



**Action Document
For
Panel 6**

**MAXIMUM RESULTS FROM MINIMUM EFFORTS:
Operating At Peak Performance to Get the
Highest/Best Results from Everything You Do**

"Expertise is only as good as the actions you take with them. In this program, we've gotten you world-class experts. We've tried to get you world-class interpretations that we are moving mountains to share with you. What you do with it is up to you."

Jay Abraham & Rich Schefren

Panel 6

MAXIMUM RESULTS FROM MINIMUM EFFORTS: Operating At Peak Performance to Get the Highest/Best Results from Everything You Do

Participant Name	Web site	Recommended Books
Dan Millman	www.peacefulwarrior.com	The Way of the Peaceful Warrior Wisdom of the Peaceful Warrior The Journeys of Socrates The Life You Were Born to Live: A Guide to Finding Your Life Purpose Everyday Enlightenment Living on Purpose Body Mind Mastery
Marshall Thurber	www.posdev.net www.whatsworththinkingabout.com/	
Michael Masterson	www.earlytorise.com	Ready, Fire, Aim
Kathy Kolbe	www.kolbe.com	The Conative Connection Pure Instinct Power by Instinct Five Rules for Trusting Your Gut Leadership Analytics
Tom McCarthy	www.tommccarthy.com www.transformationaltechnologies.com	Fire Up Your Presentations and Fire Up Your Results
Josh Waitzkin	www.joshwaitzkin.com http://jwfoundation.com/	The Art of Learning

How the Ideas from this Panel get translated into Business Growth

This action document is designed to help you increase your credibility and the trust of your target market. We have synthesized the key points from the panel discussion into the specific actions you can take to use trust and credibility for business growth.

Contents

An Overview of this Action Document.....5

Part 1: Introspection Adds Insight and Focus.....6

 Choose to Dream Big –but Start Small6

 Never Ask “Can I Do This?”7

 Memory Training Exercise7

 What Else? An Exercise of Expansion8

 There is No Wrong Track8

 Trust the Process of Life9

 Accept the Fundamental Nature of the Entrepreneurial Path.....9

 The 12 Gateways.....9

 Self-Worth9

 Exercise: Do You Practice Self-Sabotage?10

 Reclaim Your Will11

 To Energize Your Body11

 Manage Your Money.....11

 Tame Your Mind.....11

 Trust Your Intuition12

 Accept Your Emotions.....12

 Face Your Fears14

 Exercise: Let’s Focus on Fear15

 Illuminate Your Shadow.....16

 Embrace Your Sexuality16

 Awaken Your Heart16

 Serve Your World16

 We Always Come Back to the Moment16

 What’s the Biggest Challenge Facing Us?17

 The Key Elements to Peak Performance17

 Make a Commitment to Do Nothing21

There are Twelve Ways to Solve Problems.....21

Being Authentic is Essential...In All Things	22
It's Not Just Your MO...You Must Find Your <i>Learning</i> Style.....	22
Be Relentlessly Introspective	23
Journaling	23
Exercise: Look for Interconnections	24
Meditation, Again	25
A Peak Performance DYI Assessment	26
Part 2: Clarity, Prediction, and Value	29
The Four Stages of Business Growth	29
Shift the Focus from Results to Process	31
Marshall, Predictability, and Achievement	31
How Do You Know You've Got it Right?	32
Peak Performance Revisited.....	32
Exercise: What are Your Most Common Disempowering Thoughts?	33
The Panelists, Their Web sites, and Extra Resources	33
Dan Millman	34
Josh Waitzkin	34
Kathy Kolbe.....	34
Marshall Thurber	35
Michael Masterson	35
Tom McCarthy	36
Appendix 1: Dream Small	37

An Overview of this Action Document

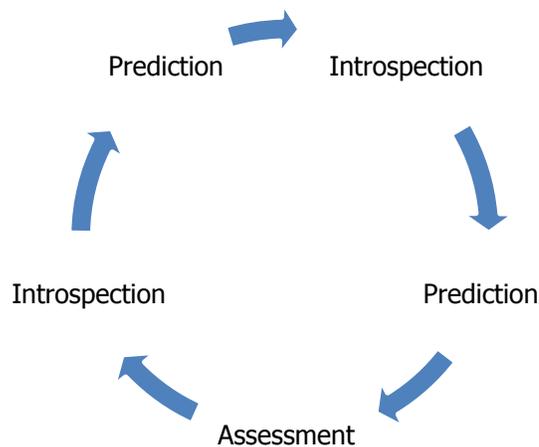
Naturally, when we speak of peak performance, we've got to speak of it on two levels: that internally-focused level, and the external business operational level.

Panel 6 brings us an opportunity to go inside, and then take what we've learned from introspection into the wider world, through the vehicle of our businesses. It's truly transformational.

Part 1 has to do with introspection, and offers activities to take you inside your mind. Be "relentless" in your introspection, shared Josh Waitzkin, who (along with our other participants) offers us tools to do just that.



Part 2, on the other hand, focuses on your business. Again, we discussed the way you *think* about it, but also the way you *take action* within that framework. But there's a feedback loop going on behind the scenes:



Part 1: Introspection Adds Insight and Focus

One legend has it that the Buddha, when asked for one last bit of advice before his death, simply said, "Just do your best." But, what is your best? It's not giving 110%, as so many motivational speakers argue. In real life we usually do the best we can *moment-to-moment*. And, sometimes it's better than at other times.

Peak performance is like *Satori*, for Zen Buddhists, that place where the emotions are just open and free-flowing, and unobstructed. We call it *motivation*, this is when energy moves us to where the mind is focused and clear, undistracted and the body is relaxed, sensitive and energized.

You should always strive for excellence *in the moment*. Ask yourself, *in this moment, what will I do now?* And work to uncomplicate your decisions.

"We can control our efforts in life. We cannot control the outcomes. Trying to do so can be crazy making. The fact is by making a good effort over time, we increase the odds of getting our desired outcomes." ~ Dan Millman

Choose to Dream Big –but Start Small

It is fine to dream big, but start small, and connect the dots, shared Dan Millman. "Those with small, modest dreams are more likely to achieve them. In the arena of romance, shift your vision from Prince Charming (or the head cheerleader) to a nice, caring person — and from a castle to an affordable apartment (and someday perhaps a home). You don't need to become a Consultant and get rich right out of the gate. You just need enough to live on as you explore your talents and life's options."¹

So, what is your dream? Now ask yourself – is your dream too large? Does it really serve you to dream in that way?

"Instead of striving for extraordinary, experience the joy of being ordinary." ~ Dan Millman

¹ <http://www.peacefulwarrior.com/blog/?p=38>

Never Ask "Can I Do This?"

Always put the 'how' in front of that... "How can I do this?" Everything is difficult, until it becomes easy. In fact, Tom McCarthy was clear when he said, that every time you ask yourself, "can I do this?" always answer "Yes." You can do anything you want to do, but it will take work; it may even take a tremendous amount of work. Here's an example from the panel, which you can try on your own.

Memory Training Exercise

Here's a list of 20 unrelated words. Take the next four minutes, and train yourself to recite them from memory. Not just forwards, but backwards.

1. Wasp
2. Persimmon
3. Dish
4. Candle
5. Elephant
6. Anteater
7. Navigator
8. Firefighter
9. Venerable
10. Goat
11. Yearly
12. Hospital
13. Transom
14. Intrusion
15. Juniper
16. Mandible
17. Licorice
18. Book
19. Original
20. Knowledge

And remember, don't ask, 'can I do this.' Instead, seek the 'how;' find a way.

What Else? An Exercise of Expansion

Here's a big question. Maybe you're not interested in learning to ride a unicycle like Dan Millman, but we'll wager there are some things you spend too much time thinking "I can't do that." What would the top three things be? Write them here (we've done the first one for you, to plant the seed of expansion):

1. *Learn to scuba dive.*

2.

3.

4.

Now comes the fun part. Pick just one of those things, and write down three ways to start small, on the path to achievement. Again, we've done the first one for you:

1. *Call local dive instruction shops for class times and prices.*

2.

3.

4.

There is No Wrong Track

We can never know if someone is on a wrong track, or path. Wherever you step, the path appears beneath your feet. Your path will guide you. You cannot lose your way. While some choices may make life more difficult, and others may make it easier; every choice ultimately leads to wisdom.

Do you ever feel you're taking the wrong path? And how would it feel if you were able to accept that there *is* no wrong path?

"In the real world, our gifts may remain hidden for years, and even those with great strengths also have blind spots and weaknesses." ~ Dan Millman

Trust the Process of Life

Trust – it’s even mentioned on the back of the dollar bill: *In God We Trust*. But, for many of us, trust is hard to come by. Perhaps we’ve suffered abuse, or simply struggled for far too long, and have the tendency to think life is out to ‘get us.’

Trusting the process of life as it unfolds may be the hardest thing to do; because we often play God: we think we know what we should *be*, and what we should *do*. “It’s really about just trusting the process,” shared Dan Millman.

“Sometimes,” he continued, “the downs turn out to be ups, and sometimes the ups aren’t what we thought they would be. So, it’s a matter of trusting our life and taking a deep breath now and again.”

Accept the Fundamental Nature of the Entrepreneurial Path

It is a path of personal growth. But what defines ‘personal growth’? Dan Millman believes that it’s when we strive for growth in the *12 gateways*, or arenas of life, which define the bigger picture of success. “Life isn’t easy, but we’re here to tackle all it brings, to take on the challenges.”

"All of the top achievers I know are life-long learners... looking for new skills, insights, and ideas. If they're not learning, they're not growing... not moving toward excellence."
~ Denis Waitley

The 12 Gateways

Dan Millman spoke candidly about those twelve arenas of life, what he calls ‘gateways,’ that define the bigger picture of success.

Self-Worth

You are born with self-worth. As one of the creations of the universe you are worthwhile and have value. While you can’t lose it, you *can* lose sight of it. You can *forget* your value.

How much do you feel you deserve life’s blessings? This is the foundation, the first key – because it opens us to life where we can say yes, thank you. It allows more life to flow in.

"An ocean of abundance can rain down from the heavens, but if you're only holding up a thimble, that's all you're going to get." ~ Ramakrishna

Those of us who have self-worth issues tend to self-sabotage. Have you ever gone out of your way to work against yourself? Do you ever ask yourself "Why did I do that?"

The dictionary definition of sabotage is "an act or process tending to hamper or hurt" or "deliberate subversion". Hmm. Why on earth would we sabotage ourselves? That's a complicated answer. And a simple one. We choose to.

Sometimes it's so frightening to imagine changing, growing or making conscious choices that we deliberately hamper our own efforts. "I make choices every minute of every day". "My life is up to me". Those are intimidating thoughts. And doing things the way we've always done them feels safe and comforting.

So how do you deal with your self-sabotage? The first step is to identify how you're sabotaging yourself. That awareness brings the issue into the forefront. Then, you can take deliberate steps to change the self-sabotage habit.

Exercise: Do You Practice Self-Sabotage?

To start, create two columns on a piece of paper. On the left, list the healthy habits that you would like to be doing. Now, think about times in your life when you may have tried to implement them. What happened? In the right column, write down next to each healthy habit the actions or thoughts that stopped you from doing it or keeping it up.

Think carefully and take responsibility where it's due! Yes, there are other people in your life who affect how you spend your time. And, you still always had and have a choice.

Now you have a list of ways that you may be sabotaging yourself - congratulations! Please don't judge yourself or use this as evidence to fuel your inner saboteur, whose favorite saying may be "You can't do this". You CAN do this! This list is your line of defense against your inner saboteur. Everything's out in the open, just like with my dishes.

The next step is to create your own self-care plan - a list of daily practices to foil your "inner saboteur" - and develop the healthy habits that will make you feel more energized, relaxed and balanced.

Reclaim Your Will

Turning what we know into what we actually do. Anyone who has gone through a drug or alcohol rehab program knows that reclaiming their will is the key to their sobriety, in both the short term and the long term.

The difference between a successful person and others is not a lack of strength, not a lack of knowledge, but rather a lack of will. ~ Vince Lombardi

Will, or what we used to call 'willpower' is your ability to set a course of action and say, "Engage!" It provides an intensely powerful boost. Think of it as a one-shot thruster. When directed intelligently, it can overcome inertia and create momentum.

To Energize Your Body

It's all about health, healing and wellness. Feeling fit and healthy means you've got more energy – and that's a *must* for peak performance, don't you think? Join a local gym, use an exercise DVD, or simply take a brisk walk every day.

Manage Your Money

This involves achieving sufficiency and financial stability. There are many ways to do this; one [free online self-study course](#) we found is part of the Ohio State University Extension program. All you have to do is reach out, and you'll find someone there to help you manage your personal finances.

Tame Your Mind

We need to learn to develop that quiet at the center of the storm. The mindfulness meditation is a fine tool to start to tame what Buddhists call the 'monkey mind.' What is one of the biggest obstacles that you can face in achieving personal mastery, and peak performance, in all areas of your life?

It's your mind; your thoughts. Master them, and you master yourself. Then there is little you cannot do over time. Happiness, character, external success – they all begin in the mind. As the famous saying goes – "As within, so without."

The moment we begin paying attention to our thoughts we discover how unruly they are. Everyone knows we don't really beat our heart, it beats itself. The same can be said about our thinking.

Estimates place the number of thoughts we have each day at 40 to 60 *thousand*, and we don't have more than the most basic control over them. Increasing this control – mental labor – is often said to be the hardest work of all. The good news is; even the slightest increase is well worth it.

Trust Your Intuition

The left brain wasn't made to make decisions; you need to recognize the value of intuition, and learn to rely on it. We all have flashes of intuition, but many of us ignore or distrust them as irrational and useless distractions. Sound familiar?

To develop your business intuition, begin by keeping a journal. Use it to capture your ideas, observations, and perceptions. Write down your dreams, feelings and hunches. If you are going into a business meeting with people you haven't met, guess how they'll look and how they'll approach the business they plan to conduct. Record flashes of insight and keep a record of decisions you make on that basis. Check back occasionally to see which of your hunches were correct. By keeping score you will be able to evaluate (and increase) your accuracy.

In all of our brains, there is a powerful subconscious process, which works to sift huge amounts of information, blend data, isolate telling details, and come to astonishingly rapid conclusions. Our job is to better understand that process so we can nurture it, trust it, and use it!

Accept Your Emotions

We are emotional beings, yet many of us have been trained to ignore these indicators of well-being. 'Just get over it' or some other similar phrase stated to discount what someone is going through leads us to believe that we should do just that – get over it.

Many people have trouble accepting emotions. It can be very hard to accept emotions that are painful, extreme and sometimes even scary; however, accepting emotions can actually help improve your outlook, and lead you closer to peak performance.

Accepting means that you practice allowing your emotions to be what they are, without judging them or trying to change them. Acceptance means letting go of attempts to control your feelings. And, in some ways, accepting emotions means also accepting that emotions will *change*. When we are happy, we have to accept that it is a short-term condition: we will not always be happy. Also, when we are sad, this is a short-term condition too.

What is the point of trying to accept your emotions, and wouldn't it be easier to just get rid of them? Well, no, it isn't easy to get rid of emotions. What research supports is that it is very difficult, if not impossible, for us to just get rid of an emotion.

We have emotions for a reason, so you shouldn't want to get rid of them completely. Emotions are part of a complex system that helps us decide what we should stay away from and what we should approach. Emotions also help us keep lasting relationships

with other people. Without emotions, we would make terrible decisions all the time! Therefore, accepting emotions is helpful, because when we listen to our emotions, we can actually learn important information.

How to Practice Accepting Emotions

With deliberate practice you can learn how to be more accepting of your emotions. Mindfulness meditation, or the practice of being aware of both your internal and external experiences, can be tremendously useful as you are learning how to accept your emotions. Here are some exercises to try:

Beginner's mind is an aspect of mindfulness that is difficult to grasp. It means looking at things as if you are seeing them for the first time. Beginner's mind can help us to see things in a new light, rather than automatically respond to them with the same old patterns of behavior.

The Steps in Mindfulness Meditation

1. Look around your bedroom and find one object that you have had for a long time -- something that is very familiar to you. It may be a wall hanging, book, plant, or even a piece of clothing.

2. Sit down somewhere you can view the object you have chosen, close your eyes (if this feels comfortable), and take a few deep breaths. Set your intention to cultivate beginner's mind.

3. Open your eyes and look at the object you have chosen. Imagine you are from Mars and have never seen anything like it before. Really look at the object without judging it.

4. Notice the unique qualities of the object. What does it look like? What does it feel like? Where does it catch shadows or reflect light?

5. Continue to really examine the object. Do you notice anything about it that you hadn't noticed before?

6. When you are done looking at the object, reflect on this exercise. Did you learn anything new about the object you chose? What would it mean if we were able to approach everything in our lives with beginner's mind? Are there objects, people, or situations that you tend to react to "automatically," as if you already know what they are?

"Most meditators," write Dan Millman, in a [blog post](#), "use a technique or device to help focus their wandering attention: We turn our attention to our breath, or to a mantra

(repeated inner chant), or to inner sounds (nad yoga), or we gaze at a visual image such as a yantra or mandala or just a single point."

Since many thoughts tend to impose physical tensions, the body naturally relaxes as we release our attachment to (or investment in) passing thoughts and impressions. Giving mind-stuff no energy or attention, we slip into a sleep-like or trance-like state in which "time flies."

Some call it the void, the quiet mind. Various studies suggest that spending time in this state provides deep, refreshing rest from the usually active state of the body-mind — doing, pushing, wondering, remembering, imagining, fretful with regrets of the past and anxieties about the future.

Meditation opens doorways to a temporary state of peace, a mini-vacation from self, mind, world. Many people quite enjoy this time out. The practice of sitting meditation, central to a number of eastern (or inward-directed) spiritual traditions, balances the western (outward or extroverted) orientation. In this way, meditation provides a balancing effect for most active men and women.

Face Your Fears

Fear can be broken down into three categories: real, imagined, and that old bug-a-boo, worry. Although fear can get in your way by interfering with your hopes, dreams and desires; fear is not always a bad thing. Admitting you're afraid of something can be quite enlightening. It gives you a chance to assess what is holding you back.

Those "real" fears, the ones based in reality, often act as nature's warning signal. There are definitely times when we are fearful of pursuing our hopes, dreams and desires for some very good reasons. Feeling "afraid" to start your own business when your financial reserves are lacking is a healthy fear. Your intuition is sending you signals to get your financial house in order before embarking on a new venture.

But, Imagined Fears are Obstacles

When our fear is basically in our heads, it can be unreasonable and paralyzing. Imagined fear needs to be examined very closely. Is what you consider a reasonable fear really a rationalization or an excuse for not trying. Do these sound familiar? "I'm too old to do something new." "It will take too long." "I won't be any good at it." "People will laugh." They are ego-driven, in the words of Panel 5 participant, Dr. Neil Fiore.

Two of our most common fears—of rejection and failure—are both deeply connected to an outcome. However, if you spend all your time fearing an unknown outcome, you will never move forward. When you detach from the outcome you release the fear and give yourself the opportunity to enjoy the process.

The third category of fear is plain old worry. It's the most pervasive form of fear, and it saps your time and your energy. Worry is pointless and counterproductive. It leeches time and energy away from achieving your goals.

But how do you stop? The key to overcoming worry is to learn new patterns. When you find yourself beginning to worry, pay attention to the physical symptoms that accompany that reaction. Notice what kind of thoughts you have as you begin to worry. Then, switch your thinking to the *present*. Focus on what you are doing right now, in the present moment. Remember, all we really have is the present *moment*.

Exercise: Let's Focus on Fear

Make a close assessment of one of your fears. Is it real, imagined or just plain worry? Write it down here:

If your fear is real, then understand its source and create a plan to deal with it:

If your fear is imagined, analyze whether or not it is outcome-based. Assess the risk of that outcome versus the benefit of the action you are afraid of.

Finally, make a commitment for the next month to practice dropping and/or ignoring most of your negative, fearful thoughts and worry. Gently but firmly push them away. As they return, push them away again. With a little practice you'll find life is a lot more fun (and a lot more rewarding) without them.

Illuminate Your Shadow

Know your talents, interests and values; see yourself realistically. This frees up a lot of attention and energy. We'll be focusing a bit later on your conative modus operandi, which will give you more insight into your essential nature.

Embrace Your Sexuality

No matter what your age, or your gender, your sexuality is a part of who you are. Whatever your stage of life; however strong your libido, embrace it. If it's celibacy you choose, that's a perfect choice for you. The same is true for those engaged in robust sexual expression. Honor your sexual path.

Awaken Your Heart

True spiritual life begins when our heart is awakened, our individual Self finds a sense of connection to the greater cosmos, and we find a means of expressing our spirituality in meaningful and personally significant ways.

When we begin to align our life to a higher purpose, we integrate our individual purpose into a more expansive and meaningful plan. Our consciousness expands and our sense of what is possible is changed forever.

Serve Your World

Find a way to serve. If more entrepreneurs focused on how to provide a valuable service to other people, then the rest would flow. Ask yourself this question: "How can I serve more effectively?"

"Faith is the courage to live as if everything that happens is for our highest good and learning. It is the acknowledgement that daily life is a form of spiritual weightlifting and the challenges we meet are going to strengthen us. They are part of our path." ~ Dan Millman

We Always Come Back to the Moment

Margaret Bonnano said, "We can only live happily ever after on a moment-to-moment basis." No one can be permanently anything: happy, successful, or fulfilled; life changes.

But we can have more moments of that kind of state, a higher state of living, but it happens over time. When you learn to enjoy the 'in between', life becomes this incredible journey, this adventure.

"By focusing on the moment, we become saner, more realistic; because, as we all know, the future is just imagination. We don't know what will happen, and what does happen often doesn't turn out the way we think or fear." ~ Dan Millman

What's the Biggest Challenge Facing Us?

It is turning what we know into what we actually do. The key to doing that is to start small. Simple is powerful, because we're more likely to do it. "Peak performance, shared Kathy Kolbe, "is doing what you do well, and enjoying every minute of it, even those with challenging times. It is being yourself, having the freedom to do things your own way, and making it work so you reach your goals, whatever those are."

The Key Elements to Peak Performance

Kathy Kolbe spoke of the facets of peak performance – those elements within the brain that are essential to this optimal level of behavior. On the Web site, www.kolbe.com, you can learn more about these three elements in the section labeled *Kolbe Wisdom*.

"We have a finite, a limited amount of conative or mental energy, and we have to shepherd that which we have and use it very well; we have to target when and how we use it." ~ Kathy Kolbe

Cognitive

Your skills, the competencies, the learned behaviors make up your cognitive element.

Affect

How much you care about what you do; your passion, and not only that, the compassion for who you serve.

Conative

This is the *mental energy*; that *force* if you will, which powers the performance. It comes in a pattern, what Kathy calls your MO, or modus operandi. This is what we come into the world with; it's our character, our innate instinctive drive. The drive that you have as an entrepreneur is something you were born with; it cannot be taught.

"We are who we are, and we've got to trust our MO, and we've got to use it and build on it," shared Kathy. "And entrepreneurs have, above all things, what I call the *Quick Start* modus operandi."

Ancient philosophers and modern psychologists share the concept of a three-part mind with separate domains for thinking, feeling, and doing. The conative, or doing, part contains the striving instincts that drive a person's natural way of taking action, or *modus operandi* (MO). This is the unique set of innate strengths and talents every person has which remains unchanged from birth. Everyone has an equal amount of conative energy for engaging the thinking (cognitive) and feeling (affective) parts of the mind to produce purposeful action.²

Cognitive <i>Thinking</i>	Conative <i>Doing</i>	Affective <i>Feeling</i>
IQ	Drive	Desires
Skills	Instinct	Motivation
Reason	Necessity	Attitudes
Knowledge	Mental Energy	Preferences
Experience	Innate Force	Emotions
Education	Talents	Values

What's Your MO?

To be a hugely successful entrepreneur, you really need to know yourself, and then surround yourself with people who complement your *modus operandi*, or *action modes*. Let's take a closer look at the four categories of what Kathy also calls 'instincts.'

Quick Start

These people choose to drive toward the unknown, enjoy the risk, the challenge of doing things they've never seen done before.

Follow-Through This MO belongs to the person who focuses on "simply finding closure, they've got to finish what they start, and they do it with such finesse, and are so organized."

² <http://www.kolbe.com/theKolbeConcept/three-parts-of-the-mind.cfm>

Distilled Truth

You need to find the kind of situation that allows you to be the best you can be by using your own *modus operandi*. What you're doing is finding the right fit in your life for who you were created to be. And you need to surround yourself with complimentary energies. Don't build a team of conative clones. Build your team with diversity in mind.

Special Tip: the successful entrepreneur must always have such a person on their team; either in operations, or finance, or both.

Fact Finder

This entrepreneur comes up with elaborate, extensively-researched products or services. This instinctual MO provides strategic approaches, with specificity – and is data-driven.

Implementer

The implementer instinctual MO involves the use of tools, of tangibles. They can be very good in sports, in construction, or mining – the kinds of

things where they don't have to sit behind a desk. Instead, they need to be out with the client, in the field. "They go where the action is," shared Kathy, "with a very hands-on approach."

Which one sounds familiar to you? Take a moment and write down what you think is true about your own conative energy pattern, or MO:

"One of the worst things you can do to yourself is compromise your conative self, not to be true to your *modus operandi*." But, with that said, Kathy was also heard to say that one of the worst things you can do is to guess at your MO, "because that is the kiss of death. People who get it wrong live a lifetime of pain, trying to live up to their own false image of themselves."

She gave us some tips for how to know you're in the 'glide pattern' conatively. You do this by honestly answering the following question:

Am I doing what I'm doing because I know I can't do it?

In other words, is what you're doing so exciting that you'd still do it, even if you weren't making any money and you weren't any good at it? Are you doing it because it's a thrill? Does the very thought of what you're doing *energize* you?

Do you get to the point where you have to solve a problem but you cannot get your mental gears working?

Are you stuck in a problem-solving rut – or do you give yourself the freedom to break out of that rut, and find alternative methods?

Do you choose to just get up and walk away from a problem? In other words, do you do nothing, when nothing works?

“If you can’t tell me you do that,” shared Kathy, “I’m going to tell you there is something wrong with the set up of the way you are working, because you’re just burning yourself out.”

Do you take action before you think?



“This is one of my rules for trusting your gut,” said Kathy. “If you don’t act before you think with some of your major decisions, then you’re over-thinking, then you’re being cognitive. *There are no heroes who thought about what they were going to do ahead of time.*”

Make a Commitment to Do Nothing

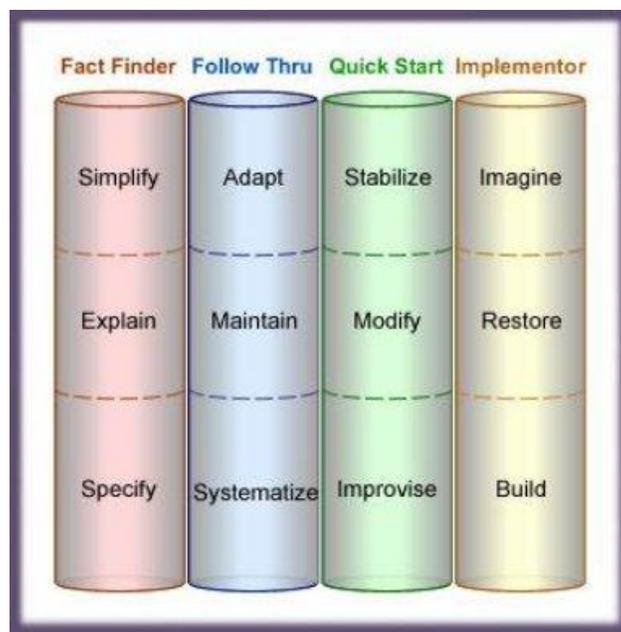
Kathy was quite clear when she said, "I want you to do nothing. Right now, right this minute, make a commitment that sometime in the next 24 hours you're going to do nothing. You're going to stop everything and you're just going to let some time – two minutes, two hours, two days, ten days, and you're going to just let your instincts tell you to take action." In other words, step off the treadmill.

So, when will you do that? Write it down here, and then put that 'down time' into your calendar. (And, while you're at it, incorporate some 'nothing' time into each and every week!)

In doing nothing, the things that you should be doing more of will come right to the foreground. Don't jump in the moment you have those thoughts, but wait...until the energy comes with them.

There are Twelve Ways to Solve Problems

According to Kolbe Wisdom, the combination of the four Action Modes describes twelve unique methods of problem solving, or Kolbe Strengths™. Each of us will use four of these approaches, one in each Action Mode, when we tackle challenges in the way we are most naturally comfortable.



No matter what combination of talents we bring into play, each of us will be most productive and get a greater sense of accomplishment when we operate in our own unique way. We make the biggest impact when we solve problems in ways that are most natural for us.³ Good to know!

Being Authentic is Essential...In All Things

Josh Waitzkin, as other panelists, believes that at the core of peak performance is self-expression, in its purest form. "It's all about being true to yourself and having the core of your being manifest in whatever it is that you do. And part of what you do has to do with learning."

It's Not Just Your MO...You Must Find Your *Learning Style*

Do you know your learning style? And, first, maybe we should ask, what *are* the types of learning styles? There are three discrete styles, and anyone who's a parent knows firsthand that everyone learns differently.

Visual Learners learn through seeing...

These learners need to see the teacher's body language and facial expression to fully understand the content of a lesson. They tend to prefer sitting at the front of the classroom to avoid visual obstructions (e.g. people's heads). They may think in pictures and learn best from visual displays including: diagrams, illustrated text books, overhead transparencies, videos, flipcharts and hand-outs. During a lecture or classroom discussion, visual learners often prefer to take detailed notes to absorb the information.

Auditory Learners learn through listening...

They learn best through verbal lectures, discussions, talking things through and listening to what others have to say. Auditory learners interpret the underlying meanings of speech through listening to tone of voice, pitch, speed and other nuances. Written information may have little meaning until it is heard. These learners often benefit from reading text aloud and using a tape recorder.

Tactile/Kinesthetic Learners learn through , moving, doing and touching...

³ <http://www.kolbe.com/theKolbeConcept/twelve-ways-to-solve-problems.cfm>

Tactile/Kinesthetic people learn best through a hands-on approach, actively exploring the physical world around them. They may find it hard to sit still for long periods and may become distracted by their need for activity and exploration.

If you're not sure which description applies to you, there are many free inventory tools online:

[Education Planner Online Assessment](#)

[Edutopia Learning Style Quiz](#)

[Learning Styles Online](#)

Chances are you're already rather clear on your own mode of optimum learning; but if not, taking one of these short quizzes will give you additional insight. What you discover will prove invaluable...if you stay true to it. Don't expect learning success when you place yourself in a situation where you're expected to learn in a way that isn't *your way*.

Be Relentlessly Introspective

When asked what entrepreneurs can do, right now, to move more and more toward peak performance, Josh answered quite simply, "be relentlessly introspective. He also suggested:

- Breaking away from the habit of justifying decisions.
- Embracing every mistake as a learning opportunity.

Journaling

He highly recommended, as does Rich, that you add journaling to your *Peak Performance Entrepreneurial Toolkit*. Start by making "a list of the greatest decisions you've made in the past year or two, both personally, and professionally. Then, make a list of the worst decisions you've made in both areas. Finally, look for themes that cross over between the two lists."

Another Distilled Truth

To make peak performance a part of who you are, you have to be yourself; you have to be authentic. You have to be free to be who you are. If you do that, if you stay true to your conative self, you will always be a peak performer. And that means:

- You don't compromise
- You fight for the freedom to be who you are
- You're obstinate about being who you are

And if anyone urges you to let go of your authenticity, whether it's a customer, client, or potential business partner, then simply let them go.

Maybe you're already a practiced "journaler." Maybe not. But, we'd like to give you the opportunity to do as he suggests; hence the next exercise.

Exercise: Look for Interconnections

Have some fun with this – remember, your worst decisions are as valuable – maybe more so, than your best ones!

My Best Decisions

Professional	Personal

My Worst Decisions

Professional	Personal

Where I See the Interconnections

Sometimes the interconnections are grounded in emotionally-driven actions, or ego-related decisions. Other times they have to do with education and research.

Of course, Rich has long been a fan of journaling; he agreed with Josh whole-heartedly when he commented, "sitting down with a journal and starting to go back a little bit and think about our last year or two, and then, as we move on, every day when we make a critical decision we write down what it was and how we feel about it, over time patterns emerge."

"The more we can get an eye for those patterns and for those themes of error and themes of success, we'll gain a sense for what really makes us tick, what spurs our peak performance states." ~ Josh Waitzkin

Meditation, Again

Josh argues that the very act of questioning, asking the same question over and over again, can become a form of meditation. And the question he would have you ask is a simple one: "Am I being true to myself?"

This questioning meditation can take many forms – but one that comes to mind quickly is a walking meditation. This is because it's a form of meditation in *action*.

In walking meditation it's obvious we use the experience of walking as our focus. We become mindful of our experience while walking, and try to keep our awareness involved with the experience of walking.

So, to begin this period of walking meditation, first of all, step outside and simply stand. Just stand on the spot, being aware of your weight being transferred through the soles of your feet into the earth. Being aware of all of the subtle movements that go on in order to keep us balanced and upright. Very often we take this for granted, our ability to be able to stand upright. But actually, it took us a couple of years to learn how to do this. So be aware of the constant adjustments that you're making in order to maintain your balance.

And then you can begin to walk at a fairly slow but normal walking pace, and in a normal manner. We're not going to be changing the way that we walk; we're simply going to be aware of it.

You'll have to be aware of things outside of yourself (objects we might trip over, other people that we might walk into) and there are many other things outside of ourselves that we will be more aware of than when we are sitting – especially if we sit inside. These include the wind, the sun, and the rain; and the sounds of nature and of humans and machines.

The practice of walking meditation can also be fitted in to the gaps in our lives quite easily. Even walking from the car into the supermarket can be an opportunity for a minute's walking meditation.

And every walking meditation is the perfect time to ask that central question, "Am I being true to myself?" This deliberate introspective practice allows you to stay in touch with your natural compass.

A Peak Performance DYI Assessment

Tom advocates that you ask yourself these questions – not just once, perhaps, but regularly throughout the year:

Am I doing what I love?

Am I doing what I'm passionate about?

Am I doing something that leads me to my life's purpose?

Am I clear about what I want?

"If you're not crystal clear on what you want, then that could be course correction that you need to make where you need to set some goals or get clear on your vision." ~ Tom McCarthy

Do my thoughts and attitude support me in achieving this?

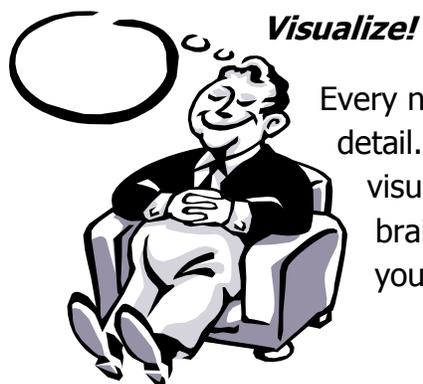
What new thoughts and emotions do I need?

Am I taking effective action?

If not, what better action can I take?

What do I need to learn to be able to take more effective action?

Who can I get to help me take more effective action?

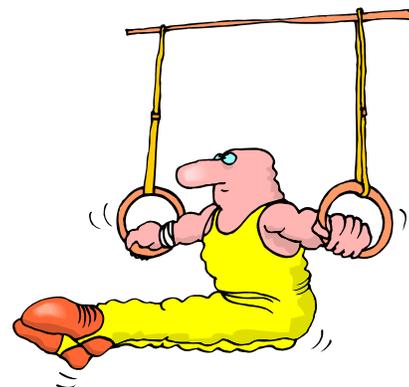


Visualize!

Every night, you should be visualizing your success, in vivid detail. Whatever performance you're focused on, you need to visualize your desired outcome, because it is practice for the brain. You should do this in a calm, relaxed way; in doing so, you create a stronger neural pathway.

Engage in Deliberate Practice!

Research has shown that actively, deliberately practicing something separates people who succeed in life from people who are always in the struggle, never achieving what they want. "It takes about 10,000 hours to really master something," shared Tom. Just doing the same thing over and over for 10,000 hours doesn't



manifest the kind of changes you're looking for; instead you must "find those areas in your business or within yourself that you must improve, and then focusing *deliberately*, on performing at the level that you want to, where you'll feel good about it."

In the beginning, Tom feels, "it has to become a ritual. When we require a new thought to perform at a higher level, or a new emotion that we're not comfortable with, it's always going to feel awkward at first."

The plan then, should be in the morning and before bed, you engage in the deliberate practice of thoughts and emotions which will empower you.



Find Some "Down Time"

"Peak performance is not something that you're doing 100% of the time, every minute of the day." According to Tom, and other panelists we've enjoyed listening to, "there has got to be down time built into the daily routine." What does that mean? It could mean just five minutes of deep breathing while at your desk, or it could

be a little walk every couple of hours. In Panel 5 we learned of the value of building short bursts of exercise into your day, and here we're learning that mental rest is just as important.



Get in the Zone

Michael Masterson sees peak performance in terms of athletics. "It's being in a zone, where you're doing what you really want to do, where you choose to do it, while making lots of money." How do you do that? "If you develop the right kind of business, and you surround yourself with the right kind of people, you often find

that you can do the fun part – that something you're good at – and leave the rest to the other people who are better at doing the things you don't like to do as much."

Create a superstar team, people who support you; people you can trust – and give them the freedom to grow.

Part 2: Clarity, Prediction, and Value

Michael Masterson, Marshall Thurber, and Josh Waitzkin all had interesting things to share with us about growing, and interacting with, your business. For Michael, clarity of action comes from knowing what stage of business you are currently in.

The Four Stages of Business Growth

He recognizes that peak performance in business can't be achieved immediately. Instead there are four stages, each having to do with the income generated by the business.

Stage 1: From \$0 to \$1,000,000.

Stage 2: From \$1,000,000 to \$10,000,000.

Stage 3: From \$10,000,000 to \$25,000,000.

Stage 4: Upwards of \$25,000,000.

In each of these areas you need to have different skill sets. Considering that most entrepreneurs are in Stage #1, Michael shared his perspective on reaching Stage #2.

If you're in the initial stage, in the really 'early days,' for example, there are two things you need to do. The first is to discover that business you think would be fun to do, and then interview people who are already doing it. Don't waste your time starting up a business to find out – seek out those in the field you're impressed with, and talk to them.

Once you decide on the business you're willing to attempt, then you've got to develop the skills. Every business has two sides, of course: the product side, and the selling side. "Both these things are necessary and the only way you can learn that is from being on the inside."

For Stage #1 businesses, "the only thing you need to be doing is discovering what the optimum selling strategy is for that business; the

Chicken Entrepreneurship

Don't start a business unless you already know enough about it where you're unlikely to make 90% of the mistakes that outsiders make; those mistakes that generate a 90% failure rate for new businesses. Don't quit your job, just start your new(Internet) business on the side. You may have to get up early. My rule is to give yourself an extra hour a day, by getting up an hour earlier, or staying up later. It can be done; it's done all the time.

~ Michael Masterson

most efficient way of bringing in new customers and the acquisition cost that is feasible for long-term growth.”

“What you need to discover is a way to sell an introductory product to bring in new business, without going bankrupt first,” shared Michael. “There is a race when you’re starting a business. The race is you have so much money to spend, you have so much time before you start pulling your hair out, and you have to think of another way of bringing in positive cash before your money and your patience dry up.”

Pareto’s Law

You should spend 80% of your time doing 20% of the activities that are going to generate 80% of your success.

What happens when you get to Stage #2?

Things start to move really fast, and the question then becomes how do you continue to grow? You’ve got one product that is selling well, but it’s inevitable: the growth will stall, and then move into unprofitability. That is, unless you create new products, and new promotions. “You need to proliferate, you need to know how to do what you’ve done in Stage #1, but two, three, four, or five times over.”



Ready, Fire, Aim

Don’t wait to get your product or service out there; test it, find out whether the market wants it. If it doesn’t, start improving it, and test some more.

And Stage #3?

Here’s where you find your business struggling with profitability. “You’re incurring more and more employees and problems are popping up,” and the answer seems to be hiring more people. This is where you’ve got to become a professionally-managed business, with systems in place. “Once you do that, you’ll start shedding a lot of the weight and there will be a bigger leap, because your business will be run by competent people.”

Breaking the Mold

Stage #4, after your business has hit the \$25 million mark, means you've got to break the mold; "reinvigorate the business by creating a new way for your business to grow, and take the power away from the bean counters."

And, Never be the Bottle Neck

"Make sure your ego isn't so big that you have to check every product all the way through," shared Michael, "that you have to check every promotion; you need to hire people that are as good or better than you, and then get out of their way."

Shift the Focus from Results to Process

Josh Waitzkin shared his opinion, and we agree with it, that people tend to be fixated on outcome, on short-term results. "This can be really paralyzing," he said. "If you can have a long-term perspective, based on your evaluation of your performance moments related to process, then you can be free to shine no matter what, and to be consistently learning."

Marshall, Predictability, and Achievement

For Marshall Thurber, peak performance has to do with being able to predict future outcomes. And to do that, you've got to have the right theory. "When you don't have the right theory, then your ability to predict future performance is not going to be consistent."

Peak performers have to make sure they understand the operating theory or theories they're using, and don't get started, then stop and say..."What theory is this being used?"

Einstein pointed out for us that everything is in motion, so you have to start there. You've got to be delivering *dynamic* value, not just value. Remember, value is *quality over cost*, and so dynamic value is that which consistently increases the quality and reduces the cost.

You've got to go "immediately into creating innovation." You've got to search for the positive deviant; "be willing to look at the diversity in the marketplace, and see the structural or cyclical changes you can model."

And Let's Not Forget Transformational Value

Naturally, a product or service should provide a valuable experience, worth the cost. The highest possible value you can add is transformation, and you can take that one step further: the highest of the transformational level is *predictable transformation*.

The New Currency of Business

Speed. “Anything that supplants with something that is faster, then the dynamic value is there. Additionally understand that time and attention, the two scarcities, it ultimately boils down to speed and quality over cost.”

How Do You Know You’ve Got it Right?

Introspection. Stop and say *what theory am I using, what prediction am I making*, and then *in what time frame* – and then see how you’re doing. This process can be applied to any entrepreneurial endeavor, over and over again.

Peak Performance Revisited

For everyone, including you, peak performance looks different. We each have our own learning and leadership styles; unique conative patterns and action modes. It’s defined by what we want to accomplish in our business, and how we can consistently be at our best, in pursuit of those goals and overall Future Picture.

We’ve learned that there are components to peak performance: talent, which includes your learned skills and genetic propensities. But it also has to do with *attitude*.

In fact, Tom McCarthy argues that 70-80% of your performance in the moment has to do with attitude. And, unfortunately, your attitude is not a constant. “Your attitude is determined by your thoughts, and your emotions,” and as we shared earlier, “on any given day you have over 60,000 thoughts running through your head.”

Special Tip, Revisited: Getting control of those thoughts can be done through a habitual meditation practice.

Tom also tells us that “about 200 times a day you’re going to be engaged in doing something, where you’re going to have an emotion – either positive or negative.”

Special Tip: You have to eliminate the disempowering thoughts and emotions that are holding you back. There are things you’ve grown accustomed to thinking – and you’ve got to let those go to achieve peak performance. You’ve then got to fill the space with empowering thoughts.

Exercise: What are Your Most Common Disempowering Thoughts?

Thoughts are like gossamer; it's hard to grab them before they're gone in the mental winds. But, we suspect you can list at least five such thoughts; those that hamper your performance...what do you say? Try it here (we've done the first one for you):

1. *I'll never get this project done in time.*

2.

3.

4.

5.

For each of those five thoughts, shift into empowering mode. Again, we've done the first one for you:

1. *Since I'm organized and focused, I can get the work done in plenty of time.*

2.

3.

4.

5.

In closing, we ask you to find the answer to this question: "How would you think if you were to perform at your peak?"

What you're really looking for are 5-6 optimal performance thoughts, and then feel the feelings within each thought. Deliberately practicing both the thoughts and the underlying emotions, will certainly lead you to peak performance.

The Panelists, Their Web sites, and Extra Resources

Passion and higher moral purpose are the two most powerful elements in both productivity and peak performance. If you can put those two together, then the fires are just going to be there. ~ Marshall Thurber

Dan Millman

Dan Millman is a phenomenon. He is a former world champion athlete. He is a Stanford University coach. A multi-masterful martial arts instructor, college professor; Dan has also written 13 books that have been printed in the millions of copies and in 29 languages world-wide. Some of the best known titles include *The Way of the Peaceful Warrior*, *Wisdom of the Peaceful Warrior*; *Journeys of Socrates*, *Everyday Enlightenment*, *Living on Purpose*, and *Body Mind Mastery*.

Sign up for Dan's elist on his site: <http://peacefulwarrior.com/>. And while you're there, be sure to enjoy his archive of [blog posts](#). There's so much valuable content there. You can browse the DVDs, CDs and books available through www.peacefulwarrior.com, including:

[*The Peaceful Warrior Workout*](#)

[*The Peaceful Warrior Movie*](#)

However, to obtain a copy of the feature length film, you'll need to purchase it through one of the recommended vendors, including [Amazon](#) or the [Universal Home Entertainment Store](#).

Josh Waitzkin

Josh Waitzkin has been an eight time national chess champion. After these successes, he decided to totally redirect his ability, focus and interest and he started pursuing Eastern philosophy. Then he became two-time world champion in tai chi and then when he scaled that mountain, he shifted focus again. Now, he has set his sights on winning one of the most important Jiu-jitsu world championships. His book is *The Art of Learning*.

To watch a fascinating interview with him about his book, *The Art of Learning*, or to read an excerpt, visit: <http://www.joshwaitzkin.com/books.html>. There are many other chess-related products available there too, including *Searching for Bobby Fischer* by Fred Waitzkin, and the instructional DVD, *Chess Starts Here! with Josh Waitzkin and Bruce Pandolfini*.

Kathy Kolbe

Kathy is the developer of the *Kolbe Index* and also just the wisdom that surrounds the Kolbe Index, which is based on her discovery of a way, after 20 year's worth of researching and testing, to measure human instinct. She has been honored by the White House, she's been written up in Time magazine and she is the author of four books. *The Cognitive Connection*, *Pure Instinct*, *Power by Instinct*, and *Five Rules for*

Trusting Your Gut. As if that wasn't enough, she just released another book last week that is available through the website, www.kolbe.com, called *Leadership Analytics*.

In the interview, Kathy let us know that if you send an email to info@kolbe.com, you can ask for the free leadership test. It will take you 12 or 15 minutes, and within seconds you'll get your results.

Also, she suggested that if you are a Twitter user, you [follow her](#). "I twitter periodically, because I have to keep myself from doing it too much. But I try to be helpful, and not tell you what I had for lunch."

Other resources related to the Kolbe assessments:

[Understanding Kolbe](#)

[Leadership Assessment Reports](#)

Marshall Thurber

Dr. R. Buckminster Fuller said "Marshall Thurber is an evolutionary event in our time." He is certainly a world renowned scholar and one of the great futurists, but he's also a successful attorney, real estate developer, and a prolific and highly read editor. He is a very, very, multifaceted successful businessman. He is a prominent educator. He is a visionary. He is a public speaker. Some of the students he has helped and the success stories he has engineered include Jack Canfield, Mark Victor Hansen of Chicken Soup fame, Founder of Paul Mitchell hair products, Ben Cohen of Ben and Jerry's, Spencer Johnson, Tony Robbins, and Robert Kiyosaki. Marshall is the perfect integration of both optimization and integration.

Marshall's Web site is www.posdev.net. Be sure to review the [articles page](#). And, we recommend you visit the [Positive Deviant Success Network](#).

Michael Masterson

Michael Masterson is definitely not your typical business man. He's an enigma of sorts: a gentleman that was an ex-Peace Corp volunteer. He never took a class on business. He doesn't read the business press. He doesn't even really like to talk about business. He spends a lot of his spare time these days writing poetry, collecting fine art, and practicing Brazilian Jiu-jitsu. He has been in an immense number of different businesses and been quite successful in all of them from information publishing, to investment

advice, to retail furniture, to fine art sales, to public relations, to costume jewelry, to baby products, to real estate development.

The Web site you should visit is www.earlytorise.com. The wealth of information there for entrepreneurs in any of the four stages of business is almost indescribable. Be sure to sign up for the e-newsletter while you're there.

Tom McCarthy

Tom McCarthy ran Anthony Robbins' organization for a number of years. Then he went on his own, and branched into the corporate market where he is a very highly respected, a very influential and a very important executive coach. He's truly a catalyst of profound and substantial change for the positive in corporate minds. He coaches people at Cisco, Microsoft, and Wells Fargo. He travels the world. He's written a book called, *Fire Up Your Presentations & Fire Up Your Results*. He's created one-of-a-kind training programs, and audio presentations on peak performance.

His Web site is www.tommccarthy.com/, and you should do yourself the favor of visiting it, if only for the plethora of free resources. One, his 14-lesson [Keys of Leadership e-course](#), can be delivered into your email inbox simply by taking two minutes to sign up [here](#), and then verify through the confirmation email. You can learn more about leadership from the online articles, peruse his products and training seminars, and subscribe to his True Leadership ezine on the [Learning Tools](#) page.

Don't forget to visit his newest site, www.transformationtechnologies.com, where you can get more information on the brand new [Life Without Limits](#) program. While you're there, be sure to check out the [blog](#). One of our favorite posts is the video, [You're Never a Finished Product](#). And we couldn't agree with him more!

Appendix 1: Dream Small

This is the full blog post, mentioned in the interview with Dan Millman. It can be found on his Web site, www.peacefulwarrior.com.

Many young men and women in Generation Y were raised to believe that they can (and should) be able to do anything they wish, fulfill their dreams, and only accept the best that life has to offer. They are told that they can dare to be great, to shine their light, to aim for success and to DREAM BIG!

Many of us baby boomers who are their parents may agree. After all, we want the best for them.

The problem is, not everyone becomes the team captain, valedictorian, science fair blue ribbon, or Most Popular. In the real world our gift may remain hidden for years, and even those with great strengths also have blind-spots and weaknesses.

The problem with high expectations is that when those young people accustomed to instant (or at least prompt) support and satisfaction collide with job-seeking in a world of non-relatives, they may not find their dream-castle in the sky on their first outing.

My solution? Dream small!

Those with small, modest dreams are more likely to achieve them. In the arena of romance, shift your vision from Prince Charming (or the head cheerleader) to a nice, caring person — and from a castle to an affordable apartment (and someday perhaps a home).

You don't need to become a Consultant and get rich right out of the gate. You just need enough to live on as you explore your talents and life's options.

Until you find a career, get a job. And with it, some breathing space. Starving artists may view themselves as tragic romantics, but they're still starving. So get a day job while your creative aspirations continue to mature.

And who knows — maybe those small dreams, more easily fulfilled, will lead, over time, to bigger dreams. Meantime, instead of striving for extraordinary, experience the joy of being ordinary.

It's okay to just fit in until you find out where you stand out.

In the process, you may discover that what's really important isn't what you thought it might be. That the hopes and promises and big dreams and grandiose schemes to *Arrive* and to *Make It* and to be *Somebody* aren't really what life's about.

Enjoy the small dreams, the simple pleasures, the everyday moments.⁴

⁴ <http://www.peacefulwarrior.com/blog/?p=38>