’s individual desires. It involves looking at things from more than one angle, not just at the beautiful landscape on the box. *Building relationships is about connecting.* As nice as it would be, you can’t just “task” your way to better relationships. You also can’t task your way to success. Tasking without connecting is useless. If you want your life to end up looking like the “landscape on the box”, start connecting instead of just tasking!

Decision Making

A concept that has been preached to children since the beginning of time is decision-making. You probably remember your parents teaching you the importance of making good decisions when you were young. When you became a teenager, you started to make your own decisions. Now, you're all grown up. Do you still think about the decisions you make?

Over my years of studying human behavior, I've noticed that people mainly make decisions in one of two ways, either by intention or by default. Intentional decision makers devote time and effort into inspecting the choices and making the best decision based on the knowledge they have. Default decision makers simply base their decision on whatever is left for them to choose.

An intentional decision maker understands that every decision affects his/her quality of life. Every time a decision is made in favor of one thing, every other choice is intentionally declined. If you make the decision to live in one specific location, you are also deciding to NOT live in every other available place on Earth. Living with intention allows for better control of the life we choose to live. Become more

intentional with every decision you are faced with and don't let others decide how you will chart the course of your life.

Be in charge of your own destiny. Intentionally align each decision you make with achieving higher goals.

In Command...Out of Control

Have you ever felt like you had everything in place in one aspect or another in your life, but then something unexpected happened and ruined the entire thing?

This feeling is common and happens to all of us at one time or another.

This is the concept of being in **command but out of control**.

No matter how much planning we do, there are still those variables that we can't account for. The takeaway is that we need to continue to be strategic and plan, but keep in mind that at any given time you may need to adapt your plans. Adaptation and change are the real juice where possibilities take place.

Striving to stay in control will limit your growth and ability to expand. You can't control every variable in your business, nor should you want to.

Stay in command of your businesses systems and procedures and have confidence in you and your team's ability to adapt.

Gratitude

The holiday season is a stressful time of family gatherings, cold weather, shopping, and hectic travel schedules. All too often during the holidays we become so preoccupied and overwhelmed with buying gifts and attending parties, that we forget to stop and remember to be thankful for the abundant blessings in our lives.

When we choose to live and act from a state of gratitude, we are able to recognize and appreciate the endless blessings in our lives, and we are filled with a sense of peace and thankfulness for all we have. Our lives suddenly become richer, fuller, and happier because we are operating from a grateful mindset. I would like to challenge you to pause during each holiday season (and all throughout the year,) and rather than focusing on what you believe is missing from your life, try instead to embrace a perspective of gratitude.

Simply say, “*Thank you*”.

You may be surprised to find how much happier, calmer, and more fulfilling your holidays and ALL of your days become.

Epilogue

In the pages you've just read you've experienced a little lavender and a heavy dose of morphine! **You** can become the leader you always dreamed of being. **You** can invoke the change in your personal life or business to achieve the results you desire. The purpose of knowledge is action—take these lessons and put them to use! If you begin to lose focus or get bogged down in the grind, pick this book back up! Lavender Morphine will always be here for you when you need it.

