



winner's Workbook

**“*THE* Book on Planning”
That Helps Winners WIN**

By Frank R. Turner



All I want to do is
HELP WINNERS WIN

HELP: To provide what is necessary to accomplish a task

WINNERS: People who are known by consistent excellence

WIN: To overcome an adversary to gain the intended victory



(c) 2007 - 2024 Copyright Frank R. Turner
All Rights Reserved.

This book, or any part thereof, may not be reproduced in any
manner without written permission from Frank R. Turner.

Email the author at
mail.frankturner@gmail.com



Dedication

I Dedicate this Book

To Great Men and Women,

The Great Men and Women of Accomplishment,

Present and Future,

Whose Passion to Make a Difference in Their World

Makes the World a Better Place for All.



“Write down the vision
And inscribe it clearly on tablets,
So that one who reads it may run with it.”

“For the vision is yet for the appointed time;
It hurries toward the goal and it will not fail.
Though it delays, wait for it;
For it will certainly come, it will not delay long.”

The Bible
600 Years Before Christ



Now the general who wins a battle
Makes many calculations in his temple before the battle is fought.
The general who loses a battle makes but few calculations beforehand.
Thus do many calculations lead to victory,
And few calculations to defeat:
How much more no calculation at all!
It is by attention to this point
That I can foresee who is likely to win or lose.

Sun Tzu
The Art of War
500 years before Christ



WIN by Writing the Plan

| | | |
|--|-------|----|
| The Objective | | 9 |
| The WINNER'S Process | | 11 |
| Five Immutable Laws of Winning | | |
| The Law of Failure | | 15 |
| The Law of Humility | | 18 |
| The Law of Self Discipline | | 21 |
| The Law of Leadership | | 24 |
| The Law of Greatness | | 28 |
| Start With The BASICS | | |
| BASICS: Winners Need Clear Values | | 32 |
| BASICS: Winners Need to Know the Details | | 35 |
| BASICS: Winners Need a Team | | 36 |
| 5 STEPS to WINNING: An Overview | | 38 |
| STEP 1: WIN by Clarifying | | |
| Q&A: Clarify Your Passions | | 42 |
| Q&A: Clarify Your Business | | 43 |
| Q&A: Clarify Your Future | | 45 |
| Summary: Clarification | | 47 |
| STEP 2: WIN Inside > Out and Outside > In | | 44 |
| A: WIN from the INSIDE > OUT | | |
| Q&A: WIN with Your Target | | 51 |
| Q&A: WIN with Your Message | | 53 |
| Q&A: WIN with Your Sales Process | | 64 |
| Summary: Winning from the Inside > Out | | 71 |
| B: WIN from the OUTSIDE > IN | | |
| Q&A: WIN with Referrals | | 74 |
| Q&A: WIN with Post Sale Service | | 76 |
| Q&A: WIN with Partnerships | | 79 |
| Q&A: WIN with Competitive Advantage | | 82 |
| Summary: Winning from the Outside > In | | 86 |



WIN by Constructing the Plan

TIME TO WIN: Turn Ideas Into Action

Summarize Your Winning Strategy

| | | |
|------------------------|-------|----|
| Summary: Values | | 88 |
| Summary: Clarification | | 89 |
| Summary: Inside > Out | | 90 |
| Summary: Outside > In | | 91 |

ORGANIZE Your Winning Strategy

| | | |
|--------------|-------|----|
| Major Themes | | 93 |
|--------------|-------|----|

PLAN Your Winning Strategy: Clarification

| | | |
|------------------------|-------|----|
| WIN with Your Passions | | 95 |
| WIN with Your Business | | 96 |
| WIN with Your Future | | 97 |

PLAN Your Winning Strategy: Inside > Out

| | | |
|-----------------------------|-------|-----|
| WIN with Your Target | | 98 |
| WIN with Your Message | | 99 |
| WIN with Your Sales Process | | 100 |
| WIN with Your Service | | 101 |

PLAN Your Winning Strategy: Outside > In

| | | |
|--------------------------------|-------|-----|
| WIN with Referrals | | 102 |
| WIN with Partners | | 103 |
| WIN with Competitive Advantage | | 104 |

STRATEGIC ACTION PLAN

| | | |
|---------------------------|-------|-----|
| 1 Month WINS | | 105 |
| 3 Month WINS | | 106 |
| 6 Month WINS | | 107 |
| 1 Month WINS | | 108 |
| How to WIN with Your Plan | | 109 |

STEP 3: WIN by Exposing

| | | |
|-----------------------|-------|-----|
| Board of Constructors | | 112 |
| Summary: Exposing | | 115 |

STEP 4: WIN by Enduring

| | | |
|--------------------------------|-------|-----|
| Three Statutes of Perseverance | | 119 |
| Perseverance Pays | | 120 |

STEP 5: WIN by Enjoying

| | | |
|--------------------------|-------|-----|
| 10 Ways to Enjoy Winning | | 122 |
| Parting Thoughts | | 123 |

Leader Ledger

WIN with Frank Turner

| | |
|-------|-----|
| | 125 |
| | 126 |



The Objective

If you don't have a plan, you plan to fail.

Planning is hard.
And so is this *WORK* Book.

Planning is arduous work that requires big blocks of time that most people don't think they can afford. Moreover, developing manageable steps that bloom from the plan are next to impossible to articulate. This is why I wrote the **WINNER'S WORKBOOK**.

The vast majority of people don't have a clue how to lay out a strategic vision for their life, for their business, or for their team. Yet strategic planning and its execution is the foundation of success.

I want to help you **WIN** ... and winning starts with a plan.

I want to help you **WIN**, to move from where you are now to resounding "success," however you may define it.

The first step in winning is to plan for it. This means going through the difficult and sometimes sloppy process of:

- 1. Getting all your thoughts on paper**
- 2. Brainstorming new ideas and breakthroughs**
- 3. Matching with a like-minded team who will encourage your success**

The objective is to **EMPOWER YOUR WIN-FOCUSED LEADERSHIP** by carefully walking you through the process of writing your vision, planning the details, then putting actionable dates on each step to make executing your vision as easy as possible.

Embrace the journey.



OBJECTIVE: How To WIN With Your STRATEGIC ACTION PLAN

At the end of the WINNER'S WORKBOOK process, you will have endured over 50 assessments and more than 300 deep and probing questions. You will have seen that some of the questions didn't have much to do with your business model. And will you have seen that some things in your business were exposed and need to be improved.

WINNER'S WORKBOOK culminates with a Strategic Action Plan with 40 specific tasks set to specific due dates - 1 month, 3 months, 6 months, and 1 year in the future. Here's how to create, build and sustain momentum through the WINNER'S WORKBOOK Strategic Plan:

Each of these tasks is a "WIN" that can be encouraged as a winning opportunity and celebrated when accomplished.

- **EXPOSE THE TEAM**

- Whether you are a solopreneur leading a team of 1 or a CEO leading a team of 1000, when you publish the Strategic Plan, you set up game-changing accountability.

This "light in the darkness" will cause the vermin to flee and the butterflies to bloom. In other words, two types of people will be exposed: Those who cower from challenge, and those who thrive from the challenge.

- **CELEBRATE THE TEAM**

- Have you ever heard the phrase, "You'll get more with honey than with vinegar?" It means that, as leaders, we get what we encourage. Charlie Munger of Berkshire Hathaway reiterates that thinking by stating, "Show me the incentives and I'll show you the outcome."

As you celebrate the accomplishment of each task of the Strategic Action Plan, you'll find that momentum begins to build as the team is affirmed through even the tiniest accomplishment. More accomplishments means more affirmation, which speeds up the momentum. Then, as you match the right incentives with the accomplished tasks, you'll witness an unstoppable train roar down the tracks of accomplishment.

You've made it through the hardest part.
Keep pushing through the rest of the WINNER'S WORKBOOK process.

You'll love the result.



The Winner's Process

I've written the WINNER'S WORKBOOK for two purposes:

1. To help WIN-Focused Leaders move their vision to fruition
2. To help WIN-Focused Leaders endure to long-term success.

For the purpose of WINNER'S WORKBOOK, these purposes define "Winning."

Over the years, through many attempts, painful failures, and a few goosebump-inducing successes, I've learned first hand that these two purposes are extraordinarily difficult to achieve. There are so many nay-sayers, competitors, obstacles and over sights that - daily - stand opposed to success that its realization is one of the rarest of human accomplishments.

WINNER'S WORKBOOK is this entrepreneur's attempt to stand in solidarity with those who dare to enter the arena of battle, and to do everything I can do to support their fight for long-term business success.

In my personal experience, supported by decades of additional research, I have discovered that long-term business success comes down to three deliberate ideas that feed off of each other in a circular fashion:

1. The quality of the business' long-term growth strategy, hinged upon **RADICAL DIFFERENTIATION**
2. The systematic feeding of that differentiation into **CUSTOMER ACQUISITION**
3. The translation of customer acquisition into **CASH FLOW REINVESTMENT** back into the long-term growth strategy of Radical Differentiation.



RADICAL DIFFERENTIATION requires imagination, curiosity, courage.

Damn few business people exhibit these attributes, or feel safe enough in their job to move in a radically differentiated direction. In the rare circumstance that a business desires to move in a new direction, they usually hire outside help to get them there - if they can afford to do so. The rest of us have to find the fortitude to move ourselves and our organizations into that change. I hope this encourages us “damn few” to move forward.

CUSTOMER ACQUISITION requires consistent and strategic allocation of resources.

While all the acronyms such as SEO to SERP, BOFU to TOFU, PPC to LTV are digital marketing’s march to acquisition, old school conversations with actual spoken words - actual customer connections - are still the path to multiply customers through reorders and referrals.

CASH FLOW REINVESTMENT requires the discipline of deferred gratification.

WINNER’S WORKBOOK is not a financial management book. You can be confidently certain that WINNER’S WORKBOOK will help you define “differentiation” and “acquisition” and place them into a systematic plan. But it's not a management guide on disciplined financial management. My team is happy to refer you to accountants and CFOs who have the time-proven wisdom to effectively guide your financial decisions.



The Winner's Process: What to Expect

In the spirit of the great Chinese leader Sun Tzu, you'll win as you engage in the calculations and strategic planning techniques demonstrated throughout the **WINNER'S WORKBOOK**.

You'll win because the seeds of greatness are already in you. **WINNER'S WORKBOOK** is a workbook designed to help you nourish those seeds and find the greatness that is yours as your seeds of greatness become fruitful and multiply.

But in order for a seed to grow into a flourishing and reproducing field, it must be planted into fertile ground. Therefore the first step toward accomplishment is to prepare the soil of the heart and mind. We'll do this through the **5 Immutable Laws of Winning** in the first part of the workbook.

After that, **WINNER'S WORKBOOK** follows the format of the **5 Steps to Winning**. The first two steps, "Clarifying" and "Planning," make up the majority of the book and are where your raw ideas and assumptions are squeezed into a strategic action plan through more than 300 introspective questions. This process produces new ideas and breakthroughs that become ladder to the next level.

In the "Clarifying" section you are asked to look deep inside the heart and soul of your organization so that you can draw out the values that you see as most important for you and for the vitality of your organization.

The "Planning" section is the major part of the **WINNER'S WORKBOOK** where most of the Discovery Questions are asked. You'll find over 300 self-discovery questions that are challenging, provoking and revealing. All the questions encourage you to look beyond your normal scope of thinking to find answers and solutions that are "out of the box."

Not every question in the workbook is relevant to every situation. But do your best to answer every question. Working through each question will serve to deepen your insights into your business and to intensify your passion to accomplish your vision and realize your dreams.

Finally, the questions of "Clarifying" and "Planning" culminate in a Winning Action Plan that is progressively laid out over the next 12 months.

The final three steps, "Exposing," "Enduring" and "Enjoying" are designed to help you take your Winning Action Plan from idea to reality, and ultimately lead to **matching you with a like-minded team who will encourage your success**. This is the fun part!

Remember, process is work ... which is why this a "work" book. Write in it, scribble in it and draw in it... the return on your investment will astound you.

The plans of the diligent lead surely to abundance.
Proverbs 21: 5



5 Immutable Laws of Winning

WINNING seems so elusive, doesn't it?

Many times in my life, the process of getting to the next level made me feel more like a carrot in a blender than a man on a mission. Often the accomplishments to which I have aspired have been met with what I perceived to be insurmountable hurdles. In fact not too long ago, life was turning out to be unfair. I just couldn't seem to get a break from my bad luck.

During that time I couldn't reconcile why I did not match up with "people of accomplishment," those people with whom I associated "success." They just seemed to have an aura of momentum around them. It seemed they could do no wrong. I wanted what these lucky people had.

In times of honest introspection, however, I have found that my inability to accomplish my goals had more to do with my unwillingness to change than it did with my goals being met. More often than not, my own lack of internal accountability was the obstacle blocking my accomplishment, not my "bad luck."

Throughout my adult life, I have tirelessly sought out what it takes to be successful. I have cold-called business leaders and asked them what it takes. I have read book after book to try to discover the secrets of success. And I have invested in businesses and ideas to try to fabricate my own story of what it takes to be successful.

Thankfully, my search, albeit wrought with humiliating lessons, has had some fruit. In all my searching, I found a few threads of success that are used by every person who can be called successful. I found these truths to be universal and uncompromising in their ability to positively affect the lives of those who adhered to them.

I call these truths "Laws" because they demand obedience, and because disobedience comes with painful consequences.

The 5 Immutable Laws of Accomplishment are:

- **The Law of Failure**
- **The Law of Humility**
- **The Law of Self Discipline**
- **The Law of Leadership**
- **The Law of Greatness**

To become a person of accomplishment, you must embrace and obey each of the Laws of Accomplishment.



The Law of Failure

Failure is perhaps the most misunderstood of all paths to WINNING.

I believe the reason it is so misunderstood is because so many people do their best to avoid failure. They don't understand that failure is the doorway to success.

Mickey Rooney said, "You always pass failure on your way to success." Enter the door of failure, or miss success completely.



According to Webster's dictionary, to "hammer" means "to beat or shape with repeated blows." Isn't that a worthy explanation of what failure does to us WINNERS? Failure shapes us. In a uniquely violent way, it coerces our sense of right and wrong and pounds it into wisdom. Failure is the hammer used by the Artisan of Destiny.

Because failure is such a violent teacher, only the strong survive it and continue onward to success.

Before success comes in a man's life, he is sure to meet with temporary defeat and perhaps some failures. When defeat overtakes a man, the easiest and most logical thing to do is quit. That's exactly what the majority of men do.

Napoleon Hill, 20th Century author

Discouragement and failure are the two surest stepping-stones to success.

Dale Carnegie, 20th Century author

Looking back, I have to admit that failure really is life's best teacher. Some say that failure gives us the opportunity to start over again more intelligently. I agree. And I can see that the process of failure really does deepen character and build a person who, eventually, can handle success without the success man-handling him.

I have failed so many times and in so many ways that it would take a whole new book just to list them. Even though I have always wanted to see greatness in my life and in the environment that I influence, I have often felt that I was predestined to show people the map to failure instead of the road to improvement.

I have come to deeply admire "failures." I look up to people who have the chutzpah to at least give their dream a try. There is an adage that says "The worst failure of all is not trying." That is so true. Yet trying to do something great with your life is a very vulnerable and potentially painful endeavor.



It seems counter-logical, but those who try to succeed set themselves up for failure. That is because failure is automatic. Failure is a sure thing. If you move forward, you will fail. Think of failure as the doorway to greatness; you must walk through it to get where you want to go.

Fear of failure must never be a reason not to try something. We must remain aware that success is not an arrival at a certain coordinate in life. Success is what happens along the way. If we can remember that, then we can easily see the foundational truth that failure is life's teacher. As we begin to view failure as a teacher, we cease to fear failure. Instead, we see failure - and the lessons gleaned from it - as a mentor that is constantly whispering in our ear the direction we should go.

Indeed, the inevitability of failure keeps many people from doing something meaningful with their life because its price is higher than what most are willing to pay.

Conversely, WINNERS have an intimate understanding of failure. They know the pain and humility that comes with attempting great things and falling short. They know what it's like to have people say degrading things and give unjust criticism. But most importantly, WINNERS have learned the lessons of failure which have equipped them to go higher.

Over time, WINNERS fail enough times to realize that failure doesn't hurt that much. They know that the pain of failure wears off in time. They have learned that failure is a teacher whose methods are harsh and stern, but whose lessons are well worth the pain.

It has been said, "If you're not falling, you're not trying." WINNERS embrace the Law of Failure because they understand that failure is part of the journey. And they remain focused not on the price, but on the prize.



Summary: Law of Failure

Digital Q&A: <https://forms.gle/FDcBpFdP1qwPYWxZ7>

1. Mickey Rooney said,

2. Some say that failure gives us

3. There is an adage that says "The worst failure of all

4. Fear of failure must never be

5. WINNERS embrace the Law of Failure because



The Law of Humility

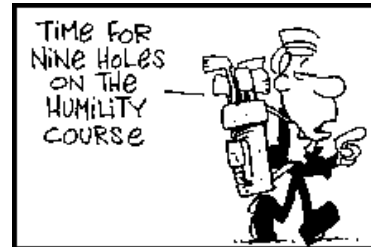
"Do you wish to rise?

Begin by descending.

You plan a tower that will pierce the clouds?

Lay first the foundation of humility."

Saint Augustine, ancient Roman theologian



Have you ever heard it said, "Be careful what you pray for because you just might get it"? That saying has never been more true than when praying for humility.

The problem with humility is that it comes through the fire of humiliation. And, if I may put it this way, humiliation stinks! Humiliation is the toughest teacher of them all. She is gruesome in her tactics. She is unrelenting in her teaching. And worst of all, humiliation always steals away a part of you, never to be seen again.

I don't think it's possible to volunteer to be humble. Either you are humble or you're not. There's no comfortable middle ground. With humility, the crucible of life's lessons has either taken you into and out of the valley of darkness, or it hasn't. You have either seen the death of that favorite part of yourself, or you haven't.

I've always thought that my ideas were superior. I confess to thinking that my dreams have always been better than anyone else's; that the elegant oratory of my own self-delusion has always been the most beautiful; and that the self-perceived potential in me has always been greater than the next guy's. But some things, like the misleading arrogance of my heart, have had to die before real growth could happen.

It seems ironic that it was not until after I lived through a really tough season of dying to my own faulty presumptions and delusional hopes that I was able to see any real progress in my finances, in my career, or in my relationships. I had to let go of preconceived notions of what I thought was right for me before I could allow Destiny's vision for me to flourish. But that is the way of humility. It's not there to make us "soft and comfy." Humility's job is to make us tough and effective.

What do I mean by tough? Have you ever seen an army drill sergeant say to a soldier in training, "I'm sorry, you don't have to march anymore if you have a blister; or "Are you cold, may I fetch you a blanket"? Would you want an army with that kind of training to defend your peace and prosperity?

Humility is not a nurturing preschool teacher. She is a ruthless and unrelenting pain in the heart. Her role in our life is to toughen us up so we quit complaining and start WINNING. She presses our face in the mirror's ugly reflection and pours the truth of our situation on our heads. Humility opens our eyes, forcing us to see the destructiveness of our self-absorbed blindness, and to exchange that delusion for the freedom of the truth.



After a while, after the proverbial light turns on, we see the fruit of humility's ruthlessness. As we awake, we see fewer limitations obstructing our effectiveness. There are fewer hurdles in the way of our success. We find ourselves surrounded by many more open doors of opportunity. After humility has done her good work in the depths of our ego we become freed to explore and capture the destiny that lies just ahead.

The benefits of a humble heart are many:

"I have three precious things which I hold fast and prize. The first is gentleness; the second is frugality; the third is humility, which keeps me from putting myself before others. Be gentle and you can be bold; be frugal and you can be liberal; avoid putting yourself before others and you can become a leader among men."

Lau Tzu, ancient Chinese philosopher

"When pride comes, then comes disgrace. But with humility comes honor."

The Book of Proverbs

"The proud are resisted, but the humble are received with the open arms of grace."

The Bible

Humble hearts are teachable. The Book of Proverbs says "there is victory and safety in the abundance of counselors." Only humble hearts can receive the instruction and victory that comes with wise counsel.

Humble hearts are poised for greatness. Greatness is serving people in their desire to become significant. Great people not only have to be humble enough to submit themselves to someone who can draw out their greatness, but they have to be humble enough to allow a person they are mentoring to become better than they are. Humble hearts achieve, then replicate, greatness.

Humble hearts don't call attention to themselves. I've heard it said, "It is better to be called to a higher place by the king than to assume a place of honor and be asked to take a lower seat." A person who is humble enough to hold his tongue and lift others above himself will be thought of as wise, skilled in his work, and will sit before kings. Humble hearts are invited to the place of honor.

WINNERS walk the earth humbly, without pretension or preoccupation with themselves.

WINNERS don't have to draw attention to themselves because their accomplishments speak on their behalf.



Summary: Law of Humility

Digital Q&A: <https://forms.gle/YaAHqxux7HZ8KqLGA>

1. You plan a tower that will pierce the clouds? Lay first

2. But some things, like the misleading arrogance of my heart,

3. Humility opens our eyes, forcing us

4. "The proud are resisted, but the humble are

5. WINNERS don't have to draw attention to themselves because



The Law of Self-Discipline

There is a great chasm between joyous achievement and average existence. Self-discipline is the bridge.



The tendency of human nature is to follow the path of least resistance. The path of least resistance leads to the couch, the television, the refrigerator and to the habit of whining about all that is wrong in the world. The path of least resistance begins its day in the warm bath of ignorant bliss and ends in the bed of dissatisfaction and depression.

WINNERS understand that in order to find their own level of significance, in order to uncover their unique destiny, they have to do things differently. Consider the following quotes, then consider their authors:

"With self-discipline almost anything is possible."

Theodore Roosevelt, former President of the United States

"In reading the lives of great men, I found that the first victory they won was over themselves. Self-discipline with all of them came first. If I want to be great, first I must win the victory over myself."

Harry S. Truman, former President of the United States

"Disciplining yourself to do what is right and important, although difficult, is the high road to self-esteem and personal satisfaction."

Margaret Thatcher, former Prime Minister of Great Britain

"Respect your efforts, respect yourself. Self-respect leads to self-discipline. When you have them both under your belt, that's real power."

Clint Eastwood, Academy Award winning actor and director.

Unquestionably, each of these people accomplished great things in their lives. Each of them uncovered a little-utilized tool that has helped men and women throughout history accomplish great things. Their tool is the chisel of self-discipline.

I like to think of self-discipline as a chisel, and my character as the sculpture. A chisel is a tool used to shape a solid material. It etches away, tiny chunk by tiny chunk, and conforms the material into the vision of the sculptor until the climactic moment when the masterpiece is revealed.

No single stab of the chisel makes a noticeable change in the material. It is through the chisel's painstaking and patient repetition over many weeks and months, indeed over many years, that the artist's vision can finally be seen by the observer.

So it is with self-discipline.



Webster's dictionary defines "self-discipline" as "regulation of oneself for the sake of improvement." And "regulate" means "to bring order, method, uniformity; to bring under control." This definition seems to be saying, "in order to improve yourself, you must first bring yourself - heart, soul, mind, body - into unified control."

But the last thing on the planet that wants to be controlled is the wild human will. Therein lies the inherent challenge of self-discipline. By its very definition, self-discipline requires that we do not do what we want to; instead, we choose to do what we must. Self-discipline re-values our priorities, moving long-term and high-value benefits over short-term and low-value benefits.

"Self-discipline is an act of cultivation. It requires you to connect today's actions with tomorrow's results. There is a season for sowing and a season for reaping. Self-discipline helps you know which is which."
Gary Ryan Blair

Inch by inch, self-discipline rips away a part of our wild will. Over time, our heart and soul begin to conform to the unified vision of the long-term goal. Our habits slowly adapt to a day-by-day routine that supports the vision. Our thinking migrates toward information that supports the vision. Our desires evolve into a laser beam of ardent longing that tastes victory that is only moments away. Self-discipline has a way of unifying our entire being into a laser beam of focused passion.

Another way to think about self-discipline is as an investment in ourselves toward the goal of WINNERING. Consider these words by the ancient Muslim philosopher, Omar Khayyam:

"Be it sweet or bitter, the fruit we consume today is a function of what we invested yesterday - and the fruit we consume tomorrow is a function of what we invest today. But investment itself is, in the nature of things, a sacrifice of present consumption for the sake of future benefits. Hence, there remains the perennial decision faced by every (person) on how highly to value the claims of the future versus the claims of the present when allocating scarce resources between consumption and investment. It is an all-too-human temptation to aggressively discount the future and fill the cup of today's consumption to the full."

By its very definition, self-discipline controls the choices of how we spend our time, energy and money. Never forgetting the higher value of long-term accomplishment, self-discipline reminds us of the distastefulness of filling today's cup in lieu of investing in tomorrow's accomplishment.

WINNERS adhere to the Law of Self-Discipline because they place a higher value on the long-term vision of their life than they do on short-term conveniences and pleasures.

WINNERS know that a little pain invested today goes a long way toward laying an enduring foundation for tomorrow.



Summary: Law of Self-Discipline

Digital Q&A: <https://forms.gle/9EXkKbfXar14sEGz9>

1. There is a great chasm between

2. Self-discipline with all of them came first. If I want to be great,

3. In order to improve yourself, you must first

4. "Be it sweet or bitter, the fruit we consume today is a function of what we invested yesterday - and the fruit we consume tomorrow

5. People of Accomplishment know that a little pain invested today goes a long way toward



The Law of Leadership

You are a leader.

I am a leader.



Presidents are leaders. As are managers, teachers, pastors and priests. Busboys are leaders too. As are gardeners, janitors, lay people and servants.

A leader is any person who develops a "unified forward movement."

You and I are continually leading those around us, consciously or subconsciously, in a positive or negative direction. We lead in the way we communicate. And we lead through our actions and conduct, at home and at work. Every one of us is continuously leading people in one direction or another.

Most importantly, we are leaders of ourselves. Think about it. You lead yourself in all sorts of ways:

- You are the only person who can prepare yourself to get to the next level in your career, in your marriage, in your relationships.
- You are the only one responsible for your actions and reactions to the challenges and opportunities presented to you, personally and professionally.
- **You are the only one who can influence the momentum - positive or negative - in your life.**

With leadership comes responsibility. Each one of us - not mom and not "management" - is responsible for the nature of our own environment. Therefore, as leaders it naturally follows that we should be doing all we can to bring about our own positive performance at work, in our business, in our marriages, and in our relationships.

Ralph Waldo Emerson proclaimed, "*Our chief want in life is somebody who shall make us what we can be.*" The simple truth is the only "leader" who can bring us fulfillment in what we personally value is the person looking back at us in the mirror.

At work, many of us desperately want to contribute to the greater good, but feel suppressed by disinterested management. Too many times our opinions don't seem to matter and our ideas never seem to be noticed. Yet we plod along, day after day, working at our "career." Over time, our career erodes into a mere job. Then, as a lack of appreciation convinces us to give less of ourselves, our job becomes a chore until we grow to resent the very thing that we once considered a blessing.



Things don't need to continue down this negative road any longer. You can take charge of your job. You can influence - even change - your environment. And, as you choose to lead your environment, you can point the lightning bolt of your destiny toward the heavens and reach for your maximum level of accomplishment.

A leader is the person who develops a “unified forward movement.”

Change of any kind requires unified movement.

1. The first step of forward movement is taking responsibility for the change we desire, but one person acting alone cannot move the project or organization forward.
2. The second step of forward movement is writing down the vision is a step toward change, but by itself doesn't move the organization forward.
3. The third step of forward movement is bringing a few other people on board, but a few people by themselves cannot move the group forward.

The only way to bring change is to develop a unified forward movement.

- If you want to lead change in your community, you need to unify your vision with other leaders and begin moving forward.
- If you want to lead change in your organization, you must unify your vision with your staff, vendors, customers and other connected entities and begin moving forward.
- If you want to lead change in your job, marriage or anything else in your environment, you must unify your vision with others to whom you are connected and begin moving forward.

If you want to affect change in your life, you must ensure that your entire being - your heart, soul, mind, body - are unified and moving forward one small-daily-step by one small-daily-step at a time.

**In leadership, forward movement is the only thing that counts.
And the only thing that brings forward movement is unified effort.**

The point is this:

You will never find a lack of leadership skills in a WINNER. This is because accomplishment overcomes obstacles. Breaking through obstacles requires power. WINNERS understand that the highest power given to humans is the power of unity. Conversely, the lack of unified effort means the desire to win is rendered impotent.

Where there is unity there is always victory.”
Publilius Syrus, Roman author, 1st century B.C.

Build for your team a feeling of oneness, of dependence on one another and of strength to be derived by unity.
Vince Lombardi, Hall of Fame Football Coach,

WINNERS are uniquely skilled at developing unity, both within themselves and within the organization in which they are involved. Personal “internal” unity is the focused effort of heart, soul, mind and strength invested in a single pursuit or goal. Internal unity employs self-discipline and fervent passion that, when combined, is a powerful foe to anything that stands in its way.



Organizational unity is similar to internal unity in that a team of unified participants makes individual sacrifices and investments of personal passions toward the accomplishment of a mutually beneficial goal. Each person clearly sees, understands, and embraces the payoff; therefore each person is willing to make the investment.

The leader who is able to skillfully achieve buy-in to the mutually beneficial payoff is thereby able to unify individual and organizational effort, and thereby enjoys the power to accomplish great things that few can only imagine.

Leadership is a virus.

Leadership enters the person who owns-up to the fact that realizing one's destiny is nobody's responsibility but their own. Then, as long as that person applies diligence and self-discipline necessary to accumulate daily steps forward, they soon find that their world has no walls. Their internal leadership - that person's ability to develop unified forward movement from within - spreads into other aspects of their life and into the lives of those around them. Leadership becomes contagious.

Then the contagion grows. It evolves into positive momentum and spreads from person to person. Then the sense of personal significance mutates into a feeling of group significance. In time, no individual is left out because everybody wants to be part of the movement ... Everybody wants to be on a winning team.

The net result is everybody who is affected by leader-initiated forward progress comes away with an enhanced sense that their personal contribution matters - that they are important. That is when the organization becomes even more powerful because once people get a taste of enhanced significance, they want more and more.

WINNERS obey the Law of Leadership.



Summary: Law of Leadership

Digital Q&A: <https://forms.gle/7hi7K5y4hh5xyAyP6>

1. A leader is any person who develops

2. You are the only one who can influence the

3. Change of any kind requires

4. If you want to affect change in your life, you must ensure that your entire being - your heart, soul, mind, body - are

5. The net result is everybody who is affected by leader-initiated forward progress comes away with an enhanced sense that



The Law of Greatness

If you are a leader, in all likelihood you are the kind of a person who yearns for greatness. Just the fact that you are in a leadership position testifies to the fact that you have applied yourself with assertive and, at times, painful diligence to get to where you are now. You should be proud of your winning ways.



Yet even the most accomplished leaders are limited in their effectiveness, as echoed in these words of John Maxwell, an internationally recognized expert on leadership:

"Leaders can only grow to the extent that the people around them are empowered to grow."

Even Jesus Christ had something to say about greatness:

"Whosoever will be great among you, let him be your minister (servant, attendant), and whosoever will be chief (the highest ranking officer) among you, let him be your servant (holding another's needs above his own). Matthew 20: 26-27

"He that is greatest among you shall be your servant. He that humbles himself will be exalted."

Matthew 23: 11-12

In these texts, Jesus is teaching us that the essence of leadership is found in the lifting up of others' needs, even at the expense of our own. In doing so, we are exalted to greatness. This isn't merely a figurative "greatness." It is literal in meaning, as if to say "the path to being recognized as a great person by my peers is found in the prioritizing of their need for significance above my own."

In order to demonstrate this point, allow me to elaborate on this principle of greatness with these questions. Please ponder them before continuing:

1. Name a great person in history.
2. Name a great person you have known personally.

If you are like 98% of people in my research, your answer to the second question is someone who went out of their way for you and made you feel significant. By their example, or by the words they planted in you, this person inspired you to achieve more than you thought you could, and they encouraged you to move forward in ways you didn't think possible. Somehow they made you feel better about yourself in the process.

In other words, "great" people are those who help someone move forward in some way. Greatness is serving people in their need to become significant.



So few of us will ever be written about in history books. And most of us will never achieve celebrity status. Under this definition of greatness, however, greatness no longer has to be limited to a select few. Every person on the planet - no matter their color or history or socioeconomic status - has the opportunity to be great.

Due to the fact that all of us are involved in the lives of those around us, the greatness we can achieve applies to every part of our lives. By helping our organizations, our spouses, our children, our friends and even our country become great, we become great leaders, great employees, great spouses, great parents, great friends and great citizens. That is a life worth living, isn't it!

Greatness is serving people in their desire to become significant.

The bottom line: You will find the greatness inherent within you by helping others become great. This is also known as reciprocity, a universal principle with proven effectiveness.

He who sows sparingly (into the lives of those around him) shall also reap sparingly; he who sows bountifully (into the lives of those around him) shall also reap bountifully.

The Apostle Paul

With your own standard of measure will your contribution be measured back to you.
Jesus Christ

Do you want a great organization?

Do you want the people in your organization to be great themselves?

Before you say yes, keep in mind that greatness is uncomfortable. It requires sacrificial investment of scarce resources into the lives of those around you. Greatness demands that resources be stretched, sometimes mercilessly so. Greatness is forged in sweat and pain and disappointment and sacrifice, all of which are found along the journey, not at the summit.

WINNERS understand the Law of Greatness. They know that by themselves, their ability to move far or fast is very limited. They clearly see where they want to go, but understand that they cannot build the bridge by themselves.

WINNERS leverage themselves and their ability to accomplish great things by investing in the greatness of those around them.



Summary: Law of Greatness

Digital Q&A: <https://forms.gle/XH9wJHJ5mm15DkQC9>

1. "Leaders can only grow to the extent that

2. The path to being recognized as a great person by my peers is found in

3. Greatness is serving people in

4. The bottom line: You will find the greatness inherent within you by

5. People of accomplishment leverage themselves and their ability to accomplish great things by



Start with the **BASICS**

A company has only one valid purpose: Creating a Customer

Peter Drucker, the OG Business Guru

A company is only valid when they are creating customers.

- When the handyman stops running Google Ads and earning referrals, he goes out of business.
- When the physician retires, her patients find another provider and her practice disappears.
- When the \$10 billion Fortune 500 company fails to adapt to a new technology before their customers do, their value diminishes, they lose market share, and often lose themselves when they're acquired.

If we look at the phrase "Creating a Customer" in its basic definition as a never-ending and proactive purpose, we see three steps:

1. When creating a customer, the company promises its value to a marketplace.
2. They offer that value at a carefully calculated price.
3. Their team fulfills the promise.

What separates WINNERS from everybody else is, WINNERS supersede the customer's expectations, thereby compelling the customer to order again AND brag to their friends about the experience. That delivery of exceeding value - the kind that blows the customer's mind - is what WINNERS do and what the WINNER'S WORKBOOK will help you do.

So as you move forward into the WINNER'S WORKBOOK process of thought-provoking Q&A, consider the basics of what your striving to accomplish by laying out your:

- **VALUES that are your foundation**
- **DETAILS that define your business model**
- **TEAM that helps you get to your destination**



BASICS: Winners Need Clear Values

*Passion is a mighty river, its source a convicted heart;
Her white-hot fire birthed from sacrificial spark.
Coursing through humanity, consuming dreamless souls,
Passion grows when spent, those touched left craving more.*

*Passion can move mountains and stir the hearts of men;
She is a beacon to the lost, muse of those whom she befriends.
Empowering her apprentice, nothing blocks her advance;
Passion has no limits, no border can hold her back.*

*Passion is a tireless lover whose touch leaves hearts emblazoned;
She deeply impacts the core of everything she embraces.
Giving new perspective, courageous through the pain;
Passion makes the difference, and leads to manifold gain.*

Frank Turner, Summer 2005

Do you want to be a person of PASSION and enjoy the astounding success that comes with it?

Do you want to become a “winner,” a person of great accomplishment, the type with laser-beam focus whose enthusiasm for life is so fantastically intense that people around you can’t help but catch the fever anytime you’re near them?

Wouldn’t you like to feel what that level of accomplishment is like?

The good news is those seeds of greatness are already in you. But the secret of a great harvest comes not in finding hidden seeds. Great harvests come when seeds are sown in fertile ground and cultivated with patient and consistent care until the harvest is plentiful.

Your hopes, your gifts and your skills are just waiting to join together in your heart’s impassioned fire ... as your dreams are acted on, and become reality.

All you need to do is sow the right seeds into the fertile ground of your heart and cultivate it with positive reinforcement until the harvest comes.

Those seeds are your VALUES, because your VALUES define who you really are. Uncover your VALUES and you’ll find your potential. And when you lean into your VALUES with fearless passion and uncompromising persistence, your life will become what you’ve always dreamed it could be.



BASICS: My Values

Digital Q&A: <https://forms.gle/BCB8ojAiZ4K1dfut9>

Answered quickly, what are the 5 most important things in your life right now?

In 30 seconds, what are your three most important goals?

If you knew you were going to die any time in the next three months, how would you spend your time?

In 60 seconds or less, what would you do differently if you were given \$1 million tax-free right now?

What have you always wanted to do, but something held you back from doing it?

What is the one thing you enjoy doing in the whole world, that gives you the greatest self-esteem and satisfaction?



If a genie in a bottle guaranteed absolute, unequivocal success in three things, what would you want them to be?

If you had to choose only one of the great things mentioned above to enjoy for the rest of your life, what would you choose?

When you were a kid, how did you picture your future self?

Write down any words or themes that are repeated in the preceding questions.

Write down the one thing you would choose to do if you were guaranteed unequivocal success.

Those seeds are your VALUES, because your VALUES are who you really are. Uncover your VALUES and you'll peak into your potential. And when you lean into your VALUES with fearless passion and uncompromising persistence, your life will become what you've always dreamed it could be.



BASICS: Winners Know the Details

Digital Q&A: <https://forms.gle/3SYfqhsUeuV6ZrqAA>

BASICS: My Details

Answer these questions as accurately as you can as a way to outline your Business Model. If you're working on a startup, answer them prefaced with "Expected to be."

Precisely define your "market?"

What is the "radically different" value you bring to your market?

How much do you charge for it?

What is the average gross margin?

What is your average profit margin per sale?

What is your average profit margin per month?

What is your monthly overhead?

What is your customer acquisition process?

How many sales transactions do you average each month?

How many sales transactions will you do this year?



BASICS: Winners Need a TEAM

In order to WIN, you need a team of supporters, colleagues, mentors and loved ones supporting you. And the more complex the problem, the greater the team you'll need.

In the pages that remain, the WINNER'S WORKBOOK is going to become more complex and therefore more difficult. There are over 50 assessments and 300 questions that await your thoughtfulness, concentration and input. As you proceed, you'll need reliable feedback to confirm whether or not your assumptions and ideas are valid. You'll need affirmation ... and some criticism.

Please heed this encouragement: The more effective you are at rallying support from your "team" of supporters, the more likely you will be to WIN.

In fact, the more complex the problem, the more efficient a team will be:

"Groups are as fast as the fastest individual and more efficient than the most efficient individual when the task is complex but not when the task is simple. We find that interacting groups generate more solutions more rapidly and explore the solution space more broadly than independent problem solvers."

Task Complexity Moderates Group Synergy,"

Moreover, the more effectively you surround yourself with advisors and counselors, the more effective and successful your plan will be:

"Where there is no guidance, the people fall;
But in abundance of counselors there is victory."

"Without consultation, plans are frustrated (defeated);
But with many counselors they succeed."

For by wise guidance you will wage war;
And in abundance of counselors there is victory."

The Book of Proverbs

As you ask for help from people you respect and who care for you, keep in mind that:

1. They'll be complimented that you see them in such a complimentary light.
2. They'll be extraordinarily IMPRESSED with you and your initiative.
3. And, when you complete the entire WINNER'S WORKBOOK planning process, their respect for you will grow because they will have witnessed your hard work and effect on your success.

So ... don't be shy.



BASICS: My Team

Digital Q&A: <https://forms.gle/bVTJbrSkJyYa83ec6>

Please use the following page to list no less than three but no more than five friends + colleagues + mentors who you have no doubt are committed-to-the-core of your success, and who you're confident can - and will - support you throughout your strategic planning process.

WINNER'S WORKBOOK IS INTERACTIVE.

One of this workbook's innovations is its interactivity. Your completed Q&As are sent to your Team so they can give you supportive feedback, which creates a brilliant and game-changing feedback loop that becomes foundational in your plan's WINNING capability.. So ... please take care with this list and choose your Team thoughtfully.

Teammate #1

Phone Number _____

Email _____

Teammate #2

Phone Number _____

Email _____

Teammate #3

Phone Number _____

Email _____

Teammate #4

Phone Number _____

Email _____

Teammate #5

Phone Number _____

Email _____



5 Steps to Winning: An Overview

The road to winning is wrought with disappointments, mistakes, set-backs, villains, struggles and doubts.

The road is mountainous and curvy, making it impossible to see anything beyond the next bend. And it is peppered with directional signs that are meant to mislead and deceive. Indeed, the road to accomplishment is not traveled by the faint of heart.

But life's highest reward and our greatest sense of personal significance comes through the accomplishment of difficult tasks. Our peers don't give us high fives for sitting on the couch. We are congratulated, even celebrated, only after we persevere all the way to the finish line.

Is the road to accomplishment worth the price? Ask the spectator, and he might not think so as he searches for excuses. Ask the person of accomplishment, and she would give a resounding and celebratory "Heck Yeah!" There is no substitute for the "high" of being stretched beyond yourself to the point of great accomplishment.

There are five distinct and equally important steps we must take if we wish to travel from idea to accomplishment. We'll talk about these steps in more detail as the book progresses. Here is a brief overview:

Step 1: WIN by Clarifying

First, we must see the vision. Picture what it is you want to change or accomplish. Get a good mental picture of it. Grab onto it with your imagination. It is when you bring the vision into your everyday life that it begins to take root. Your vision WILL NOT take root until you capture it with your imagination.

Step 2: WIN by Cultivating

Next we need to consider the cost of the vision by calculating and understanding exactly what resources are required to accomplish the vision. In this section we'll be as detailed as possible while planning your vision. **The LEVEL UP Workbook** has been designed to ensure that you excel at the all-important yet often overlooked strategic planning process.



Step 3: WIN by Exposing

Exposing the vision is where we find out who is really serious about moving forward and accomplishing the vision. Exposing the vision means telling people about it, then overcoming the negativity and doubt from all the people who say you can't do it. In order to accomplish the vision, you must be willing to take some criticism for what some may consider to be the "foolishness" of your vision. Get past this step, and great accomplishment is ripe for the picking.

Step 4: WIN by Enduring

Ask any successful person what is the key to their success, and most will tell you it is 90% perseverance, 10% luck. They will tell you that endurance and perseverance are the most important components of success. Enduring the long process of "walk the talk" is the truest test of character. Perseverance is the bridge between the vision and its accomplishment.

Step 5: WIN by Enjoying

Realizing the dream can be anticlimactic. Throughout the journey to accomplishment, we are intensely tested and challenged to the very core of our souls. Then once the moment of accomplishment arrives and we realize that we made it, we see the moment of victory slip away like a floating vapor. Victory can be such a fleeting reward. We must therefore ardently celebrate our accomplishments - I mean really party - in order to reinforce to ourselves that we made it and are therefore capable of even greater things in the future.



Step 1: WIN by Clarifying

I've seen pictures of enthusiastic fishermen casting their lines into Alaskan rivers in pursuit of luscious Alaskan Salmon. These fish are arguably the best fish to eat on the planet. But what stands out in these pictures, however, is not the fish.

It is the fishermen - hundreds of them – who are standing shoulder to shoulder along the riverbank as far as the eye can see. Imagine a thousand eager opportunists and a few outnumbered fish.



This is a very accurate picture of the modern marketplace.

Markets have flipped. They have morphed from scarce products to scarce customers. Like the fishing picture described above, you and I are standing face to face with every organization's worst nightmare; over-competitive markets.

The bottom line in this post-industrial environment of hyper-competition and over-educated customers is: **If you don't offer a service that surpasses your customers' expectations to such an extent that they talk to their friends about you, you are not likely to be in business for very long.**

The bad news is customers expect perfection. The good news is your organization's passions and ideas are your competitive advantage. Your ideas are your weapons - Find them and use them to *WIN*.

In the forthcoming questions, you are asked to assess what your business is, and what you want it to become. What are your passions? What is your purpose? What are the motivations behind your desires? Other than a paycheck, why do people come to work at this business in the first place?

Because this section lays the foundation for the rest of the strategic action plan, I encourage you to think through these questions thoroughly and completely. The more detailed you are with this section, the easier the subsequent steps will be, and you'll end up with a more powerful strategic plan.

Your insights, opinions, hopes and dreams are irreplaceable components of your business's vitality. Compromising on your input means compromising on your business' output.



Clarification: Deliverables

Clarify Your Passions:

Discover the reasons behind the business
Outline your passions and values

Clarify Your Business:

Discuss concerns and opportunities
Obtain a bird's-eye-view of your business

Clarify Your Future:

Discuss the next several years of accomplishments
Talk about strengths and weaknesses

Summary Exercise:

Compile your thoughts



Q & A: Clarify Your Passions

Digital Q&A: <https://forms.gle/vkAMsBZzR7jz47jeA>

As you answer the following 21 questions, you'll be asked to prioritize your passions. You'll decide which values are important and which can never be compromised. Try to focus on the internal values that make the offerings of your organization absolutely unique to any other product, service, staff or experience.

Be forthright and honest in your answers ... your staff and your customers are counting on you.

Why do you want to start and/or own a business in the first place?

Once you have a successful business, what do you want employees to find attractive about working with you?

Once you have a successful business, what do you want every prospective customer to know about your business and what it stands for?

Once you have a successful business, what do you want your community to find attractive about it?

Once you have a successful business, what does the community find at your organization that cannot be found anywhere else?



Q & A: Clarify Your Business

Digital Q&A: <https://forms.gle/GZKbXrUsPGDWakT98>

Think through the reasons that your business even exists, then think about what you do - with excellence - that is better than anyone else.

What makes your business unique?

(Note: Everybody says "quality" and "service", so those words don't count because they're not unique)

What is the most competitive aspect of your business?

What are the major goals you would like to see your team accomplish in the next couple of years?

Picture, then describe your ideal customer:

How does your ideal customer notice you, or hear about what you offer?

What makes your ideal customer purchase from you?



What makes your ideal customer purchase from your competitor instead of you?

What advisors, experts and supporters are indispensable to your objectives?

- Recall that our ultimate goal is to match you with a like-minded team who will encourage your success. This is the beginning of your list:

| | |
|-------|-------|
| <hr/> | <hr/> |
| <hr/> | <hr/> |
| <hr/> | <hr/> |
| <hr/> | <hr/> |
| <hr/> | <hr/> |

How do you define customer loyalty?

If your business stopped operating tomorrow, what would you want people to remember most?

On what issues and visions will you never, ever compromise ... even if it meant closing the doors?



Q & A: Clarify Your Future

Digital Q&A: <https://forms.gle/ry3jUraJu9ZPLbyH9>

As you answer these very important questions, you'll make some forecasts about yourself and about your future. You will set objectives that reach five and ten years into the future. You'll make some guesses about how your current customers will change. Make your best guess ... your future depends on it.

What exactly do you want to accomplish within the next year?

Within 5 years?

Within 10 years?

Describe the team of supporters (other friends, mentors or family) who will help you accomplish your long-term objectives:

What players now on your support team do you consider to be indispensable and believe you need on the team five years from now?



S.W.O.T. Analysis

Digital Q&A: <https://forms.gle/6fKu1VRL52dSd9xf7>

What **strengths** do you need to develop in order to meet these goals?

What **weaknesses** does your business have that may inhibit you?

What **opportunities and trends** do you foresee that will affect your future?

Competitive **threats** are inevitable. What threats to your time or resources do you perceive in the near-term? In the long-term?

Contingencies

Your interests and goals are likely to change over time. What influences will change in the next five years that might affect your thinking or values?

The way you interact with your people will be much different in the future. Through what channels will you reach them?

Twenty years from now, what do you hope people will remember about your contribution to this world?



Summary: Clarification

Digital Q&A: <https://forms.gle/JjvNk5Vvt6PmnBic6>

By now, you have thoughtfully and thoroughly answered some pretty challenging questions. In all likelihood, you now find yourself with more insight into the reasons why your vision exists and why it will fervently grow into its future.

As you create the sentences below, make sure they capture the essence of your vision. This is a vital step. Distill your thoughts. Find the gold amidst the dross of your ideas. Be a wordsmith. Each word should mean something and fit the balance of your thoughts in a harmonized and succinct manner.

Please review your answers. If needed, hone them and make them more precise. Then underline thoughts and themes that are repeated. These are the important themes. Rewrite them on a separate piece of paper for future reference.

Clarify Your Passions

In one sentence, describe why this business DESERVES to exist.

Clarify Your Business

In one sentence, describe the UNIQUE value you bring to your customers.

Clarify Your Future

In one sentence, how does this business see the future?



Step 2:

WIN Inside > Out & Outside > In

He who fails to plan, plans to fail.
Ancient Proverb

It has been said that in order to succeed at something, you must purpose to plan and plan with a purpose.

Zig Ziglar puts it this way:

"You were born to win, but to be a winner, you must plan to win, prepare to win, and expect to win."

Any idea is a waste of time unless it has a plan to support it.

When well-defined, an idea comes to life. It becomes a living, pulsing organism. Sure, the idea is still a fetus as it begins. But with even the tiniest implementation of the plan, the idea becomes viable, grows into infancy, and finally becomes something that can reproduce itself.

Dennis Waitley, famous author and motivational speaker, says of the connection between winning through planning, "The reason most people never reach their goals is that they don't define them, learn about them, or even seriously consider them as believable or achievable. **Winners can tell you where they are going, and what they plan to do along the way.**"

The **WINNER'S WORKBOOK** process consists of defining all the supporting components of what you want to accomplish, then putting that information into a strategic action plan.

This is vital because in order to accomplish something, you need to define exactly what it is you want to accomplish, what resources you can invest, and how those resources will be allocated. You also need to define who's interested in your accomplishment, and how to find those people - customers, vendors, supporters - who will help you arrive at your destination.

There are a lot of questions in the following Infrastructure section. Their purpose is to draw out from you the "raw data" of whatever it is you want to accomplish. **WINNER'S WORKBOOK** leads you through the steps of creating your own easy-to-follow strategic action plan, in two areas:

- **WIN from the INSIDE > OUT**
- **WIN from the OUTSIDE > IN**



A. WIN from the INSIDE > OUT

I have a favorite fishing hole I love to escape to whenever possible. It's a small off-trail lake that is quietly nestled in Sierra Nevada National Forest in California. It has a cliff protruding upward from the south and a meadow gently rolling out to the north. I often see a prancing deer or soaring eagle. It's quiet, oh so quiet, and has become a place of refuge to my soul and a place of release for my spirit. And the fish are hungry.

The last time I went there, I had to share the lake with three other fishermen.

That's the first time I had seen anybody else there. Seeing the "intruders" surprised me. Then they angered me. "How dare they trespass on my private paradise," I secretly exclaimed. I was furious.

But I quickly realized that as much as I'd like to keep this beautiful piece of paradise to myself, I cannot. It's Federal land. I also realized that if I did nothing, these fishermen could spread the word and my private paradise could easily become a tourist destination for fly fishermen across California.

So I walked over to the men, and was welcomed warmly. After some brief small talk and a number of hooked trout, they commented on the beauty of the lake, and how surprised they were that they had never come across it before.

I spoke candidly, "What are the odds we can keep this beautiful little secret to ourselves? We can have a partnership of sorts ... you guys refer only a few of your friends, and I'll do the same. Let's do our very best to keep this place as undisturbed and unadvertised as possible." They enthusiastically agreed to our partnership and to keep out unwanted competitors.

Over the years I've learned that no matter my laser-like focus and uncompromising hard work, someone or something always stands in opposition. There is no way to avoid opposition. Competition is a fact of life.

I've also learned that I can ask for help and, in most cases, people are happy to give it. Total strangers have sent me customers, have often offered insightful advice, and have made a positive difference in my business. All I had to do was ask.



WIN from the INSIDE > OUT

Deliverables

WIN with Your Target:

- Define the target audience
- Discover the audience's environment

WIN with Your Message:

- Uncover new promotional techniques
- Utilize all aspects of a comprehensive marketing mix

WIN with Your Sales Process:

- Gain confidence in your sales practices
- Overview your training program

WIN with Your Service:

- Find ways to continue customer contact
- Develop raving fans

Summary Exercise:

- Compile your thoughts



Q&A:

WIN with Your Target

Digital Q&A: <https://forms.gle/GaYuoGCDdcSt9b627>

A business exists to profitably create and keep a customer.
Peter Drucker, renowned management sage

Picture the best customer you have ever had, whose purchase went the smoothest, and describe them:

Describe your ideal "Prospective" Audience – those you hope will do business with you: (What are the first attributes that come to mind?)

Describe your "Geographic" Audience:
(state, city, zip code, phone prefix, etc.)

Describe your "Demographic" Audience:
(age, sex, income, religion, ethnicity, etc.)

Describe your "Affinitive" Audience: (what do they participate in – social organizations, clubs, politics, sports, hobbies, trade assoc.)

Describe the lifestyle of your Audience: (what kind of jobs do they have, what do they do for fun, where do they take vacations)



Describe what is missing from their lives / businesses that you are trying to fulfill:

What is their most painful problem that you want to solve:

DIFFERENTIATOR: How have you verified and/or validated that this need / problem is real enough that a critical mass of people will pay you to resolve the problem for them:

What do you think will be different about your customers' needs in the future?

What needs will your customers have in the future that you are not meeting now?

How do ideal prospects learn about your business?

Summary: Describe your ideal target audience as concisely as possible:



Q & A:

WIN with Your Message

Formulating Your Message

Digital Q&A: <https://forms.gle/j4ukDadkSk8C6Pyj8>

All good messages begin with the features of an offering, and end with a statement of how that feature benefits the customer.

Features are the nuances of your business that make it unique and compelling. Features are the competitive differentiators of your business. **Benefits**, on the other hand, show how the features are relevant to the customer. Benefits are not about your business; they describe your customer's emotional payoff from the feature.

As an example, consider the ubiquitous blender. It has a lid (feature), which ensures that the customer makes less of a mess so they will not have to spend so much time in the kitchen, thereby creating an opportunity to spend more time with the family (benefit). The blender also turns off when the lid is removed (feature), which guarantees that the customer's child can never be harmed by a potentially dangerous home appliance (benefit).

Get the point? State the features of your business, your services, and/or your products. Then explain why this is important to the customer. It may be difficult to come up with ten unique features and corresponding benefits. For best results, force yourself to complete each answer.

Feature 1 is _____ ... and what this means to my customer is:

Feature 2 is _____ ... and what this means to my customer is:

Feature 3 is _____ ... and what this means to my customer is:

Feature 4 is _____ ... and what this means to my customer is:

Feature 5 is _____ ... and what this means to my customer is:



Feature 6 is _____ ... and what this means to my customer is:

Feature 7 is _____ ... and what this means to my customer is:

Feature 8 is _____ ... and what this means to my customer is:

Feature 9 is _____ ... and what this means to my customer is:

Feature 10 is _____ ... and what this means to my customer is:

Choose the three best benefits from the previous ten features that are absolutely and totally unique to your business.

Totally Unique Benefit # 1

Totally Unique Benefit # 2

Totally Unique Benefit # 3

Summary: Choose one totally unique benefit that you can consistently deliver.



Formulating Your Message: VALUE PROPOSITION

Digital Q&A: <https://forms.gle/Aqs8sFHbCxjdVr9R9>

A “value proposition” is a brief statement that effectively and efficiently summarizes the business’s offering, target audience, and competitive position.

The value proposition is both a marketing message for potential customers and a rallying cry for employees. A good value proposition is a single sentence that paints a comprehensive picture of what your business is good at and what it hopes to accomplish. Your business’s value proposition encapsulates your intentions and goals into a simple statement that is easily communicated.

Because you have worked through the preceding feature & benefit exercise, you have already written down the components of your value proposition. All you have to do now is summarize your thoughts into a concise message.

Transfer your answers from previous questions found on previous pages:

Summary:

From page 47: Precisely explain the **NEED / PROBLEM** of your customer that you would like to satisfy, and what you offer that uniquely meets that need:

Summary:

From page 47: Describe your ideal **TARGET AUDIENCE** as concisely as possible:

Summary:

From page 49: Choose one totally **UNIQUE BENEFIT** that you can consistently deliver:



Value Proposition Worksheet

In the areas below, make your best effort to summarize the importance of what you do. Write out a few value propositions that you think will work for you and your organization based on your answers to the preceding questions. Then share these statements with friends, colleagues and customers to see which one works best.

Advice: Your value proposition is ABSOLUTELY CRITICAL to the success of your organization and what you want that organization to accomplish. Even if it takes a couple of days to get it right, please do not continue with the rest of the Kick Butt Workbook until you've NAILED your value proposition.

Value Proposition 1: "We are the only _____ that solves _____ for _____."

Value Proposition 2

Value Proposition 3



WIN with Your Story

Digital Q&A: <https://forms.gle/CnTw7JzdtwLQWdee6>

“Businesses that win are those who proclaim their value proposition to the most potential customers they possibly can, then back up the message by over-delivering the value.”

Your STORY is the vehicle through which people understand you and, most importantly, remember you. It is critically important that your story relates to your value, but is also relatable in a way that gets people to like you.

Below are 5 questions designed to generate ideas that can help you increase the frequency with which you tell your story. Use them to enhance your story and grow your messaging strategy.

What is fresh and interesting about your organization over the next few months that can make a good story 30 days from now, 60 days from now, 90 days from now?

How do you uniquely communicate to your audience each quarter?
What do you specifically do in the Spring, Summer, Fall, Winter?

How will your customers hear your value proposition while they work
(Internet, trade publications, industry gatherings, colleagues, other vendors)?

How will your customers hear your value proposition during their leisure time
(golf, tennis, gym, coffee shop, restaurant, movies, concerts, clubs, fundraisers)?

How will your customers hear your value proposition while they are with their families
(soccer games, high school football games, church, holiday parades, community events, special events)?



WIN with Your Media Relations

Digital Q&A: <https://forms.gle/UGRxvhxq3xoL6HJB6>

SOCIAL MEDIA

Media Relations have a different meaning today than it has had in the last 200 years.

Traditionally, “media” was the monopoly of newspapers which at the time were the only means of communicating to the public. In the mid-twentieth century, “media” expanded to include radio and television. Still monopolies, these outlets, particularly television, became the dominant method used to communicate to mass audiences.

Today, things are WAY, WAY different.

Today, YOU ARE THE MEDIA. Every person with a social media account is part of the media. Let that sink in for a minute ... today there are about 3 billion media outlets worldwide.

- For a deep, deep dive into Social Media, please access what may be the best book on Social Media ever written, my free workbook, **“Winner’s Social Media Workbook**, which is designed to be a complimentary resource to WINNER’S WORKBOOK
- PDF LINK: <https://docdro.id/CsPwKPO>

It is therefore incumbent on anyone with the ambition to grow their audience and market to not only become “remarkable” enough to attract traditional media like local television stations and newspapers. But we also must become attractive to social media influencers within our target audience so they communicate our uniqueness to their hundreds and thousands of followers.

In the next section, take some time to think about how you can appeal to the curiosity of the media and appeal to THEIR NEED for a good story.

Name all the publications, news agencies, trade journals in your environment:

How do you support nonprofits, and how do you communicate your involvement with these groups?

How do you promote yourself – the business owner – as an expert?



List all the media channels available to you, including local, industry, social.

What media channels are the best for your organization?

What do you need to have in place before you begin your media campaign?

Whose help do you need to pull off a successful media campaign?

When - month / year - will you begin your media campaign?



WIN with Your Promotions

Digital Q&A: <https://forms.gle/zSaJ8R17DeDWpv2b7>

Be as creative as possible and brainstorm as many promotions that can be used effectively in your market. How can you implement these ideas in the next 6 months?

Promotion 1

Promotion 2

Promotion 3

Promotion 4

Promotion 5



More Promotional Ideas

How can you improve on the following promotional techniques and make them work for your organization? Remember, the more outrageous - or rare - the promotion, the more free publicity it is likely to earn.

Big Discounts:

Raffle Winners:

Coupons:

Sports Promotions:

Trade-Ins:

Easy Payment Terms:

Other Promotional Idea A:

Other Promotional Idea B:



WIN by Proving Your Claim

Digital Q&A: <https://forms.gle/k9s6yLtEVq5BA5UA8>

You believe you can deliver all these benefits to your customers, and do it better than anyone else, right?

New Flash: Your customers don't care what you think!

The only world your customers care about is theirs. Your job as a business leader is to penetrate the walls of your customers' experiences as a trustworthy and controversy-free solution. And that is not an easy task.

The problem intensifies when you consider that every business with which you compete is trying to accomplish the same thing. Your customer is bombarded with so many messages everyday that their survival technique has become "TUNE OUT THE NOISE." They've heard it all before.

Think about it. You are someone's prospect too. There is noise from radio commercials on the way to work; noise from salesmen at the office; noise from pop-up ads on the Internet; noise from print ads in the trade press; noise from billboards on the way home; noise from television commercials at home. Noise. Noise. Noise. So how do you convince a skeptical, jaded, heard-it-all-before audience that what you have to say is worth listening to?

First you have to support your claim in a non-combative manner. And you must prove your claim like a lawyer proves his case. That is why one of the most powerful marketing tools, albeit severely underutilized, is the third-party testimonial.

Take full advantage of the 9 questions below to uncover how you can prove your claim in the most effective way possible.

A picture says a thousand words. How are you going to get more pictures that support the assertion that you will do what you claim you can do?

List all the video proof you have.

Who is going to make the videos for you?



List all the third party "Testimonial" proof you have (from customers, from partners, from vendors, from opinion leaders, from celebrities) that will prove what you say is true:

How are you going to get more testimonials?

List all the "Reference" proof you have (from industry journals, from periodicals, from research) to back up your claims:

How are you going to get more reference sources?

Describe the guarantees you offer:

Describe in detail how all of these forms of proof will work into your marketing messages:



Q & A:

WIN with Your Sales Process

Digital Q&A: <https://forms.gle/zAFVGh1hHAK25SSn7>

Fly-fishing in streams is particularly tricky. In fact, it's an art form.

You see, streams have moving water. But the fish pretty much stay in one spot. This means the fisherman, if he has any hopes of catching a fish, must judge the current of the water so that the fly on his hook is presented to the fish in a way that looks like a real-life bug. This is not easy, and takes years of practice to get it right.

The same is true with your direct sales team. Presenting your product or service in a convincing and non-offensive way is an art form. Doing it with a person who is a total stranger is difficult at best. Putting all of this together in a trustworthy way that champions the customer's needs is nearly impossible.

The perfect presentation anticipates the customer's needs. It expresses a prophetic knowledge of what your audience wants to hear. The perfect message is backed with undeniable fact. And it is priced at the level that fits the customer's limited budget. Perfection would be great if it were only obtainable.

The competitive marketplace challenges your goal to earn more customers. You have a lot of competitors. There are a lot of products like yours. Your product or service will never be totally unique. But when you find a good presentation scenario - when your message of uniqueness hits the ears of a prospect with whom you have built a good rapport - you'll usually find success.



WIN with Your Sales

Digital Q&A: <https://forms.gle/Z7b1WSKWtBR8A26h9>

As you answer these 24 questions, you'll be asked to review every aspect of your sales department. This may be the first time you have ever thought through your sales department. You may not even have a sales department. But as you answer these questions, keep in mind that whether you realize it or not, you are always selling.

Note: If you don't have the kind of business that has a staff, as a solo owner or as a sales person, do your best to brainstorm and answer the following questions anyway ... You never know where the next breakthrough idea will come from.

List ten ways by which you find prospective customers:

| | |
|-------|-------|
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |

List ten things every person in your business should know about each customer:

| | |
|-------|-------|
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |

List the ten most common objections to your offering:

| | |
|-------|-------|
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |
| _____ | _____ |



List the ten most common reasons why customers buy from you:

What does every prospective customer need to know about **your business**, and how will that information be communicated?

What does every prospective customer need to know about **your product or service**, and how will that information be expressed?

What does every prospective customer need to know about **your financing options**, and how will that information be communicated?

How do you qualify the prospect as a viable buyer?

How do you discover – and overcome – objections?

How do you learn more about competitors?



How do you and your staff learn more about the industry?

What other items – such as supplies, services, service contracts – can you and your staff sell to customers?

How do you and your sales staff convert satisfied customers into referring customers?

Describe your sales training system (even if you're the only one getting training). What skills should be emphasized in the training?

Who conducts the training, how do they prepare, and how frequently are training sessions held?

What rules & standards are established through training, and how are they enforced?

How can you improve your sales training?

Describe how you use mentoring and coaching at your business.



Describe management's commitment to the personal success of the sales staff. How is this commitment demonstrated to the sales staff?

How do you help your sales staff maintain their motivation and enthusiasm?

What "New Bit of Information" about **the company** do you have for each visit to the customer?

What "New Bit of Information" about **the product** do you have for each visit to the customer?

What "New Bit of Information" about **the market** do you have for each visit to the customer?

How will management recognize and reward the sales staff for meeting goals, following standards, and for performing above the organization's stated expectations?



WIN with Your Gratitude

Digital Q&A: <https://forms.gle/HVo7ZWhyypdXaGYQ8>

What do you plan to do for your customers after they buy from you? As you answer the next questions, you'll be asked to look into the internal mechanisms of your organization to ensure that your customers are receiving the maximum value and the best experience possible. Isn't that an investment worth looking into?

IMPORTANT: When was the last time someone thanked you for doing business with them? It's likely been a while. People express gratitude SO INFREQUENTLY that -

GRATITUDE IS A SUPREMELY EFFECTIVE MARKETING STRATEGY.

How do you proactively demonstrate appreciation to your customers?

What special "Customer Appreciation" gestures can you implement each quarter / season?

Spring: _____

Summer: _____

Fall: _____

Winter: _____

What favors can you perform for your clients that demonstrate your gratitude?

Imagine "The Most Grateful _____ (your job description) in This City."
Describe what that looks like:

How do you train your staff to express more gratitude to existing customers?



WIN with Your Communication

Digital Q&A: <https://forms.gle/o3o7TCfWDdJNkyvCA>

“1361”

Do you want to build customers for life and maximize referrals?
If yes, implement your 1361 Strategy.

How do you communicate with EVERY customer after the sale?

One Month after the sale?

Three Months after the sale?

Six Months after the sale?

1 year after the sale?

Outline other customer service policies that will help retain existing customers.

What are you doing each day to ensure that each customer's experience supersedes their expectation?



Summary: WIN from the INSIDE > OUT

Digital Q&A: <https://forms.gle/J4N9xLVzqghiyMKE7>

By now you should have a sense of the message you want to communicate and how you'll communicate it. You've seen the importance of managing the message in all aspects of your organization; in the community, through your sales staff, and in the retention of your customers. And if you have been honest with yourself, you've exposed several strengths and several weaknesses about your organization.

At this point, I'd like you to review your answers from the previous sections. If needed, hone them, re-write them and make them more precise. Underline thoughts and themes that are repeated or are important. Write these repeated themes on a separate piece of paper for future reference. Please use the questions below to guide your summaries.

WIN with Your Target

From pages 47: Define your ideal customer:

WIN with Your Message

From pages 51: What is your value proposition?

WIN with Your Sales Process

From pages 60 - 62: In one sentence, describe how you and/or your sales staff find prospects and convince them of your value:

WIN with Your Service

From pages 64 - 65: In one sentence, describe how your organization creates raving fans:



B. WIN from the OUTSIDE > IN

I have a favorite fishing hole I love to escape to whenever possible. It's a small off-trail lake that is quietly nestled in Sierra Nevada National Forest in California. It has a cliff protruding upward from the south and a meadow gently rolling out to the north. I often see a prancing deer or soaring eagle. It's quiet, oh so quiet, and has become a place of refuge to my soul and a place of release for my spirit. And the fish are hungry.

The last time I went there, I had to share the lake with three other fishermen.

That's the first time I had seen anybody else there. Seeing the "intruders" surprised me. Then they angered me. "How dare they trespass on my private paradise," I secretly exclaimed. I was furious.

But I quickly realized that as much as I'd like to keep this beautiful piece of paradise to myself, I cannot. It's Federal land. I also realized that if I did nothing, these fishermen could spread the word and my private paradise could easily become a tourist destination for fly fishermen across California.

So I walked over to the men, and was welcomed warmly. After some brief small talk and a number of hooked trout, they commented on the beauty of the lake, and how surprised they were that they had never come across it before.

I spoke candidly, "What are the odds we can keep this beautiful little secret to ourselves? We can have a partnership of sorts ... you guys refer only a few of your friends, and I'll do the same. Let's do our very best to keep this place as undisturbed and unadvertised as possible." They enthusiastically agreed to our partnership and to keep out unwanted competitors.

Over the years I've learned that no matter my laser-like focus and uncompromising hard work, someone or something always stands in opposition. There is no way to avoid opposition. Competition is a fact of life.

I've also learned that I can ask for help and, in most cases, people are happy to give it. Total strangers have sent me customers, have often offered insightful advice, and have made a positive difference in my business. All I had to do was ask.



WIN from the OUTSIDE > IN

Deliverables

WIN with Referrals:

- Develop a proactive referral strategy
- Increase profits through referrals

WIN with Partners:

- Find the Insiders
- Get help from those who know

WIN with Competitive Advantage:

- Conduct competitive research
- Build a strong position

Summary Exercise:

- Compile your thoughts



Q & A:

WIN with Referrals

Digital Q&A: <https://forms.gle/pvP8EkyJ7Gx3eEdW8>

Customers have a basic expectation when they buy something from your business. They expect perfection ... nothing less, nothing more.

When a customer's experience with your business is within their realm of expectation - meaning everything is perfect - nothing stands out in their minds. This means they probably won't mention the experience to anyone else. But when their experience varies widely from their expectation, positively or negatively, they'll almost always talk about it. They'll either become a raging foe, or a raving fan.

Your challenge is to design a customer experience that supersedes their expectations in such a way that you force them to mention their experience to their friends and colleagues.

Your goal is to supersede perfection.

How have you impressed your customers lately?

How have you gone out of your way to show your customers how much they're appreciated?

How do you monitor the expectations and experiences of your customers?

Describe what you do each day to help your clients become raving fans of your business.

What are you doing to keep customers for life?



Describe five things your business can do with each customer that is so outstanding that you force them to talk about you:

1. _____
2. _____
3. _____
4. _____
5. _____

List five ways or circumstances through which you (and your team) can ask for Introductions:

1. _____
2. _____
3. _____
4. _____
5. _____

List three events you can host through which you can glean Introductions:

1. _____
2. _____
3. _____

When you put together a customer-oriented event, who are the people that are indispensable to the event's success?

How can you recognize and reward those customers who are loyal enough to introduce their friends?



Q & A:

WIN with Post-Sale Service

You decided to take up fishing for all the right reasons. You spied out the best fishing hole. You found the perfect kind of bait. You figured out how to make the perfect presentation to the best looking fish in the pond. Then BAM!, you caught him. Great job.

Now what?

Now begins the hard part. Now you have to KEEP your customer by consistently anticipating his needs and exceeding his expectations. But how can you do that?

Your job is to align your business with our customers' thinking. Waiting for customers to tell you what they need is like driving your car by looking in the rear view mirror. You need to think ahead of the customer. Your goal is to make sure their experience is so wonderful that they become dependent on you. So your job is to invent something that your customers haven't thought of before.

Raving Fans

Wouldn't you love it if your customer became crazed in their enthusiasm for you, for your organization, and for your offering? Wouldn't you consider it a great accomplishment if they uncontrollably boasted to all their friends about their fantastic experience with you? That is a "raving fan."

Creating raving fans is done after the sale. **But the only way to create a raving fan is to EXCEED THEIR EXPECTATIONS** and make your service to them a meaningful and memorable experience.

Here are the facts:

- Consumers are 2.6x as likely to re-purchase from a company after a 5-star experience.
- For 94% of consumers, a good customer service experience heavily impacts positive recommendations.
- Increasing customer retention rates by just 5% can increase profits by between 25% and 95%.

The following section is excerpted from the companion course,

- "**Winner's Social Media Workbook**, which is designed to be a complimentary resource to WINNER'S WORKBOOK
- PDF LINK: <https://docdro.id/CsPwKPO>



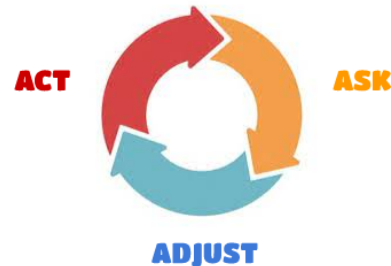
WIN with Customer Feedback

Here are some Customer Feedback benefits:

- Customer feedback helps you understand what you're doing right. What do your customers love and appreciate that keeps them coming back? Well, only your customers can tell you.
- Customer feedback also helps you understand what you're doing wrong. This information can benefit your sales team, service and support agents, your customer success specialists — even your product design team. Have you been seeing lots of product returns or service refund requests? Are you struggling with churn or overall growth? Your customers can tell you why.

By developing a customer feedback loop, you are:

1. Uncovering customer problems and/or trends before they impact market share.
2. Checking to see how they're really feeling about your company
3. Giving your company an unequaled opportunity to overcome competitive pressures and succeed for the long-term.



ASK

Ask questions ... continually. This is your best strategy to ensure long-term viability.

To ensure you never run out of questions, here are a few approaches:

1. Customer Loyalty Metrics
2. Customer Satisfaction Feedback
3. Sales Feedback
4. Customer Service or Support Feedback
5. Customer Preference Feedback

ADJUST

Have you heard the term, "ADAPT OR DIE."

Well, that's the right kind of paranoia, especially in our rapidly changing world that embraces technology.

When you're asking questions, you're learning as diligently as possible. This discipline puts your company in the enviable position to LEAD your industry with confident boldness.

ACT

BE BOLD. When actions are based on evidence and truth, rarely is a mistake made. As you build a culture of curiosity, you power your customers to help build support systems that



THEY PREFER. This results in your customers increased loyalty ... and referrals.

Accelerate REFERRALS with Customer Surveys

We encourage you to survey at least 100 customers every month so your team remains tuned in to your customers' ebbs and flows. For a more in depth discussion of how to profit from regular surveys, please see our sister publication, "The Winner's Social Media Workbook."

And for God's sake, DON'T EMAIL SURVEYS!

Literally every other company does that. The Survey is your chance to shine as a personally concerned business that cares enough to invest time in your customers. Remember, surveying customers is NOT about efficiency; it's about re-orders and referrals!

Here are some thoughts to help kick off your Survey Campaign:

Why Commit to Regular Customer Surveys?

- Nothing deepens customer relationships than regular contact with them.
- And deeper customer relationships improve your cash flow and increase your profitability faster because those relationships earn repeat orders.

Introduction: Sample Script

- A. "You are one of our most valued customers, a critical component of our success. You are very valuable to us and we want to continue doing a great job for you. Do you mind if I ask a few simple questions?"
- B. Respect their limited time. Don't ask more than five questions.
- C. Creatively express your gratitude for their time AND for their business by mailing them an inexpensive but unique gift.
 - a. When was the last time you received a handwritten thank you card in the mail? And how did that make you feel?

If you can call each customer monthly, at least quarterly, you'll be amazed at how quickly those customers will reorder, and how enthusiastically they'll refer friends.

Problem-Seeking Survey Questions

- Please think back to when you began working with our company. What was the problem you were trying to fix?
- Why did you pick our company to solve that problem?
- These days, what issues are keeping you up at night?
- How do those issues complicate your job?
- Please detail some of those issues.
- Which one is the most pressing issue?
- Why did you pick our company to solve those issues?
- In your opinion, why do you think our company has been among the best at solving some of these issues for you?

Customer Satisfaction Questions

- How did we do? How was your experience?
- How can we make that experience even better?
- These days, what issues are keeping you up at night?
- If you could make this job the best job you've ever had, what aspects of your role do you wish you could change or improve?
- If you were the CEO, what things would you do differently?



- What would you like to see us add to our product that would help you out?

Q & A:

WIN with Partners

Success is a team sport.

Imagine yourself on your first salmon-fishing expedition in Alaska. On one hand you're excited to be on such a promising adventure. But on the other hand, you're intimidated by such a large river with so many other fishermen.

Then, out of nowhere, a fellow fisherman walks up and says, "You look a little out of your element. Let me give you some help." He then grabs your fishing pole, baits it for you, and casts in just the right spot. Dumbfounded, your only response is, "Nice cast."

Then one by one, other fishermen with more experience than you step forward and give you advice on the right bait, the right gear, the right techniques, and so on. Doesn't it seem obvious that you would have an outstanding experience, and a successful trip?

A wise man once said, "Locusts are exceedingly wise: They have no king, yet they move out in ranks." It is also said that "there is victory in an abundance of counselors." Success is a team sport. The more people you have on your team helping you, advising you and encouraging you, the more likely you are to obtain your goals, no matter their size or difficulty.

For your organization, it is crucial that you develop partnerships with as many vendors, trade organizations, news reporters, and experts as you possibly can. Remember, your likelihood of success is increased with each partner that is added to your team. But how can you get help from people you don't even know?

The answer is simple: Ask not, receive not.



Partnership Development

Digital Q&A: <https://forms.gle/ssQJsl2ZwFm7VmAc7>

Consider that every other business has at least as difficult a time finding loyal customers as you do. Therefore any business with whom you have a common interest is a candidate to partner with you. Here are some ideas:

- Give a supplier exclusivity in exchange for his giving you hot sales leads in your local area, or in exchange for his help with promotion and advertising.
- Include a letter in your monthly invoices from your president recommending the services of a non-competing organization in exchange for them doing the same thing for you.
- Combine your customer database with four non-competing organizations in your market so each of you can vastly improve their list of prospective customers.
- Make an agreement with another company to distribute your promotional materials in exchange for them doing the same for you.

List ten businesses (including web sites) in your market who do not directly compete with you, but who sell to the same target audience:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Why would these businesses want to deal with your business?



Name three unique attributes about you and/or your business that makes a partnership with you attractive:

1. _____
2. _____
3. _____

How does your product or service physically reach your customer, and how is this distribution process similar to other businesses with whom you may partner?

Describe three mutually beneficial ways that your business can work with companies who have similar distribution systems.

1. _____
2. _____
3. _____

List five other ways you can distribute samples of products or services to potential customers, and list those companies who can help you accomplish the distribution.

1. _____
2. _____
3. _____
4. _____
5. _____

List five other offerings that your business could distribute to its customers, and list the companies who supply those products.

1. _____
2. _____
3. _____
4. _____
5. _____



Q & A:

WIN with Competitive Advantage

"And while the law of competition may be sometimes hard for the individual, it is best for the race, because it ensures the survival of the fittest in every department."

Andrew Carnegie

"Competition between organizations builds morale and encourages creativity."

Author unknown

No matter the purity of my motives, someone will always stand in opposition to what I want to accomplish. It stinks, but that's life.

On the other hand, adversity has a curious way of growing people. It brings out the worst and the best of those who fight. It tests, stretches and knits together the internal fabric of hearts and spirits. Adversity teaches us about ourselves, our friends, and our environment.

As the leader of your business, you are the one who determines your reactions to competition. You are the only one who makes the choices that cause ripple effects around you. The key to success through adversity, therefore, is to plan your way through your competitive actions before they happen.

Repeating the words of King Solomon:

"By wise guidance you will wage war, and with an abundance of counselors there is victory." And, "Knowledge delivers from adversity."

As you construct a proactive plan on how to manage the competitive environment that surrounds you, take great care. Once you've accumulated all the information necessary to wage war, take prudent action.

And take no prisoners.



Competitive Assessment

Digital Q&A: <https://forms.gle/RZPsn66K1pFuGiSF7>

List your top ten competitors and their web site. How much market share does each one control?

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____
7. _____
8. _____
9. _____
10. _____

Who are your three best known competitors, and why are they so well known?

1. _____
2. _____
3. _____

Which three competitors do you consider to be your biggest threats? Why?

1. _____
2. _____
3. _____

Of these, which one in particular do you feel will stand in the way of your business's goals? Why?



What is the value proposition of your top three competitors, and how do these messages compare with yours?

Value Proposition, Competitor 1:

Value Proposition, Competitor 2:

Value Proposition, Competitor 3:

What do these competing value propositions reveal to you about your business's market position?

Summarize your research on these three competitors: their features, benefits, claims, strengths, weaknesses, opportunities, etc.

1.

2.

3.



S.W.O.T. Analysis

Digital Q&A: <https://forms.gle/gdhTafkifQYdicWJ7>

Compare your organization to your competitors.
What does this tell you about YOUR **strengths**?

Compare your organization to your competitors.
What does this tell you about YOUR **weaknesses**?

Compare your organization to your competitors.
What does this tell you about YOUR **opportunities**?

Compare your organization to your competitors.
What does this tell you about YOUR pending **threats**?

COMPETITIVE SUMMARY

In one sentence, how does your company FAVORABLY compare to competitors?

In one sentence, how does your company NEGATIVELY compare to competitors?

What are the competitive advantages that your products / services have compared to the products of your competitors?



Summary: WIN from the OUTSIDE > IN

Digital Q&A: <https://forms.gle/RCGHTWaTwksoeD5U8>

If you have made it this far, you have seen the benefits of analyzing your organization and taking a "Bird's Eye View" of it.

As you review your answers, think about how your organization looks to those people and groups who are outside of your doors. Whether they are customers, vendors or competitors, consider what you can do to make their experience with your organization memorable, and your reputation in the market place worth talking about.

WIN with Referrals

From pages 70 - 71, in one sentence, describe how you will consistently impress your customer and earn referrals.

WIN with Partners

From pages 73 - 74, list 5 companies with whom you will partner in the next year, then specify the offer they will find attractive.

1. _____

Offer: _____

2. _____

Offer: _____

3. _____

Offer: _____

4. _____

Offer: _____

5. _____

Offer: _____

WIN with Competitive Advantage

From pages 76 - 78, in one sentence, summarize your value proposition as it compares with your main competitors.



TIME TO WIN:

Turning Ideas Into Action

If you've answered all the questions to this point, you completed one of the most comprehensive journeys of self-discovery you'll ever encounter. Great job!

- You've tapped into your heart and soul as you listed the motivations and reasons behind your project and organization.
- You've researched and discovered the needs of your customers and what motivates them to buy.
- You've discovered how to give the kind of outstanding service that forces your customers to talk to their friends about your organization.
- You've looked into your environment and listed your best customers, your potential partners, and your fiercest competition.
- You've also discovered what you can do to capitalize on opportunities throughout your environment.

At this point you have compiled a bunch of "raw data." But you do not yet have a strategic action plan.

Now it's time to take all of that raw data and develop it into a strategic plan; a plan that is workable, obtainable, and that will take you to the next level in your life and in your career.

What's Next

There are three very important steps in the development of a strategic plan which are discussed next:

- 1. Summarize Your Winning Strategy**
- 2. Organize Your Winning Strategy**
- 3. Plan Your Winning Strategy**



Summarize Your Winning Strategy

Because of the "automated" design of the **Winner's Workbook**, the summary of your thoughts is quite easy. If you completed the questions as instructed, then all you need to do is plug the answers from the "Summary Exercises" into a single document.

At this stage, don't spend an ounce of energy worrying if things look right or even if they make sense. That will be done later. For now, just put the Summary Exercises into a single document.

Then to see what the summary of your Strategic Plan should look like, take a look at the examples at the end of this section.

Summary: Values

Digital Q&A: <https://forms.gle/zLWBjapiFLUBPwnYA>

Repeat answers from **page 32**.

Write down the childhood vision of your future self.

Write down any words or themes that are repeated in the preceding questions.

Write down the one thing you would choose to do if you were guaranteed unequivocal success.



Summary: Clarification

Digital Q&A: <https://forms.gle/NndgCVdLcQKkjOBLA>

Repeat answers from **page 42**.

Clarify Your Passions

In one sentence, describe what this business does.

Clarify Your Business

In one sentence, describe the UNIQUE value you bring to your customers.

Clarify Your Future

In one sentence, how does this business see the future?



Summary: Inside > Out

Digital Q&A: <https://forms.gle/PAEaiHBUpvVA8uqT7>

Repeat answers from **page 66**.

WIN with Your Target

Define your ideal customer:

WIN with Your Message

What is your value proposition?

WIN with Your Sales Process

In one sentence, describe how you and/or your sales staff find prospects and convince them of your value:

WIN with Your Service

In one sentence, describe how your organization creates raving fans:



Summary: Outside > In

Digital Q&A: <https://forms.gle/zbV3Zmx25hkFvE5a6>

Repeat answers from page 81.

WIN with Referrals

In one sentence, describe how you will consistently impress your customer and earn referrals.

WIN with Partnerships

List 5 companies with whom you will partner in the next year, then specify the offer they will find attractive.

Offer: _____

Offer: _____

Offer: _____

Offer: _____

Offer: _____

WIN with Competitive Advantage

In one sentence, summarize your value proposition as it compares with your main competitors.



Organize

Your Winning Strategy

The next step involves taking your raw data and organizing it into something meaningful, something usable.

To do this, I want you to pull out themes that are central to your thinking. The questions of this **Winner's Workbook** are specifically designed to uncover themes that are unique to your thinking and to your values.

Any thoughts, feelings and/or impressions that you had during this process of self-discovery should be listed in the following spaces:

Any words, thoughts, or themes that are repeated two or three times in a section are major themes.

Pick the theme from each section that you consider to be most crucial and/or most important, and put it on the corresponding line on the next page.

As you answer these questions, please be aware that your strategic action plan has yet to be developed. The plan's infrastructure comes from the major themes you will list on the next page. Please don't take this section lightly. It is very important that you be thorough and diligent in your answers.



Major Themes

Digital Q&A: <https://forms.gle/cGCVwi7dXJ3F7FfV6>

Any words, thoughts, or themes that are repeated two or three times in a section are major themes. Pick the most important one and list it in the space below.

Clarification

(Choose keywords from page 84)

WIN WITH YOUR PASSIONS: _____

WIN WITH YOUR BUSINESS: _____

WIN WITH YOUR FUTURE: _____

Inside > Out

(Choose keywords from page 85)

WIN WITH YOUR TARGET: _____

WIN WITH YOUR MESSAGE: _____

WIN WITH YOUR SALES PROCESS: _____

WIN WITH YOUR SERVICE: _____

Outside > In

(Choose keywords from page 86)

WIN WITH REFERRALS: _____

WIN WITH PARTNERSHIPS: _____

WIN WITH COMPETITIVE ADVANTAGE: _____



Plan

Your Winning Strategy

Now that you have organized your thoughts, and have summarized the major themes of your thinking, it's time to build strategy around those themes.

The **Winner's Workbook** process makes the next steps of forming strategy quite simple – each theme gets its own 30 day, 90 day, 6 months and one year objective toward its accomplishment.

The idea is to keep moving forward on each objective, to come up with progressively more aggressive targets at each stage.

Do this successfully, and within a year you'll be blowing your mind with how much you've improved.



CLARIFICATION STRATEGY

WIN with YOUR PASSIONS:

Digital Q&A: <https://forms.gle/hMAfQYBPnKahbSZ77>

Major PASSION Theme from page 88

How will you invest time and treasure in your PASSIONS in the next year?

Within the next 6 months, how will you invest time and treasure in your PASSIONS?

Within the next 3 months, how will you invest time and treasure in your PASSIONS?

Within the next 1 month, how will you invest time and treasure in your PASSIONS?



CLARIFICATION STRATEGY

WIN with YOUR BUSINESS:

Digital Q&A: <https://forms.gle/1j4wKjwyiXhrMXcWA>

Major BUSINESS Theme from page 8

How will you invest time and treasure in your BUSINESS in the next year?

Within the next 6 months, how will you invest time and treasure in your BUSINESS?

Within the next 3 months, how will you invest time and treasure in your BUSINESS?

Within the next 1 month, , how will you invest time and treasure in your BUSINESS?



CLARIFICATION STRATEGY

WIN with YOUR FUTURE:

Digital Q&A: <https://forms.gle/pdguHPjq2ZpFEEmSG8>

Major FUTURE Theme from page 88

Where / How do you want your FUTURE to be in the next year?

Within the next 6 months, how will you invest time and treasure in your FUTURE?

Within the next 3 months, how will you invest time and treasure in your FUTURE?

Within the next 1 month, how will you invest time and treasure in your FUTURE?



INSIDE > OUT STRATEGY:

WIN with Your TARGET:

<https://forms.gle/GC8fHpHH4RBXb6BP8>

Major Theme from page 88

How will you exceed the experience of your TARGET in the next year?

Within the next 6 months, how will you exceed the experience of your TARGET?

Within the next 3 months, how will you exceed the experience of your TARGET?

Within the next 1 month, how will you exceed the experience of your TARGET?



INSIDE > OUT STRATEGY:

WIN with Your MESSAGE:

<https://forms.gle/crrqzMtYoMQje4hU6>

Major Theme from page 88

What is your Value Proposition?

How do you want your MESSAGING to be in the next year?

Within the next 6 months, how do you want your MESSAGING to be?

Within the next 3 months, how do you want your MESSAGING to be?

Within the next 1 month, how do you want your MESSAGING to be?



INSIDE > OUT STRATEGY:

WIN with YOUR SALES PROCESS:

<https://forms.gle/DwSUgAgVQUU8dPx8>

Major Theme from page 88

How do you want your SALES PROCESS to be operating in the next year?

Within the next 6 months, how do you want your SALES PROCESS to be operating?

Within the next 3 months, how do you want your SALES PROCESS to be operating?

Within the next 1 month, how do you want your SALES PROCESS to be operating?



INSIDE > OUT STRATEGY:

WIN with Your SERVICE:

<https://forms.gle/VkUboBY6AcSCSVgx8>

Major Theme from page 87

How will you make your SERVICE unforgettable in the next year?

Within the next 6 months, how will you make your SERVICE unforgettable?

Within the next 3 months, how will you make your SERVICE unforgettable?

Within the next 1 month, how will you make your SERVICE unforgettable?



OUTSIDE > IN STRATEGY:

WIN with REFERRALS:

<https://forms.gle/JFdtKL4RL8ALvXUw7>

Major Theme from page 88

How will you proactively develop REFERRALS to be in the next year?

Within the next 6 months, how will you proactively develop REFERRALS?

Within the next 3 months, how will you proactively develop REFERRALS?

Within the next 1 month, how will you proactively develop REFERRALS?



OUTSIDE > IN STRATEGY:

WIN with PARTNERS:

<https://forms.gle/smwhJ6VqMYCcnTDQ7>

Major Theme from page 88

How will you proactively develop PARTNERS in the next year?

Within the next 6 months, how will you proactively develop PARTNERS?

Within the next 3 months, how will you proactively develop PARTNERS?

Within the next 1 month, how will you proactively develop PARTNERS?



OUTSIDE > IN STRATEGY:

WIN with COMPETITIVE ADVANTAGE:

<https://forms.gle/SXooXWktwqDSCmtr9>

Major Theme from page 88

How will you improve your COMPETITIVE ADVANTAGE in the next year?

Within the next 6 months, how will you improve your COMPETITIVE ADVANTAGE?

Within the next 3 months, how will you improve your COMPETITIVE ADVANTAGE?

Within the next 1 month, how will you improve your COMPETITIVE ADVANTAGE?



STRATEGIC ACTION PLAN

1 Month WINS

Write down your major themes with matching commitments.

| Within Next 1 Month | 1 Month WINS | Start Date | Finish Date |
|-----------------------------|--------------|------------|-------------|
| Passions p. 90 | 1 Month WINS | | |
| Business p. 91 | 1 Month WINS | | |
| Future p. 92 | 1 Month WINS | | |
| Target p. 93 | 1 Month WINS | | |
| Message p. 94 | 1 Month WINS | | |
| Sales p. 95 | 1 Month WINS | | |
| Service p. 96 | 1 Month WINS | | |
| Referrals p. 97 | 1 Month WINS | | |
| Partners p. 98 | 1 Month WINS | | |
| Competitors p. 99 | 1 Month WINS | | |



STRATEGIC ACTION PLAN

3 Month WINS

Write down your major themes with matching commitments.

| Within Next 3 Months | 3 Month WINS | Start Date | Finish Date |
|-----------------------------|--------------|------------|-------------|
| Passions p. 90 | 3 Month WINS | | |
| Business p. 91 | 3 Month WINS | | |
| Future p. 92 | 3 Month WINS | | |
| Target p. 93 | 3 Month WINS | | |
| Message p. 94 | 3 Month WINS | | |
| Sales p. 95 | 3 Month WINS | | |
| Service p. 96 | 3 Month WINS | | |
| Referrals p. 97 | 3 Month WINS | | |
| Partners p. 98 | 3 Month WINS | | |
| Competitors p. 99 | 3 Month WINS | | |



STRATEGIC ACTION PLAN

6 Month WINS

Write down your major themes with matching commitments.

| Within Next 6 Months | 6 Month WINS | Start Date | Finish Date |
|-----------------------------|--------------|------------|-------------|
| Passions p. 90 | 6 Month WINS | | |
| Business p. 91 | 6 Month WINS | | |
| Future p. 92 | 6 Month WINS | | |
| Target p. 93 | 6 Month WINS | | |
| Message p. 94 | 6 Month WINS | | |
| Sales p. 95 | 6 Month WINS | | |
| Service p. 96 | 6 Month WINS | | |
| Referrals p. 97 | 6 Month WINS | | |
| Partners p. 98 | 6 Month WINS | | |
| Competitors p. 99 | 6 Month WINS | | |



STRATEGIC ACTION PLAN

1 Year WINS

Write down your major themes with matching commitments.

| Within Next 1 Year | 1 Year WINS | Start Date | Finish Date |
|-----------------------------|-------------|------------|-------------|
| Passions p. 90 | 1 Year WINS | | |
| Business p. 91 | 1 Year WINS | | |
| Future p. 92 | 1 Year WINS | | |
| Target p. 93 | 1 Year WINS | | |
| Message p. 94 | 1 Year WINS | | |
| Sales p. 95 | 1 Year WINS | | |
| Service p. 96 | 1 Year WINS | | |
| Referrals p. 97 | 1 Year WINS | | |
| Partners p. 98 | 1 Year WINS | | |
| Competitors p. 99 | 1 Year WINS | | |



How To WIN With Your STRATEGIC ACTION PLAN

At this point in the WINNER'S WORKBOOK process, you've endured over 50 assessments and more than 300 deep and probing questions. You have seen that some of the questions didn't have much to do with your business model. And you have seen that some things in your business were exposed and need to be improved.

The bottom line is ... you've WON ... so far.
Well done.

Going forward, here's how to create, build and sustain momentum through the WINNER'S WORKBOOK ...

In your strategic plan, you've set in place 40 tasks that need to be accomplished before a certain date. Each of these tasks is a "WIN" that can be encouraged as a winning opportunity and celebrated when accomplished.

- **EXPOSE THE TEAM**

- Whether you are a solopreneur leading a team of 1 or a CEO leading a team of 1000, when you publish the strategic plan, you set up game-changing accountability.

This "light in the darkness" will cause the vermin to flee and the butterflies to bloom. In other words, two types of people will be exposed: Those who cower from challenge, and those who thrive from the challenge.

- **CELEBRATE THE TEAM**

- Have you ever heard the phrase, "You'll get more with honey than with vinegar?" It means that, as leaders, we get what we encourage. Charlie Munger of Berkshire Hathaway reiterates that thinking by stating, "Show me the incentives and I'll show you the outcome."
- As you celebrate the accomplishment of each task of the Strategic Action Plan, you'll find that momentum begins to build as the team is affirmed through even the tiniest accomplishment. More accomplishments means more affirmation, which speeds up the momentum. Then, as you match the right incentives with the accomplished tasks, you'll witness an unstoppable train roar down the tracks of accomplishment.

You've made it through the hardest part.
Keep pushing through the rest of the WINNER'S WORKBOOK process.

You'll love the result.



Step 3:

WIN by Exposing

Now that you've written down your vision, outlined your goals and committed them to specific actionable dates, you are now the proud owner of a strategic action plan.

Congratulations.
Now what?

The writing and planning of your vision is the most overlooked and misunderstood part of accomplishment. You have made it past a major hurdle that stops lesser people. Now you are poised to accomplish your vision. Be proud of yourself; you have persevered and done a good job to this point.

But up to now you haven't risked anything. You have been safe in the warm and cuddly world of window shopping for your dreams. Now comes the scary part ... I mean the downright frightening part: You have to tell other people about your vision.

As you move forward into your vision, you have to risk being called an idiot before you can be called brilliant. There is no way to escape exposing your vision, unless of course you wimp out and quit.

Exposing your vision is the vulnerable side of accomplishment. It is where the men are separated from the boys. Exposing your vision means telling people what you intend to do, how you intend to do it, and when you will have it done. You're giving them a copy of your strategic action plan. By doing so, you're also facing potential failure and the humiliation that comes with it.

If you want to be a person of accomplishment, you must first walk through the door of exposing your vision. You must tell people about your vision. You must tell people about your intentions. You have to unwrap your vision and show it to your friends, family, colleagues and acquaintances. You simply cannot avoid stepping through the door of exposing your vision.

There are two groups of people to whom you must expose your vision:

- 1. The Little People**
- 2. The Big People**

Allow me to explain a little bit about each group ...



The Little People

The Little People are those who call you foolish and ill-equipped while they complain about their life and make excuses why they don't do something about their own lack of accomplishment.

Due to your refusal to take the easy path, you force the little people around you to come to terms with their lack of vision and to come face to face with their own laziness. By moving forward you shine a light on their "couch of mediocrity" as you climb to new and splendid heights. Your new-found significance makes all those negative people around you feel small.

It is a lot easier for little people to ensure your failure than it is for them to step away from the couch and do something positive for themselves.

But their lack of vision does not take away the pain of their words. It doesn't dull the knife of their criticism. They'll call you an idiot. Did you hear me? People you love will call you an idiot and tell you there is no hope of success. This has happened to me and it hurts very much.

There are people close to you who will do their best to tear you down and dash your hope. There are people at work who will do all they can to make sure you fail. Why would they do this? Because little people squirm when the light of greatness shines into the darkness of their "status quo destiny."

Don't worry about the little people. You have more important things ahead of you.

The Big People

The Big People are those wonderful and generous people who invest in you and help you accomplish the greatness that resides within you.

Unlike little people, the big people in your life will go out of their way to lift you up and empower you in your quest for accomplishment and the personal significance that comes with it.

Your Board of Constructors is part of your group of Big People.

From this point forward, your Board of Constructors plays a key role in helping you accomplish your vision day-by-day, step-forward-by-step-forward. Expose your vision to them. Make yourself accountable to them. They are free to push you forward, to encourage your progress, to tell you when you are off course, and to lift you up when you are down.



Board of Constructors

The next step in the development of your strategic action plan is to recruit the team that is necessary to help you ensure that the vision is accomplished. Think of these supporters as your "Board of Constructors" because they help you construct your own path of accomplishment.

The Board of Constructors is like a corporate board of directors, but for an individual. Unlike advisors, directors or counselors, their express purpose is to build you up into the man or woman of accomplishment that they see in you and to help you realize your full potential.

Your Board of Constructors is a necessary, albeit often overlooked, component of success. Volumes of books have been written about the importance of influential people who can positively influence your life. People of accomplishment throughout the world use these types of relationships as the infrastructure for their success. They fully comprehend the truth "there is victory in the abundance of counselors." People of accomplishment know that the more powerful their advisors, the more powerful their accomplishments will become.

Your Board of Constructors plays a key role in helping you accomplish your vision day-by-day, step-forward by step-forward. Make yourself accountable to them. They are free to push you forward, to encourage your progress, to remove obstacles from your path, and to lift you up when you are down. They are your biggest critics and your most ardent supporters.

In the following spaces, please list 12 people you are confident can have a meaningful impact on your life if you were given the opportunity to meet with them on a regular basis. Consider this to be a list of candidates. Although you may not call these people, you should list their contact information in case you are compelled to contact them.

People to consider for your list of Board of Constructors candidates:

| | |
|-------------------|-------------------------------------|
| Boss / Supervisor | Mentors / Personal Coaches / Upline |
| Lawyer s | Financial Advisors |
| Colleagues | Experienced Business Owners |
| Pastor | Spouse |

Nothing in life, other than your own work ethic, will have as much of an impact on your personal and professional success as your Board of Constructors.



Board of Constructors: Candidates

Digital Q&A: <https://forms.gle/XFBTWQFJsMeKs3Vy5>

Candidate 1:

Cell Phone:

Email:

Candidate 2:

Cell Phone:

Email:

Candidate 3:

Cell Phone:

Email:

Candidate 4:

Cell Phone:

Email:

Candidate 5:

Cell Phone:

Email:



BOARD OF CONSTRUCTORS: Candidates

Candidate 6: _____

Cell Phone: _____

Email: _____

Candidate 7: _____

Cell Phone: _____

Email: _____

Candidate 8: _____

Cell Phone: _____

Email: _____

Candidate 19: _____

Cell Phone: _____

Email: _____

Candidate 10: _____

Cell Phone: _____

Email: _____



Summary: Exposing

You listed a group of people with whom you are comfortable, and who you are confident can help you move forward to accomplishment in a constructive and truthful manner.

Pick the five best choices from that list and fill in their information below. These are people who have agreed to helping you and supporting the execution of your Strategic Action Plan

DO NOT MOVE FORWARD until you have identified your Board of Constructors:

Digital Q&A: <https://forms.gle/wUpM71wZvnZwAXQ89>

Constructor 1: _____

Cell Phone: _____

Email: _____

Constructor 2: _____

Cell Phone: _____

Email: _____

Constructor 3: _____

Cell Phone: _____

Email: _____

Constructor 4: _____

Cell Phone: _____

Email: _____

Constructor 5: _____

Cell Phone: _____

Email: _____



Next, recall the story of Cortez, the Spanish Conquistador who, upon arriving at his destination, burned the boats so there would be no turning back. You're about to do the same thing.

First, make five copies of your **Strategic Action Plan**.

Second, if you are serious about moving forward and accomplishing great things now and for the rest of your life, send each person on the previous page a copy of your **Strategic Action Plan**. If they have been on your team since the beginning of this process, they'll already have a copy of this entire document.

1. Include a hand-written note explaining what you're doing.
2. Do it today. The longer you wait, the more your discomfort you'll experience, and the less likely you are to do it.
3. Follow up with them in 5 days and talk to them about your request for help.

In five days, the date is: _____

Up to this point you've risked nothing.
But once you send these letters, you put everything on the line.

Are you serious? Or are you just playing?

Send those letters and, like Cortez, you'll burn your ships with no turning back.

Complete this step, and you're committed to accomplishing your vision, and to enjoying significance and greatness that all people of accomplishment share.



STEP 4:

WIN by Enduring

*Success is not final. Failure is not fatal.
It is the courage to continue that counts.*
Winston Churchill, former Prime Minister of Great Britain

In a world of people who are content in the warm bath of their mediocrity, moving a vision forward is difficult.

That difficulty is accentuated by the fact that it takes a long time, sometimes a very long time, to bring your vision into viability and completion.

It may take 5 years or more to accomplish your vision. The loftier the vision, the longer it will take to get there. You must be patient. There will be setbacks and disappointments along the way. But a steadfast character has the patience and fortitude to make it to the finish line.

Just the other day I read a couple of great quotes by Oswald Chambers in "My Utmost for His Highest." Slightly paraphrased, he encourages us on our path to accomplishment:

"We always have a vision of something before it becomes real to us. When we realize that the vision is real, doubt comes to us with its accusations that lead to discouragement and defeat. We become inclined to say that there is no point in even trying to continue. Instead of the vision becoming real to us, we have entered into a valley of humiliation."

Yet all efforts of worth and excellence are difficult. ... but its difficulty does not make us faint and cave in - it stirs us up to overcome. Thank God that He does give us difficult things to do."

I know a thing or two about setbacks. Discouragement has often come to me like a flash flood, the torrent of which I could not resist. At times I've been convinced that the proverbial school of hard knocks had made me into a nightly David Letterman joke.

I would like to share with you an expert from my journal at a time when I was engrossed in the start-up of a business, written after someone I loved pierced into the very depths of my heart.



She said, "You're doing your best? Well you gave it your best for a dozen years and your best was never enough!"

"When I hung up my cell phone and pulled into the driveway, the emotions began to pour over me. Then as if someone else was controlling me, I robotically made it to my bedroom and sat on the edge of the bed. I put my face between my hands and watched my tears splash onto the carpet. I didn't say anything. I just cried. I've always wanted to do great things with my life. But I've always avoided the investment - the price of admission - required to do great things. Today is different - I'm finally paying the price. I'm making the investment. I am emptying my pockets and pouring out my very soul. Yet I am coming up short. Empty."

Yes, enduring to the finish is difficult. On your road to accomplishment the pain will become acutely personal. At times you'll feel like your best friend punched you in the gut. You'll feel alone and abandoned. Indeed, there will be times when it feels like everything and everyone has turned against you. Greatness is uncomfortable. That's why it's accomplishment requires perseverance, and why its attainment is so rare.

"Endure It" means when you find yourself alone in your quest, you must reassure yourself that you are doing the right thing while plodding forward in a hurricane of negativity and doubt. You must take one more step, then another, especially when nothing in your body wants to do so. Those are the times when your character is tested, when the roots of your desire deepen. Those are the times when small incremental steps really count.

Following that journal entry, as the darkness began to clear, I made this entry.

*Endure past criticism.
Endure beyond doubt.
Endure completely, all the way to the finish.
For that is the place where greatness is found.*

Enduring to the end is worth the cost.



Three Statutes of Perseverance

There are three important ways to build yourself up and keep yourself on the straight and narrow path of accomplishment.

1. Move Forward Every Day.

This is crucial. No matter how small a step forward, take it. If it is making just one phone call instead of the twenty you should make, place the call. Don't hesitate. You'll find when you're not in the mood, taking one or two small steps forward will put you in the mood. When in doubt, move forward.

2. Speak The Vision Forward.

This might seem a little goofy, but it's more powerful than you think. It is a universal truth that the words you speak set the tone of your life. They change the atmosphere of your attitude. The Bible says, "The tongue is like a bridle that controls the horse's direction; the tongue is like a very small rudder that steers the whole ship (James 3; 3-4)." Use this truth to your advantage by repeating components of your strategic action plan out loud, frequently and audibly.

3. Be Reinforced.

You need positive reinforcement. And your vision needs positive reinforcement. There are a few - a precious few - people in the world who are humble enough and loving enough to speak words of encouragement and edification into your life. Find these few, and keep them close. Encouragement is nourishment; when you find its source, hold on and don't let go.



Perseverance Pays

Ask any person of accomplishment what the key to their success is, and most will tell you it is 90% perseverance. They'll tell you that endurance and perseverance are the most important components of accomplishment.

Accomplishment requires stretching. And with stretching comes pain. But the net result of the pain and perseverance is the sense of significance and greatness only people of accomplishment can comprehend.

Vigilance is key. You must defend your daily progress with the same vigilance and fortitude shown by an army defending a strategic beachhead. You must resolve that no matter the strength of the enemy's onslaught, no matter the doubts and defeats, you will endure. You will persevere even if it costs you all you have.

**"Success"
is the long-term accumulation
of small steps forward.**

Stated another way, it takes deep endurance and gut-level perseverance to step forward every day for years at a time. You can't get there if you don't accumulate progressive steps forward for a prolonged period of time.

My friend, please receive my encouragement to persevere to the end. Don't stop your daily steps forward until you reach the finish line. Finishing is the only thing that matters.

Finish strong.
Finish sure.

Finish.



STEP 5:

WIN by Enjoying

It goes against the grain of popular thinking to proclaim that success is not an event or a single accomplishment. People of accomplishment understand that success comes in the growth that happens along the journey.

Success comes in the growth of the heart, not in the accomplishment of the task.

Living this process of stretching, expanding and changing is difficult to be sure. But all of us need to remember that, in the end, it is the growth of our heart that really matters. The expansion of our capacity to appreciate the journey and love those who helped us along the way is the goal to which all paths should lead.

This is important to remember because the moment the goal is accomplished, the appreciation of it ends. The truth be told, realizing the dream can be anticlimactic.

Throughout the journey to accomplishment, you are intensely tested and challenged to the very core of your being. Every ounce of passion, concentration and strength is spent. You endure like an athlete worthy of the championship. And, because you endured through the criticism and pain, you deserve the victor's spoils.

But the rewards don't come like they should. Ironically, as the moment of accomplishment arrives and you realize that you made it, the moment fades away like a vapor. Often, appreciation goes unsaid; accolades last but a minute. Ultimately, arrival at the goal is nothing more than a timestamp on your passport of accomplishment.

We owe ourselves the indulgence of celebrating our accomplishments with vigor and passion. For it is in the celebration of our accomplishment that we reinforce to ourselves the truth that we are capable of even greater things in the future.

Upon your accomplishment, give yourself a huge celebration. By congratulating yourself with rewards at various benchmarks along the way, you solidify the elusive emotional satisfaction that you need to make it to the next level.

What does this mean?

It means party, Really Party!
You're a person of accomplishment. You deserve it!



Top 10 Ways to Enjoy WINNING

10. **Party like there's no tomorrow.**
9. **Buy a full-page ad in the local paper and brag to the entire community.**
8. **Take a long, reminiscent walk along a sunset beach.**
7. **Buy lavish gifts for those who supported you.**
6. **Treat yourself to that new luxury you've been putting off.**
5. **Have a slow and elegant dinner with your spouse at the most expensive and romantic restaurant you can find.**
4. **Go out to dinner with the really important people in your life and make a humble and grateful toast recognizing their vital role.**
3. **Get on your knees and thank the Good Lord for His strength to endure and for the opportunity to attain.**
2. **Teach others to do the same.**
1. **All of the above.**



Parting Thoughts

On Leading Change ...

*It is better to change big things slowly
than to change little things quickly.*
Author unknown

I would like to end with the insightful words of Jim Collins, author of *Built To Last* and his best-selling book, *Good to Great*. I believe his comparison of the leadership of change to the momentum of a flywheel to be very insightful.

In *Good to Great*, Collins endeavors to uncover the reasons why some rare companies excel and why the majority of companies lag; or posed as a question, "How do companies evolve from good to great?" His research was exhaustive, and took his team 5 years and 10.5 person-years to complete. His findings are revealing.

He saw that companies who obtain greatness begin with a big, revolutionary idea. And they move slowly yet surely toward the goal. At first, they make small steps and celebrate little accomplishments. When people around the organization begin to see the accomplishments, and when they share in the small celebrations, they begin to believe in the idea too. Momentum grows. Then bigger steps are taken and bigger accomplishments are celebrated. As more and more people see the vision, and as more and more people jump on the bandwagon, momentum becomes unstoppable. At that point, greatness looms just around the corner.

The same pattern is true with your own path to accomplishment.

I also appreciate Mr. Collins' analogy of the flywheel to further demonstrate the process of momentum.

"Picture a huge, heavy flywheel. It's a massive, metal disk mounted horizontally on an axle. It's about 100 feet in diameter, 10 feet thick, and it weighs 25 tons. That flywheel is your (Strategic Action Plan). Your job is to get that flywheel to move as fast as possible, because momentum - mass times velocity - is what will generate superior economic results over time."

"Right now, the flywheel is at a standstill. To get it moving, you make a tremendous effort. You push with all of your might, and finally, you get the flywheel to inch forward. After two or three days of sustained effort, you get the flywheel to complete one entire turn. You keep pushing, and the flywheel begins to move a bit faster. It takes a lot of work, but at last the flywheel makes a second rotation. You keep pushing steadily. It makes three turns, four turns, five, then six.



With each turn, it moves faster, and then - at some point, you can't say exactly when - you break through. The momentum of the heavy wheel kicks in your favor. It spins faster and faster, with its own weight propelling it. You aren't pushing any harder, but the flywheel is accelerating, its momentum building, its speed increasing."

Mr. Collins asserts, "This is the Flywheel Effect. It's what it feels like when you're inside an organization that makes the transition from good to great."

By developing, completing and executing your **Winner's Workbook**, you've started to spin the flywheel of your own great accomplishment. You have empowered yourself to make your own transition from good to great.

On Accomplishing ...

According to Webster's Dictionary, to "accomplish" means "to bring about by effort; to succeed in reaching."

To this point, developing your **Winner's Workbook** has been a journey of striving for something better. It has been a path that took you from the vapor of an initial idea to the realization and enjoyment of its fruit.

The journey has not been easy. I'm sure you wanted to quit this ridiculous "exercise in futility" more than once. You may have exclaimed, "Who does this bonehead author think he is, anyway?" Yet you endured to the end. Great job!

In front of you is a **Winner's Workbook** that you created, for which only you can take credit, and for its accomplishment only you can be responsible. It represents a launch pad for your gifts, your skills, your hopes and your dreams. Keep going and the significance of being a person of accomplishment is yours.

People of accomplishment are an elite group, with a magnetic draw of success hovering all around them. Everybody wants them on their team because their significance as people and as professionals is so vitally important. The scarcity of people of accomplishment is what makes them such special people and so valuable to their organizations.

Your **Winner's Workbook** experience does not end with this book. Endure to the finish, and become a person of accomplishment.

Then become even greater by encouraging others to do the same.

Frank R. Turner, Summer 2023



Leader Ledger

**Are YOU a Good Leader?
Prove It.**

LEADER LEDGER

Leader Ledger™
Developed by Frank Turner
Copyright 2023
559.210.4333

**“The plan in the heart of a person is like deep water.
And a person of understanding draws it out.”
Proverbs 20.5**



WIN with Frank Turner

WINNER'S Strategic Planning WORKBOOK

Store Link

\$385

1 Month WINNER'S WORKBOOK ONLINE COURSE

- Weekly ZOOM with Frank Turner and 7 WIN-Focused Leaders
- Increase Learning Velocity by Learning with Peers
- Fastest Completion of Strategic Action Plan Accountability with Like-Minded Winners

\$1800

1 Year WINNER'S WORKBOOK MASTERMIND GROUP

- Year Long Peer-Based Encouragement to Ensure Your Action Plan is Successfully Implemented
- Life Long Relationships Forged with WIN-Focused Leaders
- Certification to Teach WINNER'S WORKBOOK to Business Leaders

\$1800 per Month

On-Site Strategic Planning CONSULTATION

- Intensive Team-Oriented Brainstorming for "Radical Differentiation"
- Macro Corporate Plan Is Complemented with Micro Synergistic Team-Level Plans
- Culmination of Company-Wide Plan Every Team Member Can Buy Into

\$8850 per day

Plus travel & expenses

PROJECT MANAGEMENT: Leader Ledger

- On-Phone Interviews with Leader's Direct Reports, Expanded to Teams as Desired
- Compilation of Data to Show Mathematical Path to Leader's Effectiveness
- Establishment of Quarterly Baseline So Leader Can Track Improvement and/or Decline

\$8850 per day

PROJECT MANAGEMENT: Customer Surveys

- Work with Team to Design the Right Combination of Questions That Are Both Brief and Beckon a Follow Up Call
- Design CRM to ensure transparency to all involved
- Execute phone campaign
- Full reporting, including discovery of trends, issues, and opportunities

\$48 per completed survey