If your road to wealth devours your active adult life and it isn't guaranteed, that road sucks. A “road to wealth” codependent on Wall Street and anchored by time with your life wagered as the gamble is a dirty rotten alley.

“Get Rich Slow” is a losing game because it is codependent on Wall Street an anchored by your time. The real golden years of life are when you're young, sentient, and vibrant

I wasn't athletic, I couldn't sing, and I couldn't act, but I could get rich without fame or without physical talent.

I aggressively marketed my Web site. I sent out emails. Cold-called. Mailed letters. I learned search engine optimization (SEO). Because I couldn't afford books, I visited the Phoenix library daily and studied Internet programming languages. I improved my Web site and learned about graphics and copywriting. Anything that could help me, I consumed.

A New Wealth Equation Yields Wealth Acceleration

I'd get limo price inquiries from around the world, every minute of the day. How much for a limo from Boston to Worcester? How much from JFK to Manhattan? We'd scan my email inbox and it had 450 emails. Ten minutes passed, click refresh, and then there would be another 30 emails. Emails were pouring in several per minute. He suggested “Dude! Turn those emails into money somehow.” He was right, but how? And how can it solve a legitimate need? He left me with this challenge and I was intent to solve it. Days later, I created a risky, unproven solution and I gave it a shot. What did I do? Instead of selling ad space I decided to sell leads. There was a problem though. This “revenue model” was new and groundbreaking. Additionally, I had to convince my customers that this method of business was beneficial to them, and I had no data to predict whether it could succeed. Remember, this was the late nineties, when “lead generation” in Web space was unfounded, at least until I went out and did it.

My revenue, my income, and my assets grew exponentially but not without issue. As traffic grew, so did the complaints, the feedback, and the challenges. Improvements came directly from customer suggestions. Within days, sometimes hours, I'd implement customer ideas. I was known to answer my clients' emails within minutes, if not an hour. I learned to be receptive to the consumer, and business exploded.

The glory of the hard work was this: It didn't feel like work; in fact, I enjoyed it. I didn't have a job; I had a passion to make a difference. Thousands of people benefited from something I created, which addicted me to the process. I made a difference!

Taxes. Worthless stock options. I made mistakes and invested poorly. I bought a Corvette, hoping it would make me look rich. I thought I was rich, but I really wasn't. By the time it was over, I had less than $300,000 left.

Against my recommendations, they made poor decisions, decisions that were good for short term revenue but horrific for long-term growth. They flushed money down the toilet as if there were an endless supply. Do we really need custom-branded water bottles? And logo T shirts? Are these revenue generating actions?

Customers were ignored. Incredulously, most of the company's executive management had Harvard MBAs, proof that the business logic doesn't come with expensive initials after your name. Despite having $12 million in venture capital to buoy the storm, my Web site slowly started to die.

I'd operate the business, take the profit and pay down the carry-back loan. What was left over I reinvested into the business. With my company back in my control, a new motivation surfaced to not only survive the dot-com crash, but to thrive.

I continued to improve my Web site. I integrated new technologies and listened to customers. My new passion was automation and process.

I worked less and less. Suddenly, I worked an hour a day instead of ten. Yet, the money rolled in. I'd go to Vegas on a gambling spree; the money rolled in. I'd be sick for four days; the money rolled in. I'd day trade for a month; the money rolled in. I'd take a month off; the money rolled in.

This was the Fastlane. I built myself a real, living, fruit-bearing money tree. It was a flourishing money tree that made money 24 hours a day, 7 days a week, and it didn't require my life for the trade. It required a few hours a month of water and sunshine, which I happily provided. Outside of routine attention, this money tree grew, produced fruit, and gave me the freedom to do whatever I wanted.

If you earned $200,000 every month, how would your life change? What would you drive? Where would you live? What vacations would you take? What schools would your children attend? Would debt be a noose around your neck? How fast would you become a millionaire? Four months or forty years? Would grabbing a $6 coffee at Starbucks be an issue?

Fame or physical talent is not a prerequisite to wealth. Fast wealth is created exponentially, not linearly. Change can happen in an instant.

When your focus is only the road, your journey is likely to stall and dreamy destinations never arrive.

If wealth has escaped you, it's probably because you are “road-focused” and not using the whole formula. You can't crack wealth's code with one variable in a multi-variable equation. Wealth is a process, not an event. Wealth eludes most people because they are preoccupied with events while disregarding process. Without process, there is no event. Wealth eludes most people because they are preoccupied with events while disregarding process. Without process, there is no event. Process makes millionaires, and the events you see and hear are the results of that process. All events of wealth are preceded by process, a backstory of trial, risk, hard work, and sacrifice. If you try to skip process, you'll never experience events. Unfortunately, as a media-driven, “I want it now” society, we spotlight and glorify the event, but usher the process behind the woodshed, carefully drying its sweat from the public cognition. However, if you search long and hard, you can always find the process, buried in another story or in the trailing paragraphs that glorify the eventWhen you make your first million, it will be because of process and not some clandestine happenstance that just happened to waltz across your path. Process is the road trip to wealth: The destination shines as an event, but it's found by process. Yes, the elevator to success is out-of-order-you'll need to hit the stairs. The compass for the trip-your roadmap-is the guiding force behind your actions. Your roadmap makes up your financial belief system and your preconceived convictions about wealth and money. There are three roadmaps that will chart your course to wealth: 1. The Sidewalk 2. The Slowlane 3. The Fastlaneyour roadmap will outline why, where, how, and what. Your Vehicle (Part 6) Your vehicle is you. No one can drive the journey but you. You can be a real estate investor, a retail storeowner, a franchiser, an Internet marketer, or an inventor. Just like a road trip across the country, roads are plentiful with millions of permutations. Your Speed (Part 8) Speed is execution and your ability to go from idea to implementation. You could sit in a Ferrari on an empty, straight road, but if you fail to hit the accelerator, you fail to move. Without speed, your roadmap has no direction, your vehicle stands idle, and your road mutates into a dead end. Successful Fastlane travelers are warriors who live and die on rough roads. A functional family/good childhood “Hard work” versus “smart work” Educational accomplishments and credentials after your name A stellar business plan Venture capital Being a certain sex, color, or age Wishing, dreaming, and thinking positively Knowing the right people in the right places Attending the right schools Being passionate or "doing what you love" or "what you know"The Millionaire Fastlane doesn't care about these things. If the road trip to wealth were easy, wouldn't everyone be wealthy? Expect a price to be paid. Expect risk and sacrifice. Expect bumps in the road. When you hit the first pothole (and yes, it will happen) know that you are forging the process of your unfolding story. The Fastlane process demands sacrifices that few make, to resolve to live like few can. If the road trip to wealth were easy, wouldn't everyone be wealthy? Expect a price to be paid. Expect risk and sacrifice. Expect bumps in the road. When you hit the first pothole (and yes, it will happen) know that you are forging the process of your unfolding story. The Fastlane process demands sacrifices that few make, to resolve to live like few can. There is no wisdom or personal growth gained in a journey that someone else does for you. The journey is yours. Wealth is a formula, not an ingredient. Process makes millionaires. Events are by-products of process. To seek a “wealth chauffeur” is to seek a surrogate for process. Process cannot be outsourced, because process dawns wisdom, personal growth, strength, and events.

If you don't know where you are going, how will you know if you get there? If your destination is undefined, undoubtedly you'll never arrive and likely end in a place you don't want to be. Wealth is found with a roadmap, not a dartboard.

Both are the direct result of the financial roadmap chosen and the actions and beliefs that evolve from that roadmap. Your financial roadmap is definitive to process, and it's the first tool for your road trip to wealth. Your current financial situation is a product of your existing roadmap, whether chosen or not. Your roadmap guides your actions, and the consequences of those actions have created your financial life. How your life unfolds is determined by your choices, and these choices originate from your belief systems, and those belief systems evolve from your predisposed roadmap. If you want to change your life, change your choices. To change your choices you must change your belief system. Your belief system is defined by your roadmap. How do beliefs affect finances? Beliefs are powerful mechanisms that drive action, whether true or not. We believe what we're taught until we gather evidence to the contrary. Your belief system acts like a roadmap, a compass that, if errant, can lead you to a lifetime of detours. Fictitious beliefs are lying roadmaps; they escort you down dead-end roads where “Wealth: Next Exit” never happens. Plotting your course to wealth and building your process starts with an examination of your current financial roadmap and the alternatives. There are three financial roadmaps: 1. The Sidewalk Roadmap 2. The Slowlane Roadmap 3. The Fastlane RoadmapYou have to be special to bend the laws of true essence. Similarly, the roadmaps each possess a true essence that leads either to poorness, mediocrity, or wealth. For example, if you follow the Sidewalk, you'll likely end poor. While wealth is possible using any of the maps, finding it via a roadmap not predisposed to wealth is improbable. Debt Perception: Does debt control you or do you control your debt? Time Perception: How is your time valued and treated? Abundant? Fleeting? Inconsequential? Education Perception: What role does education have in your life? Money Perception: What is money's role in your life? Is money a tool or a toy? Plentiful or scarce? Primary Income Source: What is your primary means of creating income? Primary Wealth Accelerator: How are you accelerating your net worth and creating wealth? Or are you? Wealth Perception: How do you define wealth? Wealth Equation: What is your mathematical plan for accumulating wealth? What wealth equation defines the physics of your wealth universe? Destination: Is there a destination? If so, what does it look like? Responsibility & Control: Are you in control of your life and your financial plan? Life Perception: How do you live your life? Do you plan for the future? Forsake today for tomorrow? Or tomorrow for today? Each roadmap operates under a specific set of mathematical formulas, the wealth equation that determines the speed at which you can create wealth. Like Einstein's E=MC2, these formulas govern your wealth universe much like physics governs our universe. And because physics is bound by mathematical absolutes, so are your equations (and probabilities) to wealthIf you're unhappy in your financial situation, you can change your universe immediately by switching roadmaps. However, first, you have to understand the roadmaps to swap them. LTo force change, change must come from your beliefs, and your roadmap outlines those beliefs. Each roadmap is governed by a wealth equation and predisposed to a financial destination-Sidewalk to poorness, Slowlane to mediocrity, and the Fastlane to wealth.

a contract for a pleasurable today in lieu of a more secure tomorrow.

The Sidewalker's road trip is a financial treadmill with a destination that typically ceases at bankruptcy or a crisis of reckoning. A Sidewalker's financial destination doesn't exist. The plan is to have no plan. Surplus money is immediately spent on the next great gadget, the next trip, the next newer car, the next fashionable styles, or the next hot fad. Sidewalkers are carelessly trapped in a “Lifestyle Servitude” fed by an urgent, insatiable need for pleasure, image, and instant gratification. This perpetuates a cascading cycle that spins faster every month, increasing the velocity of the burden, forever enslaving the Sidewalker to their job or their business. The Sidewalk is the road most traveled because it's the path of least resistance. Its siren song is instant gratification, and money is a hot potato that's quickly exchanged for the latest fix of the dayThe Sidewalker's roadmap contains behavioral characteristics that drive the Sidewalker's actions. These mindsets are signposts, or “mindposts” that guide the Sidewalker through life. Debt Perception: Credit allows me to buy things now! Credit cards, consolidation loans, car payments-these supplement my income and help me enjoy life today! If I want it now, I'm going to get it now. A person under the age of 55 is 57% likely to have zero net worth, or negative net worth. An estimated 62% of all households in the United States have less than $100,000 in net worth. 89% of all “under 35” households had a net worth less than $100,000. A person in the 35–44 age range has a median net worth of $13,000 excluding home equity. A person in the age 45–54 group has a median net worth of $23,000, excluding home equity. the world is full of financial illusionists. Once the recent financial crises are factored in, the latest figures will devolve into chilling depths; I estimate that 85% of American families will have zero or negative net worth. But you can bet that they have 650 cable channels streaming into their five flat-screen HDTVs. If you're older than 35 and you have less than $13,000 in net worth let me be blunt: What you are doing isn't working. You need a new roadmap. Their future is mortgaged to the hilt in favor of a lifestyle, with purchase affordability of any extravagance determined by the monthly payment. Every dime is spoken for: car payments, clothes or is sent to stave off the credit reaper. If you live this way, you are driving at the financial redline on a narrow road bordering a cliff. There is little hope for Sidewalkers because their roadmap is corrupted by gratification, selfishness, and irresponsibility. This problematic disposition repels wealth and thrusts codependency on overburdened hosts: taxpayers, employers, friends, parents, and loved ones. Income-Poor Sidewalkers rationalize, “Life is short. Get out of my way or get run over!” Sidewalking Symptoms: Are You on It? You haven't learned much since graduating from high school or college. “I'm done with school, hooray!” You change jobs frequently. “C'mon, MJ, I left because this other job pays more.” You think people with money have it because they had rich parents, luck, or easier life circumstances than you. “I've had it hard. If my parents would have paid for college I could have had a good job. I had a rough childhood. Those people with money have no idea.” You are easily impressed and seek to impress. “I love designer purses, German cars, Italian clothes, and purebred dogs. I work hard for my money and I deserve it!” You have poor credit. “I pay my obligations most of the time … it's just that I can't always pay on time because of situations outside of my control. Besides, the banks and utility companies are big, rich companies-they are the enemy.” You put faith into politicians and government to change the system, instead of focusing on how you can change yourself. “A bigger government is the solution. More regulation, more programs, and more services. The government should serve the people. Rich people should pay more in taxes for their good fortune-they can afford it and I can't!” You view pawnshops, payday loan stores, and credit cards as a means of supplemental income. “Groceries can't wait until the next paycheck-my family has to eat! Besides, there's a sale on crab legs for only $18 a pound.” You have filed for bankruptcy at least once. “It wasn't my fault-I overextended myself and didn't expect to lose my job. I didn't expect a recession. I don't feel bad about bankruptcy because it wipes my slate clean and I can start over fresh. I'm already pre-approved for another credit card.” You live paycheck to paycheck. “Wait, doesn't everyone?” You don't alert a business when they give you incorrect change in your favor. “Are you crazy? If a business makes a money mistake, I'm keeping it. It's not my fault their employee screwed up.” You have a negative net worth and little, if no savings. “What's the point? You only make 1% on a savings account anyhow, and look at all those people who invested in the stock market. Suckers! At least if I spend every dime I can't lose it!” You have no car insurance, no health insurance, and you have unprotected sex with uncommitted partners. “What can I say, I'm a risk taker. I know that insurance and birth control are important, it's just not a priority.” You regularly gamble at the casino or buy lottery tickets. “You gotta play to win right? Forget the odds-this time's different, I just feel it.” You immerse yourself in alternate realities, including Web site celebrity gossip blogs, television, sports, video games, or soap operas. “I just love American Idol, Lost, Survivor and Peoples' Court. Monday through Friday from 6 p.m. to 10 p.m., I know exactly where I will be.” You've lost money on “get rich” schemes. “There's got to be an easy way to wealth. If I just buy this program/DVD series/late night infomercial product, I'll have the secret! Get rich easy is out there!” Your family cringes when you ask for money or you quit asking because you know a lecture follows. “Geez, it's just $500. My parents should take care of me until I die. Don't they see how hard I have it? I mean, look at this apartment! The granite countertops need to be replaced!” These mindsets are indicative to the Sidewalk. Hopefully you're not feeling angry or defensive because that might indicate your beliefs are bred from the Sidewalk roadmap. How many people have lost their homes due to the current economic crisis? Their savings, their jobs, or their 401(k)s? The Sidewalk offers no protection, because you're naked and you can't absorb the hits. If you're hit by traffic, you're road kill. If you want to be unshakable on your financial roadtrip, you have to get tough and strap on a bulletproof vest and have a plan that transcends years, not days. Living on the Sidewalk can literally end in living on the sidewalk. If you ask any derailed Sidewalker what spun his financial life out of control, he will quickly blame some external factor: I was laid off! My car broke down! I had no health insurance when I broke my foot! The judge ordered a 20% increase in alimony! When you rev your financial engine at the redline you're guaranteed to burnout. And then, ironically, your pleasant todays turn into horrible tomorrows: more work, more debt, and more stressCan you seriously expect to retire on $13,000 in net worth? Or $113,000? Is it rational to think you can live off your home equity refinance? Have you thought beyond next week's paycheck? At what threshold do you realize that it's time to shift gears and reevaluate? Is there a threshold? Why would something that you've been doing for 5, 10, 20 years suddenly start working? Yes, insanity is doing the same things repeatedly and expecting different results. The first step to escape the Sidewalk is recognizing that you might be on it … then replace it with something that works! The Sidewalk is money blind. It doesn't care about how much money you make. You can't medicate poor money management with more money. Yes, you can look filthy rich and still be riding the Sidewalk dirty. Sidewalkers come from all walks of life, even those with the visual embodiments of wealth. They own businesses, they work high-paying careers like medicine or law, or they live as successful actors or musicians and earn big incomes. The common denominator remains consistent: There is no plan, no savings-spend more than you earn and trade a secure tomorrow for a “living large” lifestyle of today. A Sidewalker's wealth equation is determined by income plus debt, determined by available credit. All Sidewalkers stress about paying their mortgage or rent, paying the utility bills, meeting the minimum payments on their credit cards-it's just what happens when there is no thought given past the happy hour after payday. The Sidewalk where wealth equals income plus debt. You don't have to look hard to find an “Income-Rich” Sidewalker. These are people who look rich, but in reality are one paycheck, one album, or one movie failure from broke. They make large incomes, with every dime spent on the next lavish accoutrement. Their lifestyle is accelerated by a big income and a big credit line. Yes, after their big income is spent, they buy more things they don't need with money they don't have, trusting fully that their large incomes will go on forever. Goes to show you, money management skills and having good credit are very important, even when you are having a ton of success.” The problem is that, just like Income-Poor Sidewalkers, an Income-Rich Sidewalker's spending isn't satisfied until they've burned through their entire monthly income plus some. It's an irrational way to live, as if these people fear that not spending the money will cause it to disappear. Financial discipline is blind to income. Lack of financial discipline resides on the Sidewalk and it doesn't care what you earn or what you drive. More money doesn't buy financial discipline. To change your mindset, you must change your roadmap. Get off the Sidewalk and stop equating wealth to income and debt. A first-class ticket to the Sidewalk is to have no financial plan. The Sidewalk's natural gravitational pull is poorness, both in time and money. You cannot solve poor financial management with more money. You can be income rich and still ride the Sidewalk dirty. If wealth is defined by income and debt, wealth is an illusion, because it is vulnerable to potholes, detours, and “bumps in the road.” When the income disappears, so does the illusion of wealth. Poor financial management is like gambling; the house eventually wins.

all the three fundamental “F's”… 1. Family (relationships) 2. Fitness (health) 3. Freedom (choice) Within this wealth trinity is where you will find true wealth and, yes, happiness

There is no price on health and vibrancy. And finally, wealth is freedom and choice: freedom to live how you want to live, what, when, and where. Freedom from bosses, alarm clocks, and the pressures of money. Freedom to passionately pursue dreams. Freedom to raise your children as you see fit. And freedom from the drudgery of doing things you hate. Freedom is the liberty to live your life as you please. The Illusion of Wealth: Looking Rich In pop culture, master illusionists of wealth are called “30K millionaires.” it characterizes someone who maintains an image of a millionaire, yet has no net worth. with gothic cursive lettering from some faux French guy, and they congregate in the VIP section of the club ordering bottle service, of course, on credit. These folks broadcast like dashing debutantes with an extraordinary A-game, but behind all the flash-and-cash they're miserable magicians of the Sidewalk

Easy credit and long-term monthly financing options(make no payments for one year!) are tempting conduits to help you purchase the illusion of wealth. Society has led you to believe that wealth can be bought at a mall, at a car dealership, or on an infomercial. Like my initial spending spree when I cashed my first check, these appearances of wealth are supposed announcements to the world: “I'm rich!” But are you?

You're fooling yourself, and it's a Fastlane detour. But don't jump the bandwagon yet; this isn't a sermon about how you can't spend money on pricey German sedans. Not at all. Wealth isn't embodied in a car but in the freedom to know that you can buy it. Freedom to walk into the dealership, know your price, pay cash, and drive away.

I walked into the dealership with a cashier's check and told the salesman, “I have a cashier's check for $44,000 and I want to buy that car. I need a YES or a NO.” Twenty minutes later, I owned a Lexus. This is wealth, not an impersonation of wealth.

Some want to look rich, while others want to be rich. Faux Wealth Destroys Real Wealth “Faux wealth” is the illusion of wealth without having it. It believes society's definition of wealth. It's not realizing that the pursuit of “faux wealth” does something terribly destructive: It destroys real wealth.

Wealth cannot be purchased at a Mercedes dealership, but the destruction of your freedom can. Lost in wealth's translation is freedom. People flaunt the icons of wealth, but do not have freedom, and when you don't have freedom, it assiduously gnaws at the other true wealth elements, health and relationships.

Unaffordable material possessions have consequences to our health and relationships. The irony of looking wealthy is that it is an enemy to real wealth: It destroys freedom, it destroys health, and it destroys relationships. Foremost, The Millionaire Fastlane addresses the FREEDOM portion of the wealth trinity, because freedom offers protection to health and relationships. Only you can define your freedom and how you prefer to live. If you want the freedom to fly private jets, that's it. If you want the freedom to live a minimalist lifestyle, then that is it. Everyone's freedom is different! Within your personal definition, you'll find a big piece of your wealth puzzle, as opposed to society's version, which leads to Sidewalking purgatory.

Wealth is authored by strong familial relationships, fitness and health, and freedom-not by material possessions. Unaffordable material possessions are destructive to the wealth trinity.

the real thief of happiness: servitude, the antithesis of freedom. By creating Lifestyle Servitude, more money becomes destructive to the wealth trinity: family, fitness, and freedom. “consumerism” is the leading obstacle to happiness. Money owns them, instead of them owning their money. The well salaried workaholic who is never home to strengthen the relationship with his wife and kids is likely to be less happier than the poor farmer in Thailand who spends half his day tending to his fields and the other half with his family. Normal is to believe the illusion that the stock market will make you rich. Normal is modern-day slavery. When you don't feel wealthy, you're likely to try to conjure that feeling. You buy icons of wealth to feel wealthy. You crave feelings, respect, pride, and joy. You want admiration, love, and acceptance. And what are these feelings supposed to do for you? You expect deliverance into happiness. You want to be happy! We equate the corrupted definition of wealth with happiness, and when it doesn't deliver, expectations are violated and unhappiness is the consequence. Money secures one agent of the wealth formula, freedom, which is a powerful guardian to wealth's sibling ingredients: health and relationships. Money buys the freedom to watch your kids grow up. Money buys the freedom to pursue your craziest dreams. Money buys the freedom to make a difference in the world. Money buys the freedom to build and strengthen relationships. Money buys the freedom to do what you love, with financial validation removed from the equation.

1. Work creates income. 2. Income creates lifestyle/debt (cars, boats, designer clothes). 3. Lifestyle/debt forces work. 4. Repeat …

Affordability doesn't come with strings attached. You can bluff yourself but you can't bluff the consequences.

If you pay cash and your lifestyle doesn't change regardless of future circumstances, you can afford it. In other words, if you buy a boat, pay cash, and are NOT be affected by unexpected “bumps in the road,” you can afford it. Would you regret a gum purchase if you lost your job a week later? Or if your sales forecast was slashed by 50%? Nope, it wouldn't make a difference. This is how affordability is measured against your level of wealth. There is a time and a place to indulge. The siren call of Lifestyle Servitude is the false prophet of feel-good-instant gratification and immediate pleasure.

short-term feel-good is often long term bad. Instant gratification is a populous plague and its predominant side effects are easily spotted: debt and obesity. If you live with your parents and you finance $45,000 over 72 months for a new Mustang based on a$31,000-a-year bartender's wage, you let instant gratification win, and Lifestyle Servitude ensues. Wealth, like health, isn't easy and is cut from the same fabric. Their processes are identical. They require discipline, sacrifice, persistence, commitment, and yes, delayed gratification. If you can't immunize yourself from the temptations of instant gratification, you'll be hard pressed to find success in either health or wealth. Both demand a lifestyle shift from short term thinking (instant gratification) to long-term thinking (delayed gratification). This is the only defense to Lifestyle Servitude. “You can't survive life without this product!” “Buy now and life will be so much easier!” “You are not a success until you own one of these!” “Imagine how envious the neighbors will be when you buy this! You're their prey and the peddlers don't care if you can afford it or not. Defend yourself by exposing the hook beneath the bait: the bucket of bondage which is Lifestyle Servitude. When instant gratification entices you to bite the bait, you become a casualty of the hook: Lifestyle Servitude. Instead of you owning your stuff, your stuff owns you. Know wealth's enemies and what actions invite those enemies into your life. Wait until you can truly afford your lifestyle luxuries … and in the Fastlane, that day can come sooner rather than laterMoney doesn't buy happiness because money is used for consumer pursuits destructive to freedom. Anything destructive to freedom is destructive to the wealth trinity. Money, properly used, can buy freedom, which can lead to happiness. Happiness stems from good health, freedom, and strong interpersonal relationships, not necessarily money. Lifestyle Servitude steals freedom, and what steals freedom, steals wealth. If you think you can afford it, you can't. The consequence of instant gratification is the destruction of freedom, health, and choice.

Process creates events that others see as luck.

If you want to be at the right place at the right time you indeed have to be at the right place-and the right place knows which places are the wrong places. Like wealth, luck is not an event but an aftereffect of process. Luck is the residue of process. Sidewalkers love events but hate process. It's only natural for Sidewalkers to assume wealth is luck, because they believe wealth is an event. Luck didn't create repetitive, concerted action toward a specified purpose. When you consistently act and bombard the world with your efforts, interacting with the waves of others, stuff happens. And that stuff? Sidewalkers interpret it as luck, when it is nothing more than action engaged with better probabilities. Luck occurs when probability moves from impossible to likely. For our two brothers in construction, who is going to get lucky? The brother who exposes his inventions to the world bends probability in his favor. His lazy brother does not. Force your process out into the world and you can defy the odds of “being in the right place at the right time.” Luck is introduced when you play. When life is played to win, luck shows its face. Unfortunately, Sidewalkers assign luck to events of faith-luck not engaged by process. If you want luck, engage in process, because process raises events from the ashes. Sidewalkers are ripe for swindling because they seek events and want to avoid process. When this becomes ingrained into your mindset, infomercial pitches suddenly become the evening's entertainment. Use logic. Think for a moment. If you came across a magic “system” that easily made millions in a few short months, what's the first thing you'd do? Of course you know, and I know! You'd hire a direct marketing firm, package your secret into five CDs and one quick-start video and sell it on the Home and Garden Channel at 3 a.m. on Tuesday night. Use logic. Think for a moment. If you came across a magic “system” that easily made millions in a few short months, what's the first thing you'd do? Of course you know, and I know! You'd hire a direct marketing firm, package your secret into five CDs and one quick-start video and sell it on the Home and Garden Channel at 3 a.m. on Tuesday night. The art of selling moneymaking “systems” on TV infomercials is a strong Fastlane. Unfortunately, the systems being sold aren't Fastlane or as profitable as the act of selling the system itself. How do gurus get away with this madness? Easy. A Sidewalker's mindset is anchored in three beliefs that keep them trapped there and vulnerable to moneymaking scams: Belief 1: Luck is needed for wealth. Belief 2: Wealth is an event. Belief 3: Others can give wealth to me. . First, wealth is not about luck but about process improving probabilities. Second, events of wealth, like lotteries and casinos, are long shots and not process. And finally, only you can deliver yourself to true wealth. . First, wealth is not about luck but about process improving probabilities. Second, events of wealth, like lotteries and casinos, are long shots and not process. And finally, only you can deliver yourself to true wealth. Like wealth, luck is created by process, not by event. Luck is created by increased probabilities that are improved with the process of action. If you find yourself playing the odds of “big hits,” you are event driven, not process-driven. This mindset is conducive to the Sidewalk, not the Fastlane. “Get Rich Quick” infomercial marketing is a Fastlane because savvy marketers know that Sidewalkers place faith in events over process. Moneymaking “systems” are rarely as profitable as the act of selling them to Sidewalkers.

a Sidewalker has no financial plan and is only concerned with the pleasures of today, often governed by instant gratification.

you're deluged with a series of doctrines that plead discipline to the trade-off. Get a job and waste five days a week toiling at the office. Bag a lunch and stop drinking $10 coffee. Faithfully entrust 10% of your paycheck to the stock market and your 401(k). Quit dreaming about that sports car in the window because you can't buy it! Delay gratification until you're 65 years old. Save, save, save because compound interest is powerful: $10,000 invested today will be with 10 gazillion in 50 years!

faith unto others, and when things don't work out as intended, blame unto others. After faith in luck and events, blame is the third anchor to the Sidewalk.

There is nothing better than being rich and UNKNOWN. You have true freedom.

The Law of Victims says you can't be a victim if you don't relinquish power to someone capable of making you a victim. When you bequeath control to others, you essentially become a hitchhiker with no seat belt. You take the passenger seat in a stranger's car, which could be murderous to your financial plan.

The road to victimhood is through denial: First responsibility, then accountability.

Victims are Sidewalkers who refuse to take the driver's seat of their own lives and live under a dark cloud of “theys” reflective of a “me against them” attitude. “They laid me off.” “They changed the terms.” “They cheated me.” “They didn't tell me.” “They raised my rent.” “They raised my interest rate. You see, when a financial adviser promises you 14% guaranteed income from a bank certificate of deposit and you later discover that he scammed you, it's your fault. You didn't do the diligence. You didn't investigate. You ignored the tickle of logic in your brain. You are a victim of your own malfeasance These people seek the easy life yet want someone else to pay for it. They're lifetime hitchhikers. They believe the government (or some other entity) should do more for them. They are victims of the system. They are victims of life because life dealt them a bad hand. They vote for whatever politician promises them the world at no cost. Free healthcare. Free education. Free gas. Free mortgages. Wow, give me a ballot! These people seek the easy life yet want someone else to pay for it. They're lifetime hitchhikers. They believe the government (or some other entity) should do more for them. They are victims of the system. They are victims of life because life dealt them a bad hand. They vote for whatever politician promises them the world at no cost. Free healthcare. Free education. Free gas. Free mortgages. Wow, give me a ballot! The housing market crashed, lending dried up, and millions have lost their savings. How did we get here? It isn't complicated: We relied on “others” to make financial decisions for us. We ignored the fine print. We didn't read the contract. We didn't read the legislation. We made government an insurance policy. As a society, history is doomed to repeat if we continue to repeat the same behavior. . I didn't rely on others. I relied on me. I was driving, not hitchhiking. And the beauty of driving is something that escapes most people: responsibility Accountability is being culpable to your consequences and modifying your behavior if need be to prevent those consequences. You can be responsible while not being accountable.

I want people to be accountable. People need to think before they act. Own their choices before they make them. I am okay with people making mistakes-but freaking own that you made a mistake and learn from it. That's what true accountability and responsibility is all about. “Who's the idiot, the idiot himself or the idiot that hires the idiot?” But I wasn't a victim because I first was responsible: It was my fault. I allowed it to happen. Responsibility: It was my fault that my purse was stolen. Accountability: In the future, I will take precautions to ensure it doesn't happen again. Own your mistakes, failures, and triumphs. Reflect on your choices. Are you in a situation because you delivered yourself there? Did you error in the process? Were you lazy? Most bad situations are consequences of bad choices. Own them and you own your life. No one can steer you off course, because you are in the driver's seat. And when you own your decisions, something miraculous happens. Failure doesn't become the badge of victimhood-it becomes wisdom. Deny accountability and responsibility and the keys of your life are given to someone else. In other words, take the damn driver's seat to your life! We're being methodically brainwashed to believe that we deserve everything without obedience to process, or accountability. You deserve what your actions earned, or haven't earned. Being responsible is one thing; being accountable is another. When you're accountable to your choices, you alter your behavior in the future and take the driver's seat of your life. Chapter Summary: Fastlane Distinctions Hitchhikers assign control over their financial plans to others effectively introducing probabilities to victimhood. The Law of Victims: You can't be a victim if you don't relinquish power to someone capable of making you a victim. Responsibility owns your choices. Taking responsibility is the first step to taking the driver's seat of your life. Accountability is the final.

If you don't control your income, you don't control your financial plan. If you don't control your financial plan, you don't control your freedom. Sure, a job can support you, but is your goal only “support”? Do you want wealth or mediocrity? If the momentum of your financial road trip can be road blocked by a pink slip, you're gambling. You aren't being real; you're being foolish. There is neither safety nor security in a job. nothing changes when it comes to office politics. It's the same story, different people, different day, in a different office. So-and-so is sleeping with the boss and courting favor. Jim is lazy but takes credit for the work. Linda has bad breath and everyone is afraid to tell her. Lacey arrives late and leaves early. Horace steals food and wears the same sport jacket every day. Lazy Lester never replaces the copier paper. Same stories, different office. No matter where you work, office politics play a part. The stage is different but the actors are the same. And, unfortunately, as an employee immersed in the work environment, you have to play the game. You have to be obedient or face retribution from coworkers or your boss. I can remember my friend's after-work rants as she toiled at a high-carb corporate environment. Everything had a process. Got an idea? Great, send it to the boss, the boss sends it to his boss, who then hands it off to legal, who then sends it back to her boss's boss for revisions, who sends it back, blah blah blah! By the time the “idea” gets anywhere it's either stale or four other people have staked a claim to it. Who needs this entangled web destroying your sanity? The only defense to office politics is to control the playing field, and to do that, you have to be the boss. And to be the boss, you not only need to run the show, you need to own it. Suckage #5: A Subscription to “Pay Yourself Last” “Pay yourself first” is a Slowlane doctrine. If you are paying yourself last and everyone gets your money first, don't expect to build wealth fast. A job seals your fate into a criminal time trade: five days of life traded for two days of freedom. A job chains you to a set grade of experience. A job takes away your control. A job forces you to work with people you can't stand. A job forces you to get paid last. A job imposes a dictatorship on your income. These limitations are counter-insurgencies to wealth. Still want a job? Chapter Summary: Fastlane Distinctions In a job, you sell your freedom (in the form of time) for freedom (in the form of money). Experience is gained in action. The environment of that action is irrelevant. Wealth accumulation is thwarted when you don't control your primary income source. nothing changes when it comes to office politics. It's the same story, different people, different day, in a different office. So-and-so is sleeping with the boss and courting favor. Jim is lazy but takes credit for the work. Linda has bad breath and everyone is afraid to tell her. Lacey arrives late and leaves early. Horace steals food and wears the same sport jacket every day. Lazy Lester never replaces the copier paper. Same stories, different office. No matter where you work, office politics play a part. The stage is different but the actors are the same. And, unfortunately, as an employee immersed in the work environment, you have to play the game. You have to be obedient or face retribution from coworkers or your boss. I can remember my friend's after-work rants as she toiled at a high-carb corporate environment. Everything had a process. Got an idea? Great, send it to the boss, the boss sends it to his boss, who then hands it off to legal, who then sends it back to her boss's boss for revisions, who sends it back, blah blah blah! By the time the “idea” gets anywhere it's either stale or four other people have staked a claim to it. Who needs this entangled web destroying your sanity? The only defense to office politics is to control the playing field, and to do that, you have to be the boss. And to be the boss, you not only need to run the show, you need to own it. Suckage #5: A Subscription to “Pay Yourself Last” “Pay yourself first” is a Slowlane doctrine. If you are paying yourself last and everyone gets your money first, don't expect to build wealth fast. A job seals your fate into a criminal time trade: five days of life traded for two days of freedom. A job chains you to a set grade of experience. A job takes away your control. A job forces you to work with people you can't stand. A job forces you to get paid last. A job imposes a dictatorship on your income. These limitations are counter-insurgencies to wealth. Still want a job? Chapter Summary: Fastlane Distinctions In a job, you sell your freedom (in the form of time) for freedom (in the form of money). Experience is gained in action. The environment of that action is irrelevant. Wealth accumulation is thwarted when you don't control your primary income source. Whatever you want to do, do it now. There are only so many tomorrows To accumulate financial wealth, you need to attract large sums of money. To attract large sums of money, you need two things: 1) Control and 2) Leverage. When the Slowlane is deconstructed, you find two variables: 1) The “primary income source,” which defines how income is earned, and 2) The “wealth accelerator,” which defines how wealth is accumulated. The Slowlaner's primary income source comes from “a job,” while the wealth acceleration vehicle comes from “market investments” like 401(k)s and mutual funds. Put it together and you arrive at the Slowlaner's wealth equation: WEALTH = (Job) + (Market Investments) How is money earned in a job? Intrinsic value. Intrinsic value is determined by the marketplace and is the price at which you can trade your time for money. Intrinsic value is what you earn working a job. How much is someone willing to pay you for what you offer to society? Intrinsic value is measured in units of time, either hourly or annually. If you're paid $10/hour to flip burgers at the neighborhood grill, your intrinsic value is $10 per hour. If you're an accountant and earn a $120,000 annual salary, your intrinsic value is $120,000 per year. JOB [Your Intrinsic Value] = (Hourly Rate of Pay) X (Hours Worked) ~ or ~ JOB [Your Intrinsic Value] = Annual Salary Notice that intrinsic value is measured in units of TIME. This “time attachment” introduces the Slowlane's first punitive element of wealth creation. Time has no leverage. “Hours worked” or “annual salary” are mathematically inept because they're based on time measurements that cannot be controlled or manipulated. Mathematics doesn't lie; 12 will always be less than 10,000,000. If leverage is limited, so is wealth creation. Small numbers do not make millionaires. Behind limited leverage is another corrosive wealth killer-no control. Can you control your employer? Can you control your salary? Can you control the economy? Can you earn $50,000 one year and next year bank $50 why a job won't make you rich: TIME. the wealth acceleration process of “compound interest” is also measured in time (years) multiplied by a yearly yield. Let's again review the physics, the mathematical formula for the Slowlane pathology to wealth: WEALTH = (Job) + (Market Investments) Or factored: WEALTH = [Intrinsic Value (Yearly)] + [Compound Interest (Yearly)] the wealth acceleration process of “compound interest” is also measured in time (years) multiplied by a yearly yield. Let's again review the physics, the mathematical formula for the Slowlane pathology to wealth: WEALTH = (Job) + (Market Investments) Or factored: WEALTH = [Intrinsic Value (Yearly)] + [Compound Interest (Yearly)] WEALTH = (Time X Hourly or Salaried Value) + Invested Sum X (1 + Yield)time For compound interest to be effective, you need three things: 1. TIME, as measured in years. 2. A favorable YEARLY INVESTMENT YIELD within those years. 3. An INVESTED SUM, repeatedly invested. For compound interest to be effective, you need three things: 1. TIME, as measured in years. 2. A favorable YEARLY INVESTMENT YIELD within those years. 3. An INVESTED SUM, repeatedly invested. Compound Interest = Invested Sum X (1 + Yield)time wealth acceleration via compound interest is deficient because its variables are deficient. Neither time nor yield can be leveraged or controlled. only 10% of penta-millionaires (net worth $5 million) report that their wealth came from passive investments. Age data was not provided but you can guess that none of the 10% were under 30. These people don't exist because the youthful rich are not leveraging 8% returns but 800%! Has your wealth ever grown by 800% in one year? Probably not, but guess what? MINE HAS because I'm not shackled to the Slowlane wealth equation. My wealth acceleration vehicle doesn't come from the stock market! Unfortunately, without control or leverage, they're impotent wealth accelerators. Time becomes the lynchpin for wealth that congenitally ties to the mathematical handicaps of mortality: 24 hours in a day and a 50-year work life expectancy. Yes, “getting rich” is a function of time. Unless you plan on living forever, this relationship is dubiously foolhardy. Why? Because to trade your time away is to trade your wealth away. Time becomes the lynchpin for wealth that congenitally ties to the mathematical handicaps of mortality: 24 hours in a day and a 50-year work life expectancy. Yes, “getting rich” is a function of time. Unless you plan on living forever, this relationship is dubiously foolhardy. Why? Because to trade your time away is to trade your wealth away. you don't want millions to accompany your cane, you want it to accompany your youth. Anything that steals time and doesn't have the power to free time is a liability. Within the Slowlane, time is mistreated like an effervescent fountain that runs forever. Unfortunately, the mortality rate is 100% and life's prognosis is death. Some day you will die, and, hopefully, 60% of your time wasn't squandered in a cubicle while your children grew up and your spouse cheated with the yoga instructor. If you want to get rich, you have to control and leverage the variables in your financial plan-any financial plan without control immediately disintegrates into a plan of hope. Hope I don't get laid off! Hope my stocks rebound! Hope I get that promotion! Hope my hours aren't cut! Hope my company doesn't go bankrupt! Hope, hope, and hope! Sorry, hope isn't a plan! Wealth is built with time as an asset, not as a liability! Yet, the Slowlaner's reaction to Uncontrollable Limited Leverage is predictable: They embark on an errant fight against the one variable they perceive as controllable-their intrinsic value. The Slowlaner argues, “I must make more money!” And that fight is fought futilely with an expensive education. Chapter Summary: Fastlane Distinctions Slowlane wealth is improbable due to Uncontrollable Limited Leverage (ULL). The first variable in the Slowlane wealth equation evolves from a job that factors to intrinsic value that equates to your nominal value for each unit of your life traded. Intrinsic value is the value of your time set by the marketplace and is measured in units of time, either hourly or yearly. In the Slowlane, intrinsic value (regardless of its time measurement) is numerically inhibited because there are only 24 hours in the day (for the hourly worker),and the average lifespan is 74 years (for the salaried worker). Like the Slowlaner's primary income source (a job), the Slowlaner's wealth acceleration vehicle (compound interest) is also pegged to time. Like a job, compound interest is mathematically futile and cannot be manipulated. You cannot force-feed the market (or the economy) to give you phenomenal returns, year after year. Wealth cannot be accelerated when pegged to mathematics based on time. Time is your primordial fuel and it should not be traded for money. Your time should not be an expendable resource for wealth because wealth itself is composed of time. Your mortality makes time mathematically retarded for wealth creation. If you don't control the variables inherent in your wealth universe, you don't control your financial plan.

5) The Danger of Your Lifestyle The Slowlane begs you to settle and become a miser. 6) The Danger of the Economy The Slowlane HOPES that your investments will yield a predictable 8% return year after year. You must believe the theory that “buy and hold” works. It doesn't, because economic busts, recessions, and depressions happen. For example, in 2008–2009, the equity markets lost nearly 60%. If you saved for 15 years and amassed $100,000, it would now be worth $40,000. It would take you 14 years at 8% yearly returns just to get back even! That equates to almost 30 YEARS GONE! And this doesn't account for inflation, which makes your $100,000 more like $50,000! 7) The Danger of the Sidewalk Emotions of helplessness create an environment ripe for instant gratification and Lifestyle Servitude. A study published in 2008 by the Journal of Consumer Research found that when people feel powerless and out of control, they have a strong desire to buy things that convey a high status. Why do they feel powerless? Simple. In the Slowlane, you relinquish control because time is in control and the gates to the Sidewalk reopen. Hope is not a plan. Resistance Is Futile Manipulate intrinsic value by increasing hours worked. (I need to make more money!) Manipulate intrinsic value by changing jobs or adding jobs. (I need to get paid more!) Manipulate intrinsic value by going back to school. (I need a better career!) Manipulate compound interest by seeking better investment yields. (I need better investments!) Manipulate compound interest by expanding investment time horizon. (I need more time!) Manipulate compound interest by increasing the investment. (I need to save more!) the limitations of the mathematics cannot be subverted, and doing so results in dangerous cause effects cycles. When a Slowlaner realizes that a 3% investment return isn't building wealth fast enough, bigger risks are assumed for bigger returns. When a Slowlaner watches 40% of his nest egg disappear in an economic recession, he goes back to work arguing that five years is not enough to “get back to even.” You can't overcome the limitations of mathematics. A car that has a top speed of 10 mph will always have a top speed of 10 mph, no matter HOW HARD YOU PUSH THE ACCELERATOR. If you travel across the country at 10 mph, you're going to need 40 years! The Slowlane is predisposed to mediocrity because the numbers are always mediocre. The Slowlane is risky because its variables are uncontrollable and leverage is absent. ULL really means “ULL” never get rich. Yet, lifestyle is the one variable Slowlaners can effectively manipulate. Unfortunately, this quickly turns Slowlane life into a stale exhibition of misery. Yes, settle for less. Wealth Fail: Wrong Equation. Wrong Variable The Slowlaner is enslaved to his equation and resorts to manipulating the only controllable variable, personal net income, which is increased by reducing expenses. Personal Net Income = Intrinsic Value – Personal Expenses Pay down your debt. Dump the new car for an old one. Raise your insurance deductibles. Cancel your credit cards and pay cash for everything. Quit buying $10 coffee at Starbucks. Bag your lunch. Shop in bulk. Exploding income and controlling expenses creates wealth. For example, when I routinely earned $100,000 per month, I accumulated wealth fast because I maintained control over my expenses. As my income exponentiated, expenses grew linearly and weren't neglected. If my income increased by 100%, expenses only grew by 10%. I didn't accumulate wealth because of expense dickery. Income explosion and expense control created wealth. So what happens when a Slowlaner commits to the expense variable? Life becomes about what you can't do. You can't take that trip. You can't buy your kids a decent pair of shoes. You can't own a dream car. You can't subscribe to the movie channels. Yes, the good old “sacrifice your today for the promise of tomorrow.” The dreary reality is that Slowlane failure doesn't happen overnight; failure transpires over the years like a termite-infested woodshed, and when its denizens come to judgment, it's too late. Yes, Slowlane victory is as tough as a truck-stop sirloin. : Slowlane winners are usually extremely talented, elderly, or overworked That secret Slowlane escape? Fame Fame and notoriety carries a high intrinsic value. People pay extraordinary rates for you and your services. (Even if, like a reality-show star, you have no skills.) When an obese freckly-faced Irish guy ascends from waiter to top finalist on American Idol, the limitations of the Slowlane roadmap are shattered because intrinsic value explodes. Suddenly, intrinsic value has leverage because of demand. Unfortunately, most people who seek wealth do so through Slowlane defiance, not via the Fastlane. Fortune-leading fames are the obvious attack. Why do stadiums breach to capacity for American Idol auditions? Fame explodes intrinsic value! You can defy the Slowlane's limitations by becoming so indispensable that your value to society skyrockets. If millions seek you, you will be paid millions. Pro basketball player LeBron James is paid millions because his skills are in short supply. Famous actors and entertainers are paid millions because millions demand their brand in entertainment form. Extreme talent is paid extremely well. you've heard the Slowlane missive “climb the corporate ladder. Exclusive of the founders and owners, most of them are in their 50s and 60s from mailroom to CEO can take 40 years. And if it does, you certainly don't get there by taking it easy. Nope, you arrive early and leave late. Sorry, I don't have 40 years of patience, waiting for that golden parachute to land in my backyard. Society enforces the Slowlane as your only option. Unfortunately, that strategy leads straight into the “middles”-middle class or middle age. Society enforces the Slowlane as your only option. Unfortunately, that strategy leads straight into the “middles”-middle class or middle age. Society enforces the Slowlane as your only option. Unfortunately, that strategy leads straight into the “middles”-middle class or middle age. She didn't “lose” it-she spent it. . A millionaire is not rich. Five million is the old one million. Depressing, I know. This hidden truth is why many lottery winners go broke after a few years. Winners envision the lavish lifestyle and live it not knowing that several million dollars won't support it! If you win a million bucks (which after taxes is only $600,000), your lifestyle shouldn't change. If you try to live the “millionaire lifestyle” as shown on television, a fool and his money are soon parted. Lottery winners assign “rich” to the word “millionaire,” so their fortune is fast spent on the icons of wealth, and soon thereafter, they're bankrupt. Millionaire is middle class. 12 Distinctions Between Slowlane and Fastlane Millionaires Slowlane millionaires make millions in 30 years or more. Fastlane millionaires make millions in 10 years or less. Slowlane millionaires need to live in middle-class homes. Fastlane millionaires can live in luxury estates. Slowlane millionaires have MBAs. Fastlane millionaires hire people with MBAs. Slowlane millionaires let their assets drift by market forces. Fastlane millionaires control their assets and possess the power to manipulate their value. Slowlane millionaires can't afford exotic cars. Fastlane millionaires can afford to drive whatever they want. Slowlane millionaires work for their time. Fastlane millionaires have time working for them. Slowlane millionaires are employees. Fastlane millionaires hire employees. Slowlane millionaires have 401(k)s. Fastlane millionaires offer 401(k)s. Slowlane millionaires use mutual funds and the stock market to get rich. Fastlane millionaires use them to stay rich. Slowlane millionaires let other people control their income streams. Fastlane millionaires control their income streams. Slowlane millionaires are cheap with money. Fastlane millionaires are cheap with time. Slowlane millionaires use their house for net worth. Fastlane millionaires use their house for residency. The Fastlane isn't about becoming the next middle-class millionaire with tiresome mandates about what you cannot do; it's about what you can do. Chapter Summary: Fastlane Distinctions The Slowlane has seven dangers, five of which cannot be controlled. The risk of “lifestyle” is the one risk Slowlaners will try to control. The Slowlane is predisposed to mediocrity because its mathematical universe is mediocre. Slowlaners manipulate the “expense” variable because it is the one thing they can control. Exponential income growth and expense management creates wealth not just by curtailing expenses. You can break the Slowlane equation by exploding your intrinsic value via fame or insider corporate management. Successful Slowlaners not famous or in corporate management end in the middle . . . middle class and middle age. Slowlane millionaires are stuck in the middle class. $5 million is the new $1 million. A millionaire cannot live a millionaire lifestyle without financial discipline. Lottery winners fall into the millionaire trap and go broke because they attempt to live a “millionaire” lifestyle, not understanding that a few million doesn't go very far.

which is governed by its wealth equation of net profit and asset value. This book is a business system that has unlimited leverage in both time and money! First, it survives time and it is capable of earning income long after my original time investment. This book effectively transfers the act of income generation from me (the human asset) to the book (the business asset). But it gets better! If I guest-speak on a radio show for 10 minutes and that appearance yields 1,000 book sales, this 10-minute investment yields $5,000 in income (1,000 books X $5 profit) and yields a return on my time at $30,000 per hour. Can you get rich trading your time for $30,000 per hour? Yes you can, and awfully fast. you assign income to a system that leverages unlimited mathematics, and fast wealth becomes possible. The variables in my wealth universe can be controlled and leveraged. Producers are indigenous to the Fastlane roadmap. Producers are the minority as are the rich, while consumers are the majority as are the poor. When you succeed as a producer, you can consume anything you want. Fastlaners are producers, entrepreneurs, innovators, visionaries, and creators. A business does not make a Fastlane-some businesses are jobs in disguise. The Fastlane wealth equation is not bound by time and its variables are unlimited and controllable. To get rich you have to get famous, inherit money , or win money. That's what I thought, until I met that stranger in his Lamborghini so many years ago. If you're 30 years old and worth millions, and you aren't famous or rich via inheritance, you dirty all fabrics of normality. We can't have that, now can we? Once again, the secret is unmasked in the universal language of mathematics. The secret is to divorce yourself from the ugly and obese Slowlane equation (ULL) and trade up to the smoking hot blonde-the Fastlane equation (CUL). Wealth = Net Profit + Asset Value If you can control the variables inherent to your wealth equation, you can get wealthy. Those variables are: Net Profit = (Units Sold) X (Unit Profit) ~ and ~ Asset Value = (Net Profit) X (Industry Multiplier) All business owners leverage this equation, in which (units sold) X (unit profit) will determine net profit. Using my Internet company as an example, my unit profit was approximately $4 for every Web site conversion. (A conversion was a user who generated a lead). On any given day, I had 12,000 people visiting my Web site. This means my “units sold” variable had an upper threshold of 12,000 per day. I had the opportunity to “sell” 12,000 people per day. My average conversion ratio was 12%. If I want to make more profit, I don't walk into the boss's office and ask for a raise. No, I have several weapons available for deployment. 1) Raise Units Sold by Increasing Conversion Ratio A 1% increase from 12% to 13% would give me an instant raise of about $480 per day. That's $14,400 per month. If I redesign the Web site, hit a home run and get conversion to 15%, now I've expanded my income to over $43,000 PER MONTH. 2) Raise Units Sold by Increasing Web Traffic To raise profit, I can increase traffic. If I increase Web users to my Web site from 12,000 to 15,000 and conversion stays at 12%, my daily income rises by $1,440 per day, or $43,200 per month! Not likely? It happened! On some days I would have traffic spikes where over 20,000 users would visit. I can raise prices and increase my unit profit. If my unit profit moves from $4 to $4.50,I raise my income to $10,800 per day from $8,000. That translates to an additional $84,000 per month! Is your mouth on the floor yet? I had reasonable control over both variables, “unit profit” and “units sold,” whereas in the Slowlane you're left pleading with the boss for a measly 3% salary raise. Second, notice how my wealth variables are virtually unlimited. I controlled only a small part of my market, and conceivably my upper threshold of traffic wasn't the current 12,000 people but upward of 50,000–100,000 users PER DAY. Unit profit is also pliable. I could experiment with increased prices or new services. invested time was negligible and the results were accumulative. High speed limit = high potential income. The power of this example is to illustrate why I got rich and most others don't. I changed my universe because my wealth equation was unlimited and controllable. When your wealth variables have high leverage, so does your income potential-or would you rather stick with the ceiling of 24 hours native to intrinsic value? Unfortunately, many enthusiastic business owners engage in opportunities with low, punitive speeds. Small numbers have a strong gravity toward mediocrity. To weaponize the Fastlane wealth equation, you must engage in a Fastlane business that has the potential for leverage or high speed limits. 80% either started their own business or worked for a small company that saw explosive growth. Explosive growth is another phrase representing asset value. the rich boils down to one concept: Appreciable and controllable assets. Within our Fastlane wealth equation, this second component is called “Asset Value.” Asset value is simply the worth of any property you own that has marketplace value. Fastlaners buy and sell appreciating assets: businesses, brands, cash flows, notes, intellectual property, licenses, inventions, patents, and real estate. As it relates to the Fastlane wealth equation, the power of “Asset Value” lies in your ability to control the variable in a virtually limitless fashion. Wealth Acceleration by Asset Value The rich accelerate wealth by accelerating asset value and selling those upgraded assets in the marketplace. She built an asset from nothing to something. The asset was her system, and now with a $30 million nest egg, she never has to work again. Asset Value = (Net Profit) X (Industry Multiplier) Any time you have an asset that has sustainable profits, an industry multiplier governed by prevailing market conditions determines the valuation of that asset. Other people or companies will buy that asset based on the asset's net profit multiplied by the assessed multiple Industry multipliers are subject to intense negotiating as they rise and fall with the economy and within industry sectors. You already might be familiar with “multipliers.” Stocks trading on the public markets define the multiplier for each respective company by the price-to-earnings ratio, or PE. If a company's stock trades at 10 times PE, investors are purchasing that company at a multiple of 10 times. Price-to earnings is relevant regardless of whether your company is a small private company or a large publicly traded company: The valuation of your company is predicated on the subjective PE for your particular industry this puts a phenomenal wealth-building tool at your disposal. Since net income, profit, or earnings can determine asset value, I experienced asset growth of 400% every time I increased net profit. For every dollar I earned, the value of my company would increase by a factor of 4, or $4. If my net profit increased $500,000 for the year, my company's valuation increased by $2 million. Let's extend this example further. For the next six years, you grow this company to the point that its net income is $1.2 million per year. This means you now earn $100,000 per month (your net profit) AND your company (the asset) is now worth in the neighborhood of $18.4 million based on the average multiple.($1.2M X 17.32 multiple.) You could continue to grow the business (grow wealth via asset value) and cash flow (grow income) or seek to liquidate (sell asset value)to realize wealth acceleration. s if you owned your own medical device company: 1. Grow net income with an income potential only limited by the number of devices you can sell, that is, 16 million. 2. Grow asset value at a factor of 1,700%. 3. Liquidate asset value and turn paper money into real money. Can you see now why some 30-year-olds are worth $50 million and some are worth $13,000? The Fastlane universe operates on gains of 1,700% and millions, while the Slowlane universe 8% and 40. One plan is about HOPE while the other is about CONTROL. Breaking news: 8% and 40 makes millionaires in 40 years: 1,700% and 16 million makes billionaires in four years. Wealth's Dual-Flanked Attack Of course, this works in the opposite as well; if your company stagnates and net income starts to erode, so will the corresponding asset value. When I repurchased my company, I paid $250,000. I then for the next several years manipulated the asset and increased its value. I expanded my customer base by 30%. I reduced expenses, improving profitability. I streamlined operations, which created passivity. I elevated “net income.” Over this process, my net income exploded and, with it, asset value. Then, subsequently, and after profiting millions passively, I put the company up for sale and entertained multimillion dollar offers. I bought an asset for $250,000, appreciated and manipulated the variables, and then sold it for millions. I controlled my financial plan; the plan didn't control me. In the Fastlane, your Wealth Accelerator is based on creating or buying appreciative assets, adding value and manipulating the variables, and then selling. Or you can opt for the Slowlane alternative-dump $200 a month into a mutual fund and pray for 8% per year and 40 years of employment. Excuse me while I laugh. Super-Fast Wealth Acceleration: Liquidation Events Liquidation events create millionaires overnight, but only if liquidation occurs. Liquidation events are the process of selling your appreciable asset to the market. It's a Fastlane exit strategy. He realizes too late that he should have taken the $640 million and experienced a liquidation event. He eventually sells the company at a “fire-sale” price of $2.5 million to a private equity firm. His poor timing cost him more than $600 million. Asset valuations of businesses, real estate, and other appreciable assets are nothing, but just that-valuations based on subjective analysis and market data. If the company you build from scratch has a paper valuation of $60 million and your bank account only has $10,000, are you really a millionaire? Not really. Illiquid, paper-millionaires can't buy Italian sports cars and palatial estates; money does. And to get the money, you have to increase profit and save it, or go for the big exit: liquidation. Fastlaners accelerate wealth by building cash-flowing assets that can be sold in the marketplace to realize gains. Their wealth equation has controllable, unlimited leverage. Chapter Summary: Fastlane Distinctions The key to the Fastlane wealth equation is to have a high speed limit, or an unlimited range of values for units sold. This creates leverage. The market for your product or service determines your upper limit. The higher your speed limit, the higher your income potential. The primary wealth accelerant for the rich is asset value, defined as appreciable assets created, founded, or bought. Wealth creation via asset value is accelerated by each industry's average multiplier. For every dollar in net income realized, the asset value multiplies by a factor of the multiple. Your industry of specialization will determine the average multiple that determines your wealth accelerant factor. If the multiple is 3, your WAF is 300%. Liquidation events transform appreciated assets (“paper” net worth) into money (“real” net worth) that can be transformed into another passive income stream: a money system.

When your wealth is predicated on factors that you cannot control and that are implicitly limited, you aren't going to make fast progress. You aren't in control, because time is in control. You aren't in control, because the boss is in control. You aren't in control, because the stock market is in control. How did I escape these controls that society finds perfectly acceptable? Instead of trading my time for money (manual labor), I traded it into a business system-industrialized wealth production. In my situation, time was working for me, not against me. My business system earned money with the passage of time, and yet was exclusive of my time. It was a virtual money tree and it didn't care what I was doing. My system was a surrogate and traded its time. I owned my time instead of time owning me. Passive Income: The Holy Grail to Retirement Passive income is a successful divorce from the “work for-money” equation indigenous to the Slowlane. The beauty of passive income is it doesn't care if you're 20 years old or 80. If your monthly income exceeds your lifestyle expenses including taxes, guess what? You're retired! The Fastlane Roadmap is engineered for two purposes. It's engineered to create a passive income stream to the excess of your expenses and lifestyle desires, and to make financial freedom a reality, exclusive of age. To Break Time Is to Grow a Money Tree Money grows on trees if you own a money tree. And, you can own one if you know how and where to get the seeds. Money trees are business systems that survive on their own. They require periodic support and nurturing but survive on their own, creating a surrogate for your time-for-money trade. A money tree is a business system, and it's the Fastlane roadmap's Main Street. Money trees create passive income streams BEFORE you “officially” retire. Yes, you can experience the destination of retirement and financial freedom without actually being retired. Misled by gurus and life coaches, wannabe entrepreneurs are steered astray under the lure of “Be your own boss” and “Do what you love!” and head down a path of business servitude that is identical to being indentured to a job. Too many people plant businesses in barren, infertile soil that is incapable of spawning money trees, and which is suitable only for a scrawny Slowlane twig that sucks up time and money. The Five Fastlane Business Seedlings 1. Rental Systems 2. Computer/Software Systems 3. Content Systems 4. Distribution Systems 5. Human Resource Systems Seedling 1: Rental Systems (Passivity Grade: A real estate is an asset that can be manipulated and its value appreciated. Appreciative assets (asset value) are cornerstones in the Fastlane wealth equation. Don't want to get involved in real estate? No problem. Rental systems aren't just reserved for real estate. Rental systems can come from a variety of other sources not real estate oriented. Leases, royalty payments, and licensing are other forms of “rental systems” that can produce reoccurring monthly income. For example, when you own the rights to a music collection, corporations have to pay you a royalty to use the music. The work might have been recorded decades earlier, but it still generates royalties. Likewise, if you invent and patent a product process and license it to other companies, you again earn income from the licensing fee. The patent was invented and registered, yet its income survives time exclusive of your time. Photographers can earn licensing revenues by allowing others to use their photos. Cartoonists license their artistry to book authors and newspaper producers. The creation of a cartoon might have happened years ago, yet, it survives time and generates rental income for the owner. Rental systems are powerful money trees because they are high on the passivity scale and survive time. Seedling 2: Computer/Software Systems (Passivity Grade: A-) it implicitly contains leverage. When you own a Web site, you're accessible to millions. When you own a three bedroom home on Elm Street, it's accessible to a few. This duality makes Internet systems one of the best business seedlings in existence. Additionally, computer systems aren't limited to the Internet. It could be software or applications. Some of the richest people on the planet are software billionaires, like Bill Gates of Microsoft and Larry Ellison of Oracle. Software enjoys plump margins because it is easily replicated. Once the code is written, it's done. You can easily sell one or 10,000. Can you replicate an office building with ease? You can't. Software, when tapped into potent distribution, can be replicated to millions. It scales without significant degradation to passivity. Seedling 3: Content Systems (Passivity Grade: B+) Content systems are systems of information. That information can be fused to a variety of other systems, like the Internet and physical distribution systems. This book is a content system that I can effectively move through other channels, like the Internet or a book distributor Control the press. Distribute content. Information, like software, often has ease of replication. I can print 10 million of these books. I will never own 10 million pieces of real estate, nor do I have any desire. Like their software counterparts, some of the richest people on the planet are successful authors Paper newspapers and magazines are officially endangered to be extinct in the coming decade. Change creates millionaires. Those who observe and take advantage of change will be the new millionaires and billionaires. Content also survives time. This book might have taken me years to write, but it also survives years. If someone buys this book five years from now, I will earn a small profit on a time investment I made years earlier. The content is an asset that is salable, over and over again, and with each sale, the effective time cost declines while the hourly rate of return expands. If you invent and manufacture a new product and sell it on QVC, you are leveraging a distribution system. If you sell that product via infomercial at 2 a.m., you are leveraging a distribution system. If you sell your product to four wholesale distributors that, in turn, sell it to retailers like Wal-Mart and Target, you are leveraging a distribution system. When inventing any product, the invention is always half the battle. Distribution is the other. The greatest product in the world goes unused if it isn't leveraged into the proper distribution system-either one that exists, or one that you create. The tool exists, ready to be exploited by successful (or failed) execution. Distribution is a means to move product to the masses. Some systems are better than others and when it comes to distribution, it all depends on the control structure. If you create a network marketing company to sell your new vitamin product, you are creating a powerful distribution network capable of earning millions. If you join a network marketing company, you are electing to be a gear in the distribution process. Another potent form of distribution is franchising and/or chaining. When a successful store concept is branded and systemized, it can be replicated and sold to other individuals. Savvy Fastlane entrepreneurs recognize that a successful local business with weak leverage can be made highly leveraged by franchises or chains. Does this path sound familiar? It should; this is what Starbucks did to become the biggest coffee chain in the world. Human resource systems are the most expensive and complicated to run. Humans are unpredictable, expensive, and difficult to control. Ask anyone with a company that relies on employees how challenging its to keep employees happy. I came to the employee crossroads with my own company. I had to either suffer Internet technology obsolescence or hire two more people to scale my company to the next level. Since my business was already 80% passive, I knew that adding employees would erode the passivity of my business because employees need management. At a certain level, even managers need managers. While I would have made more money hiring more people, I wasn't willing to forgo my free time for it. While the business model was truly a “rental system,” the operation itself was a “human resource system.” To make this idea a successful business, it would have required at least two-dozen people on payroll at all times. That stopped me cold and I didn't pursue it further. I wasn't willing to risk trading passivity for a human resource system that is unpredictable and difficult to manage. People pay money to store their junk and she receives monthly income. You'd assume that her facility is run by a human resource system-managers, property assistants-but it isn't. Her properties have automated kiosks that run each property-a computer system. This makes her business 85% passive. Remove the kiosk, add human resource systems, and passivity drops what is the existing level of passivity to the business as it is now? If you own a coffee shop and work 80 hours a week, you have ZERO passivity. A general manger-a human resource system-would raise passivity by an estimated 40%. In my business, I was operating at 85% passivity. Adding any human resource system would have lowered passivity. Human resource systems can add passivity or erode it. Good employees nurture money trees. Bad employees pluck the fruit of money trees and require pruning. However don't let that scare you. If you want to make millions of dollars, or billions, human resource systems are needed, because you can't do everything yourself. Chapter Summary: Fastlane Distinctions To divorce yourself from the Slowlane's transactional relationship of “time for money,” you need to become a producer, specifically, a business owner. Business systems break the bond between “your time for money” because they act like surrogate operatives for your time trade. If you have a passive income that exceeds all your needs and lifestyle expenses including taxes, you're retired. Retirement can happen at any age. The fruit from a money tree is passive income. A Fastlane objective is to create a business system that survives time, exclusive of your time. The 5 money-tree seedlings are rental systems, computer systems, content systems, distribution systems, and human-resource systems. Real estate, licenses, and patents are examples of rental systems. Internet and software businesses are examples of computer systems. Authoring books, blogging, and magazines are forms of content systems. Franchising, chaining, network marketing, and television marketing are examples of distribution systems. Human resource systems can add or subtract to passivity. Human resource systems are the most expensive to manage and implement.

The rich rule over the poor, and the borrower is slave to the lender. ~ Proverbs 22:7 (NIV)

The Best Passive Income Venue in Existence t a seed you already possess. Whether you're broke, in a dead-end job, or without a business, you already have the raw materials for the best money-tree seed in existence. The best money tree inexistence sits right in your pocketbook: The good old-fashioned buck. Yes, money. Money is the king of money trees. How is money passive? If you have a lot of money, you're given the gate key to switch teams from consumer to producer. Specifically, you move from borrower to lender. You move from employee to employer. You move from customer to owner. In other words, people pay you to use YOUR MONEY in the form of interest or ownership. let's examine interest, which is a fee earned to lend money. Right now you're probably someone who doesn't earn interest, but pays it. Someone lent you money for the mortgage on your home, and in return you pay the note-holder interest. That interest is profit or income to someone else. Savers are winners because they become owners in companies. Savers are winners because they become producers and build assets. Open your wallet and look at a dollar. One buck. It doesn't buy much but it is the embryonic start to a passive income stream. One dollar has the power to give you a nickel of passive income for life. Yes, for life. While one nickel buys squat, it unlocks the DNA implicit in money-it's fully passive. I retired in my thirties because of this simple reality. I'm a lender, and when you have a lot of money to lend, you live free because passive income arrives every month. If you had $10 million and lent it at a mere 5% interest, you'd enjoy a passive income of $41,666 every single month. At 8% your monthly income would be $66,666 per month-fully passive. Over $60,000 every month! This is WITHOUT touching the principal. You can do this for years and still have 10 million dollars left over! I created a passive income stream via my Internet businesses (a business money tree seedling), which funded my passive income system from lending. While my Internet business was 85% passive (yes, I had to work several hours per week), my lending passivity is 99.5%. I do virtually nothing and the checks arrive. Instead of trading my time for dollars, I invested my time into an autonomous system simultaneously capable of passivity and capable of funding my money system. It was a dual-flanked attack where passive income was both the short and long term goal. Amass Your Army of Freedom Fighters Every dollar saved is another freedom fighter in your army. If your money is fighting for you, your time is freed and you break the equation of “time for money.” Money is your army. The more you have, the more they will fight for freedom. Slowlaners focus on the expense variable in the wealth equation when they should be focused on the income variable. Income is the key to growing your army of freedom fighters. Fastlaners think globally, not locally. What does a dollar represent to you? A mechanism that gets you bottle service at the club every Friday? Or is it the seed of your money tree? Is it your freedom fighter? Make money fight for you instead of you fighting for money. How Fastlaners (the Rich) Use Compound Interest While examining the Slowlane, I impugned “compound interest” as an impotent wealth accelerator because of its attachment to time. When the Slowlane media darlings read that assertion I'll be crucified because lambasting compound interest is the pinnacle of financial blasphemy. Slowlaners (the middle-class) use compound interest to get wealthy while Fastlaners (the rich) use it to create income and liquidity. Slowlaners start with $5; Fastlaners start with $5 million. Compound interest pays my bills. It's my tool. It's my passive income source. Yet, compound interest is not responsible for my wealth. This is critical. Fastlaners aren't using compound interest to build wealth, because it's not in their wealth equation. The heavy lifting of wealth creation is left to their Fastlane business. Slowlaners (the middle-class) use compound interest to get wealthy while Fastlaners (the rich) use it to create income and liquidity. Slowlaners start with $5; Fastlaners start with $5 million. Compound interest pays my bills. It's my tool. It's my passive income source. Yet, compound interest is not responsible for my wealth. This is critical. Fastlaners aren't using compound interest to build wealth, because it's not in their wealth equation. The heavy lifting of wealth creation is left to their Fastlane business. The source of their wealth comes from their business interests, while their liquid cash reserves are tied into fixed-income securities like municipal bonds, treasuries, and other highly liquid and safe investments. The rich aren't using the markets to create wealth; they're increasing their existing wealth with leveraged business assets. The rich aren't using the markets to create wealth; they're increasing their existing wealth with leveraged business assets. He leverages SCALE. This is the same for any professional athlete. They get paid millions because they entertain millions. A comedian who makes millions laugh gets paid millions. The corporate executive who facilitates a corporation that services millions gets paid millions. Underneath the big fee is the Law of Effection. He speaks to millions and is paid millions. A rapper sells millions of songs and is paid millions. A housewife sells a million kitchen gadgets and earns millions. A lottery winner wins millions because millions entered the drawing. Daddy Warbuck's son inherits millions because Warbucks Company served millions. A plastic surgeon earns millions because he serves many in magnitude. A star athlete's agent earns millions because his clients serve millions. Retrace the source of millionaire money and you will find millions of something. Effection of scale or magnitude always precedes money, either directly or indirectly. The more lives you impact, directly or indirectly, the more wealth you will attract. Big Wealth Follows Big Numbers because of the Effection: Society suddenly perceives your value to be meteoric. Yes, these people are still trading their time for money, but in an unprecedented stratum of value. Law of Effection is absolute. Show me any self-made billionaire and I will show you a person who has touched the lives of many in scale or magnitude, directly or indirectly. To Woodward and Bernstein, Deep Throat said, “Follow the money,” and when you do, you find the only one true law of wealth, and that is Effection. Why? Because Effection is rooted in mathematics, and because of this it operates exclusive of any roadmap. High value = high price = high magnitude. If you can combine both scale and magnitude, we won't be discussing millions but billions. Donald Trump makes an impact on both magnitude and scale and therefore is worth billions. Scale creates millionaires. Magnitude creates millionaires. Scale and magnitude creates billionaires. Impact millions. Impact millions and make millions. It doesn't get any simpler than that! In other words, how many lives have you touched? Who has benefited from your work, your assets, and your handiwork? What problems have you solved? What value are you to society? If you're working the front desk at a hotel, you simply aren't making much of an impact, and your bank account will represent that same fact. The amount of money you have (or don't have) is a direct reflection on the amount of value you have provided (or not provided). Effection Is Scale, Magnitude, or Both To exploit the Law of Effection, your business needs to make an impact of either scale or magnitude, or both. Within our Fastlane wealth equation, “scale” and “magnitude” are implicit to our “net profit” variable. NET PROFIT = Units Sold (Scale) X Unit Profit (Magnitude) I find it insulting that someone might assume my success is due to positive thinking. I'm a realist who understands human nature, and that nature is to take the path of least resistance. It doesn't surprise me that these “attraction” books sell millions. The books that promise the easiest roads to wealth do well because, like sex, easiness sells. Events of wealth sell. Process does not. Yes, positivity is favored over cynicism. Belief is the starting point to change. Visualization is crucial. Yes, if you don't believe you can do it, I've got news for you-you can't. This stuff isn't new, it's OLD. While The Law of Attraction is a nice hammer in the toolbox, its flaw is that it ignores the real secret behind wealth, the real secret that transcends all wealth, all people, all cultures, and all roads-and that is the Law of Effection. The “Flaw of Attraction” is that it ignores mathematics. The Law of Effection: The Fastlane Primer The Law of Effection states that the more lives you affect in an entity you control, in scale and/or magnitude, the richer you will become. The shortened, sanitized version is simply: Affect millions and make millions. it never materialized until I sat my butt down in a chair and started to write it. I made a coordinated commitment to ACTION, a conscious choice, and then a commitment to that choice in the form of massive action. Like a tidal wave at the seashore, compound interest rears excruciating force when pitted against large sums of money. This is where money transforms into a fully passive income stream. As for earning your $10 million, that solution lies in exponential leveraged growth stemming from a Fastlane business-net income plus asset value NOT in expenses, NOT in the stock market, and NOT in a job. Chapter Summary: Fastlane Distinctions One saved dollar is the seed to a money tree. A mere 5% interest on $10 million dollars is $40,000 a month in passive income. A saved dollar is the best passive income instrument. Fastlaners (the rich) don't use compound interest or the markets to get wealthy but to create income and preserve liquidity. A saved dollar is a freedom fighter added to your army. The rich leverage compound interest at its crest, applied against large sums of money. Fastlaners eventually become net lenders. Like a tidal wave at the seashore, compound interest rears excruciating force when pitted against large sums of money. This is where money transforms into a fully passive income stream. 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Ten percent interest on $10 million is $1 million a year-$83,333 every single month. Exploit compound interest at its crest, not a million miles out to sea. The point of this illustration is to show that the rich aren't using compound interest to get wealthy; they're using it for income and liquidity. Fastlaners understand this weakness and realize that the compound interest weapon is most effective with large sums of money. For compound interest to be effective, you must bypass 30 years of mathematical ineptitude by riding the crest where it is effective. Fastlaners understand this weakness and realize that the compound interest weapon is most effective with large sums of money. For compound interest to be effective, you must bypass 30 years of mathematical ineptitude by riding the crest where it is effective. Slowlaner's predicament: Imprisoned in time and uncontrollable yield. The millionaires are the guys running the funds! They're the producers! 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If you have a lot of money, you're given the gate key to switch teams from consumer to producer. Specifically, you move from borrower to lender. You move from employee to employer. You move from customer to owner. In other words, people pay you to use YOUR MONEY in the form of interest or ownership. t a seed you already possess. Whether you're broke, in a dead-end job, or without a business, you already have the raw materials for the best money-tree seed in existence. t a seed you already possess. Whether you're broke, in a dead-end job, or without a business, you already have the raw materials for the best money-tree seed in existence. The Best Passive Income Venue in Existence The rich rule over the poor, and the borrower is slave to the lender. ~ Proverbs 22:7 (NIV)

THE REAL LAW OF WEALTH\

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To Woodward and Bernstein, Deep Throat said, “Follow the money,” and when you do, you find the only one true law of wealth, and that is Effection. Why? Because Effection is rooted in mathematics, and because of this it operates exclusive of any roadmap. because of the Effection: Society suddenly perceives your value to be meteoric. Yes, these people are still trading their time for money, but in an unprecedented stratum of value. Underneath the big fee is the Law of Effection. He speaks to millions and is paid millions. A rapper sells millions of songs and is paid millions. A housewife sells a million kitchen gadgets and earns millions. A lottery winner wins millions because millions entered the drawing. Daddy Warbuck's son inherits millions because Warbucks Company served millions. A plastic surgeon earns millions because he serves many in magnitude. A star athlete's agent earns millions because his clients serve millions. Retrace the source of millionaire money and you will find millions of something. Effection of scale or magnitude always precedes money, either directly or indirectly. The more lives you impact, directly or indirectly, the more wealth you will attract. He leverages SCALE. This is the same for any professional athlete. They get paid millions because they The closer you get to the source of large numbers, the closer you will get to wealth. To serve millions is to make millions. Think big to earn big. Chapter Summary: Fastlane Distinctions The Law of Effection states that the more lives you affect or breach, both in scale or magnitude, the richer you will be. Scale translates to “units sold” of our profit variable within our Fastlane wealth equation. Magnitude translates to “unit profit” of our profit variable within our Fastlane wealth equation. The Law of Attraction is not a law, but a theory. The Law of Effection is absolute and operates exclusive of a roadmap. All lineages of self-made wealth trace back to the Law of Effection. The Law of Effection's absoluteness comes from direct access and control (you are the athlete) versus indirect access (you are the athlete's agent). To make millions you must serve millions in scale or a few in magnitude. entertain millions. A comedian who makes millions laugh gets paid millions. The corporate executive who facilitates a corporation that services millions gets paid millions. Again, these are glorified power intrinsic-value positions that leverage the Law of Effection. If you want to get rich via intrinsic value, you must do it via the Law of Effection. Get into a position to impact millions. Become indispensable and irreplaceable like an athlete, entertainer, or a top-brass executive. Can't get access to millions like an athlete? Then go directly to the source and serve the source. For example, agents of high-profile athletes are as rich as the athletes themselves because they have indirect contact to the Law of Effection. Real estate brokers who specialize in the homes of the rich become rich themselves because they indirectly connect themselves to arbiters of the Law. The Law of Effection doesn't care about roadmaps or time trades or anything but the mathematical power of large numbers. Make a giant impact a few times or make a small impact millions of times. Joe Magnitude owns a company that develops commercial real estate. He develops 14 office complexes and partitions the offices into condos. Each complex sold profits him $400,000. 14 (scale) X $400,000 (magnitude) equals $5,600,000.

OWN YOURSELF FIRST Events and circumstances have their origin in ourselves. They spring from seeds which we have sown. ~ Henry David Thoreau You are the vehicle to wealth. You are mechanism for movement. You are responsible for making the journey and the first step in taking charge of you, is to own you. This supposedly forces the Slowlaner's savings rate to accelerate their putrid wealth acceleration vehicle: compound interest via market investments. For “pay yourself first” to be legitimate, you truly need to pay yourself first in infinite amounts and the government last. You must own your vehicle. To Pay Yourself First, You Must Own Yourself You can't pay yourself first if you don't own yourself. Your vehicle (you) must be free and clear. When you have a job, someone owns you. And when someone owns you, you aren't paid first, but last. That is accomplished by shelling your business into a corporation that you control. When you own a corporation, net profits are reduced by expenses. The remaining profit is taxed, and those taxes are paid to the government. Additionally, corporations exist separate from their owners and survive time. It's the surrogate structure that serves as your business system. If you have a payroll, taxes are paid each time you pay your employees. I pay myself first 365 times a year while the government is paid four times a year. Any “adviser” who recommends a business structure as a sole proprietorship or general partnership should be avoided like an airport toilet. These entities are risky because they don't protect you and catapult unlimited liability onto you and your personal assets. The best business structures for your Fastlane business are: C corporation S corporation Limited liability corporation Each has its advantages and disadvantages, but all share two common benefits: limitation of liability and tax efficiency. The C Corporation The C corporation is a business structure that survives time and can be easily transferred. Corporate profits are taxed at corporate income tax rates, with net income distributed to shareholders. Some C-corp owners use this structure to deploy a strategy known as “income splitting.” The strategy is to partition the business's income to both the owner and the business, effectively lowering the tax bracket of the two, versus a large income for just one. While it's not within the scope of this book to dive into tax strategy and corporate formation, it does offer up a Fastlane component, which is control. While C corporations and their owners are subject to double taxation (tax on corporate profits and dividends to shareholders), they are advantageous for larger corporations and corporations with an “asset growth” strategy. In other words, if you don't plan on distributing profits and are focused on building “asset value” over “net profit,” C corporations do the job. The majority of publicly traded companies are C corps that do not distribute dividends to their shareholders. They grow revenue and asset value. The S Corporation An S corporation is like a C corporation except that it isn't taxed as a separate entity. Considered a “pass-through” entity, taxes aren't paid at the corporate level, but at the individual level and reflected on the owner's personal tax return. S corporations also have some tax advantages because profits are not subject to the hefty self-employment tax that comes with sole proprietorships. However, unlike C corporations, which can have limitless owners, S corporations are limited to 100 owners and will have additional filing requirements. The Limited Liability Corp (LLC) An LLC operates just a like a corporation with the benefits of a partnership or a sole proprietorship. LLC profit passes through to its owners, called members, and is reflected on their personal income tax. LLCs are also considered “pass-through” entities because profit passes directly to the owners. For partnerships, the LLC or the S corp is the recommended structure in lieu of a general partnership, which, again, does not offer liability protection. For small startups, I recommend either an LLC or an S corp. Stay away from partnerships and sole-proprietorships, as they do not limit liability. Creating a corporation is not as daunting as it seems. Depending on your state, it shouldn't cost more than $1,000. In Arizona, one can be created for less than a few hundred dollars. Selecting an Entity What is your exit strategy? Go public? Sell to private investors? What is your growth strategy? What is your liability exposure in the worst case? Do you plan on raising capital now, or in the future? Do you plan to hire employees? Do you plan to take on new partners? Do you plan on earning profits fast? Or not for a while? Chapter Summary: Fastlane Distinctions “Pay yourself first” is fundamentally impossible in a job. To own your vehicle (you), start a corporation that formally divorces you from the act of business. Your corporation is the body of your surrogate. The recommended Fastlane business entity is a C corp, an S corp, or an LLC.

Poor choices are the leading cause of poorness.

The leading cause of poorness is poor choices. The steering wheel of your life is your choices. You are exactly where you chose to be. Success is hundreds of choices that form process. Process forms lifestyle. Choice is the most powerful control you have in your life. Treasonous choices forever impact your life negatively. Your choices have significant horsepower, or trajectory into the future. The younger you are, the more potent your choices are and the more horsepower you possess. Over time, horsepower erodes as the consequences of old choices are thick and hard to bend.

Three inches is all it takes. Jerk your life's wheel three tiny inches while speeding and you can steer your life onto a path of no return, or worse, smack into a concrete wall. Like an automobile's steering wheel, your choices are super-sensitive. Unfortunately, treasonous roads always have a green light. No amount of money can keep you from prison or purge your soul from the foolish horror of taking someone's life. Treasonous choices change your life forever. Treasonous choices are actions that do irreparable harm to your life, your dreams, and your goals. The consequences of treasonous choices throw life onto unintended detours and hazardous roads that are difficult to escape and oftentimes, permanent. The choice to cheat on your exams or study. The choice to squander college because your parents paid for it. The choice to lie or to be honest. The choice to drive without insurance. The choice to befriend bad people over good people. The choice to watch TV or read a book. The choice to drive 105 mph in a 55 mph zone. The choice to rob the corner convenience store. The choice to overindulge in food or liquor. The choice to believe in people with no track record. The choice to cheat on your significant other. The choice to buy on credit. The choice to get high every weekend. The choice to hire a contractor without a background check. The choice to play video games 30 hours a week. The choice to get married after four weeks of dating. The choice to go into business with incompetent partners. You act, react, believe, disbelieve, perceive, misperceive, and all of it engineers your existence. If you're dissatisfied with life, your choices take full responsibility. Blame yourself and the choices you've made. Yes, you are as you have chosen. Determination is not a solitary choice but thousands of them. You cannot decide to be determined; it must occur repeatedly, concertedly, and with commitment. The point of this dissertation is that Fastlane success isn't one choice. It's hundreds. And when you line a string of choices together, they create your process, and your process will create your lifestyle. Lifestyle choices will make you a millionaire. Perseverance is architected by many choices that fabricate lifestyle. If you quit after two tries, have you persevered? Can you claim perseverance after one failure? How do you persevere? You react from conscious choice. Not just one choice but hundreds, perhaps thousands. You cannot choose to persevere with one choice.

1. The will to persevere is often the difference between failure and success. 2. Success means having the courage, the determination, and the will to become the person you believe you were meant to be. The problem with these quotes is they're asymptomatic. They're ambiguous to the real issue, and that is choice. If you aren't where you want to be, the problem is your choices. Your circumstances are the symptoms of those choices. Poor choices are the leading cause of poorness. The best business structures for your Fastlane business are: C corporation S corporation Limited liability corporation Each has its advantages and disadvantages, but all share two common benefits: limitation of liability and tax efficiency. The C Corporation The C corporation is a business structure that survives time and can be easily transferred. Corporate profits are taxed at corporate income tax rates, with net income distributed to shareholders. Some C-corp owners use this structure to deploy a strategy known as “income splitting.” The strategy is to partition the business's income to both the owner and the business, effectively lowering the tax bracket of the two, versus a large income for just one. While it's not within the scope of this book to dive into tax strategy and corporate formation, it does offer up a Fastlane component, which is control. While C corporations and their owners are subject to double taxation (tax on corporate profits and dividends to shareholders), they are advantageous for larger corporations and corporations with an “asset growth” strategy. In other words, if you don't plan on distributing profits and are focused on building “asset value” over “net profit,” C corporations do the job. The majority of publicly traded companies are C corps that do not distribute dividends to their shareholders. They grow revenue and asset value. The S Corporation An S corporation is like a C corporation except that it isn't taxed as a separate entity. Considered a “pass-through” entity, taxes aren't paid at the corporate level, but at the individual level and reflected on the owner's personal tax return. S corporations also have some tax advantages because profits are not subject to the hefty self-employment tax that comes with sole proprietorships. However, unlike C corporations, which can have limitless owners, S corporations are limited to 100 owners and will have additional filing requirements. The Limited Liability Corp (LLC) An LLC operates just a like a corporation with the benefits of a partnership or a sole proprietorship. LLC profit passes through to its owners, called members, and is reflected on their personal income tax. LLCs are also considered “pass-through” entities because profit passes directly to the owners. For partnerships, the LLC or the S corp is the recommended structure in lieu of a general partnership, which, again, does not offer liability protection. For small startups, I recommend either an LLC or an S corp. Stay away from partnerships and sole-proprietorships, as they do not limit liability. Creating a corporation is not as daunting as it seems. Depending on your state, it shouldn't cost more than $1,000. In Arizona, one can be created for less than a few hundred dollars. Selecting an Entity What is your exit strategy? Go public? Sell to private investors? What is your growth strategy? What is your liability exposure in the worst case? Do you plan on raising capital now, or in the future? Do you plan to hire employees? Do you plan to take on new partners? Do you plan on earning profits fast? Or not for a while? Chapter Summary: Fastlane Distinctions “Pay yourself first” is fundamentally impossible in a job. To own your vehicle (you), start a corporation that formally divorces you from the act of business. Your corporation is the body of your surrogate. The recommended Fastlane business entity is a C corp, an S corp, or an LLC.

1. Choices of perception (thought patterns) 2. Choices of action (choosing to read) The first step in making better choices starts with your choice of perception, because your actions evolve from those perceptions. The choice of perception and its choices start right between your ears and drive themselves into choices of action. The difference is perception.

The difference is perception. Instead of creating a multilevel marketing company, he joined one. Instead of serving the masses through Effection, he joined the masses. . Your internal language carries weight. If a brain surgeon told you before surgery, “I'm think I can operate on you and I will try to succeed,” you should freak out and trade in your hospital gown for some eternal nighties. Altering your words and thought perceptions are akin to wiping your windshield clean and seeing beyond your own sphere of sight. How do you manage your choice of perception? What language do you use in your mind? “It's possible… I'll overcome… I will … I can.” ! Is it possible to earn $1 million in one month? Sure it is, just ask the guy who does it. What makes his windshield different from yours? Good choices of perception translate into good choices of action. To change your perception is to change your future actions.

Find the information, resources, and the people that align with the new beliefs. For myself, I pursued the stories of those who acquired wealth fast and soon learned that “The Fastlane vehicle to wealth is driven on choice, not asphalt. You start making better choices using two strategies dependent on the decision's gravity. 1. Worse Case Consequence Analysis (WCCA) 2. Weighted Average Decision Matrix (WADM) WCCA is designed to steer you away from perilous detours and treasonous choices. Conversely, WADM is designed to help you make better big decisions with multiple contingencies. This dual-pronged attack works on the choice extremes: a prevention of disastrous choices and a facilitator of good choices. WCCA, potential disasters are exposed and alternatives can be chosen. Unnecessary roads of treason can be bypassed. I use WCCA extensively. I would have enjoyed a quick romp of fun, but what about afterward? Would I be put in a position of an unplanned pregnancy with a woman I didn't know? Would I be condemned with a disease that would jeopardize my health and limit my search for a future partner? The potential consequences of this action had profound treasonous trajectories that I avoided. Odds? 1%? 3%? Knowing my racing competency, the risks are dangerously high. I release the accelerator and don't engage. The other driver? He speeds away with something to prove and in disregard to the potential outcomes. That's OK, maybe there's a reason he's driving a ten-year-old fart-can Honda and I'm in the Lamborghini. Win the street race-I'll win life. The Weighted Average Decision Matrix (WADM) Ever wrestle with a tough decision? One day you favor option A and the next day you flounder back to option B. Wouldn't it be great if making a tough decision were a simple as picking the higher number? The second decision tool I use compares and quantifies big decisions. You know them: Should you move or stay? Quit or continue? Go back to college or not? For WADM, you need paper and a pencil. Or alternatively, you can visit HelpMyDecision.com and let the web work the calculation for you. Keep in mind, WADM is for big decisions, so you might use this a few times a year whereas WCCA can be used daily. With WADM, decision-making is easy as it isolates and prioritizes factors relevant to your decisions and then quantifies each decision with a value. The higher value reflects the better decision. Odds? 1%? 3%? Knowing my racing competency, the risks are dangerously high. I release the accelerator and don't engage. The other driver? He speeds away with something to prove and in disregard to the potential outcomes. That's OK, maybe there's a reason he's driving a ten-year-old fart-can Honda and I'm in the Lamborghini. Win the street race-I'll win life. The Weighted Average Decision Matrix (WADM) Ever wrestle with a tough decision? One day you favor option A and the next day you flounder back to option B. Wouldn't it be great if making a tough decision were a simple as picking the higher number? The second decision tool I use compares and quantifies big decisions. You know them: Should you move or stay? Quit or continue? Go back to college or not? For WADM, you need paper and a pencil. Or alternatively, you can visit HelpMyDecision.com and let the web work the calculation for you. Keep in mind, WADM is for big decisions, so you might use this a few times a year whereas WCCA can be used daily. With WADM, decision-making is easy as it isolates and prioritizes factors relevant to your decisions and then quantifies each decision with a value. The higher value reflects the better decision. Thirdly, next to each decision factor, weigh its importance to the decision from 1 through 10, with 10 being the most important. For example, you are seasonally depressed, so weather is assigned a 10 in your matrix. Subsequently, your children are almost 18 so you decide that a good school system isn't a top priority and it receives a 3. Do this for all factors. Now your WADM looks like this: After each criterion is ranked 1 through 10, grade each choice 1 through 10 for each decision factor. The school system in Detroit? You give it a 4. In Phoenix, you give the school system a 5, as you determine it is slightly better. You assign entertainment in Detroit an 8 as they are home to your mighty Red Wings, while Phoenix gets a 6. Continue for each decision factor within each choice. Your WADM should now look something like this: The WADM is a great tool for making big decisions as long as you are perfectly honest with the factor weighting. I've used WADM many times in my life to bring clarity to tough decisions. It proved I needed to move to Phoenix, it offered insight into why it was time to sell my business, and it even steered me clear of some bad business investments. In 2005, I had an opportunity to invest in a Las Vegas restaurant. After I conducted my diligence on the opportunity and the founders, it was time to make a decision. I couldn't decide. I solved my decision paralysis with a WADM analysis that indicated I should turn the investment down. I did. A little over a year later, I discovered this investment turned south and that the investors lost most of their money. The WADM gave clarity to decision ambiguity and saved me from losing $125,000. Get Your Eyes off the Rearview Mirror Today is the starting line for the rest of your life. Yes, today is the tomorrow you worried about yesterday. The problem with the past is that we remember memories we shouldn't, and we don't forget what we should. If your eyes are stuck in the rearview mirror, you're stuck in the past. If you're stuck in the past, you're not looking ahead. If you're not looking ahead, you can't hit the mark of your future. One person and one person only weaponizes past transgressions: you. If the universe doesn't remember, why should you? Probability cannot be attached to a future flip based on the past. Your past is the same. Just because you failed at five relationships doesn't mean your next will fail, especially if you learn from them! Just because you flipped burgers three hours ago doesn't mean you can't be a millionaire next year. The universe forgets, just like the universe forgot I mopped floors and delivered pizza not long ago. “Next time, I'm going to be selling franchises, not buying them.” d, you can manipulate your memories to serve you. My life is not defined by being picked last in high school gym class. If your past defines your existence, it will be impossible for you to become the person you need to become in the future. Chapter Summary: Fastlane Distinctions Your choices of action manifest from your choices of perception. What you choose to perceive, or not perceive, will manifest itself to a choice of action, or inaction. You can change your choice of perception by aligning yourself with those who experience the perception as reality. Worst Case Consequence Analysis helps avoid treasonous choices. The Weighted Average Decision Matrix can help you make better big decisions by clarifying alternatives and their internal factors. The universe has no memory, only you do. Your past can be accelerative or treasonous. You choose the classification. If your eyes are transfixed to the past, you can't become the person you need to become in the future.

If you want to push beyond average results produced by average people, you'll need to adopt an uncommon approach that doesn't fall in the favor of “everyone.” The more uncanny and exceptional you strive to be, the more you need to fight through social indoctrination. Extraordinary wealth will require you to have extraordinary beliefs.

You have to break free of society's gravitational force and their expectations. If you aren't mindful to this natural gravity, life can denigrate into a viscous self-perpetuating cycle, which is society's prescription for normal: Get up, go to work, come home, eat, watch a few episodes of Law and Order, go to bed … then repeat, day after day after day. Before you know it, 45 years have passed and you need another 25 just to make your financial plan work. Time passes, dreams die, and what remains? An old withered body forlorn for what could have been. Who farts headwinds? They are: Friends and family who just don't get it. Educational institutions that preach Slowlane dogma. Parents who are conditioned to believe wealth is for other people. Slowlane gurus who claim your house is the best investment. Slowlane gurus who say $100 invested today will be worth $10 million in 50 years. Your environment. Escaping Human Headwind Bloviators People who don't empower your goals are human headwind bloviators. They add friction to the journey. When you spout excitement over actions or ideas, bloviators react with doubt and disbelief and use conditioned talking points such as, “Oh that won't work,” “Someone is already doing it,” and “Why bother?”

You must turn your back on them. Every entrepreneur has bloviators in their life. Network marketers consider me a bloviator. These people are normal obstacles to the Fastlane road trip. Remember, these people have been socially conditioned to believe in the preordained path. They don't know about The Fastlane, nor do they believe it.

As a producer, you are the minority, while consumers are the rest. To be unlike “everyone” (who isn't rich), you (who will be rich) require a strong defense; otherwise, their toxicity infects your mindset. Commiserating with habitual, negative, limited thinkers is treasonous. Uncontrolled, these headwinds lead directly to the couch and the video game console. Yes, the old, “If you hang out with dogs, you get fleas.”

Negative friends, family, or coworkers are dark clouds. Defend yourself or suffer the consequence of slow assimilation to mediocrity.

If your hated job drains the life out of you, it's a headwind. After a long workday and you have nothing left for your dreams and your Fastlane plan, you're done. The headwind keeps you trapped.

Creating Accelerative Winds My headwind was my environment. For you, it might be negative friends or other Slowlane influences. When you turn your back on these people, you break the headwind. When you associate with people who empower your goals, you create a wind at your back and build momentum. Positive people nurture your growth, sooth your failures, and invest in your dreams. Good people are conduits to your dreams, not just in motivational fuel, but in extending your opportunity reach.

oin entrepreneur clubs, attend networking events, ally yourself with like-minders, get yourself around people who subscribe to a Fastlane, anything is-possible mindset, and decide who you want on your team of warriors. Read books and autobiographies of those who have the kind of success you want. Find a mentor. Join entrepreneur forums with a Fastlane mindset, like the Fastlane Forum! Not a week goes by when someone doesn't email me, “This forum changed my life!” That's a tailwind! Folks, this is war and your life is in the balance. You need warriors who are impervious to the Death Star and can deactivate the Slowlane tractor beam, not fearful pansies who drop their cargo at the first sign of Imperial Slowlaners. Reflect on your environment and your relationships, and recognize the headwinds. Then choose accelerative action: Can these headwinds be removed, ignored, or managed? Unlike natural wind, you are the arbiter of your headwinds. Success follows those who break the headwind and put it at their back.

Having a life partner who doesn't ascribe to your life's ideals and philosophies is like towing a trailer full of wet manure. If your partner doesn't subscribe to an entrepreneurial philosophy and toes the Slowlane road, can you expect to grow together in unison? Someone fighting with you in your corner is accelerative; if they serve as the opposition, they become treasonous.

Unwilling passengers add weight, distract, and sometimes are expensive to remove. Yes, divorce is treasonous and expensive, both emotionally and financially. Traveling down the road less traveled is already difficult. Why compound the journey by weighing down the car with someone who doesn't share your destination? Are you in the right relationship with a person who believes in you and your goals? Or is your relationship just like lukewarm water, not bad, not good, just comfortable enough to stand pat? If so, it might be time to evaluate your passenger. Chapter Summary: Fastlane Distinctions The natural gravity of society is not to be exceptional, but average. Toxic relationships drain energy and detract from your goals to be extraordinary. The people in your life are like your comrades in a battle platoon. They can save you, help you, or destroy you. Good relationships are accelerative to your process, while bad relationships are treasonous.

Time isn't a commodity, something you pass around like a cake. Time is the substance of life. When anyone asks you to give your time, they're really asking for a chunk of your life. ~Antoinette Bosco

What the hell is wrong with people? I'll tell you: These people value their time at zero. It's free. Like the air we breathe, they're convinced that time is abundant and in endless supply. They live as if they were immortal. They are certain that time, the fuel of their life, never runs empty.

? The greasy chicken truth: Value your time poorly and you will be poor. When time is wasted as a lifestyle choice you will be stranded in places you don't want to be. Take a look around. How do your friends, family, and peers value their time? Are they standing in line to save four bucks? Are they driving 40 minutes to save 10 dollars? Are they parked on the sofa anxiously waiting to see who wins Dancing With the Stars?

“Your money can't save you anymore than it can save me.” Reflect on that for a moment. Your money can't save you anymore than it can save me. Powerful. In those eight seconds, the true value of time is exposed and we intersect with the certainty to our own ticking death-clock. You see, once your time is gone, you're dead. And when your clock ceases to tick, no amount of cash will save you from the end. Fastlaners understand that time is the gas tank of life. When the gas tank runs dry, life ends. Time is the greatest asset you own, not money, not the 1969 restored Mustang, not grandpa's old coin collection. Time. The fact is all of us are on a sinking ship. Is your time treated as such? Is it treated fairly or carelessly? Or is your primordial fuel squandered as if the tank will never run empty? You Were Born Rich and Will Die Broke Time is the great equalizer. You were born with a full tank of gas. There are no refilling stations, and your one fill-up occurred the moment you took your first breath. Time can't be created outside of your mortal limits. Sure, we might be able to stretch a 76-year lifespan to 82 with good health and diet, but within mortality, time is transformed from infinite to finite. The greatest theft of all humanity is to act as if our time on this Earth is infinite when it isn't. The reality is that time is deathly scarce, while money is richly abundant.

hat money is an abundant resource while time is not? You can always acquire more money, but you cannot defy mortality. The irony of financial fortune is that no matter how much you have, you'll die flat broke. You cannot escape the continual combustion of time as your tank drips time every second. You can live in blissful happiness or in a miserable depression-time is indifferent and it just bleeds away. Since time is scarce, wouldn't it make sense not to waste 3 hours of your life for a $6 bucket of chicken? Indentured Time Is the Ransom of Free Time There are two types of time that will make up your lifespan: Your free time and your indentured time. Your Lifespan = Free Time + Indentured Time

“Indentured time” is the opposite: It's the total time spent earning money and the consequences of that spent time. When you awake in the morning, shower, dress, drive to the train station, wait, ride to work, and then work for eight hours-this is indentured time. When you spend your entire weekend “recharging” from the workweek, this is indentured time. Indentured time is actual work and the work you must do for the work. Morning rituals, traffic, compiling reports at home, solitary “recharges” whatever time spent earning a buck is indentured time.

. Money buys free time and eliminates indentured time. However, the irony of your free time is it isn't FREE; it's bought and paid for by your indentured time. You enjoy a two-week vacation because it was paid for by a year of indentured time. You can relax with a cold beer on the couch because you paid for it earlier in the day with eight hours of indentured time. Indentured time becomes the ransom of your free time. The Right Time Versus the Wrong Time There's the right time and the wrong time. The right time is free time; indentured time is the wrong time. The Slowlane ransoms time-time at the job and time invested in the markets. Remember, five indentured days for two free days is a bad trade! A financial plan with time as the adjudicator is not a good financial plan. If you were born into slavery, your life would be 100% indentured time with 0% free time. While total time can't be manipulated, you can manipulate your time ratio. Wouldn't it be nice to have one day of indentured time and six days of free time? If you can steal free time from the hands of indentured time, life will have more of the “right time” versus the “wrong time.”

Our vehicle is burdened with junk-in-the-trunk that coerces us to work harder. And when you work harder long enough, it wears you out and breaks you down. This debilitating weight is parasitic debt. Parasitic debt is everything you owe the world. It is the excrement of Lifestyle Servitude. Your shiny new Infiniti financed at 60 monthly payments, your home mortgage financed over 30 years, your fancy designer clothes four months removed from out-of-fashion, and yes, even that insidious furniture that seemed like such a good idea at the time. All of this crap creates servitude and forces indentured time. When you're forced to work, you limit choice, and limited choices close roads. Aside from my mother's creepy doll collection, nothing is more frightening than a parasite leeched to my neck, sucking my blood. Parasitic debt is a counterweight to your road trip; it's a bloodsucker that steals free time, energy, freedom, and health-all foes to true wealth. Parasitic Debt DEVOURS Free Time The leading cause of indentured time is parasitic debt. Surely you've heard the phrase” thief of hearts.” When it comes to parasitic debt, it is the “thief of lives.” Parasitic debt is a gluttonous pig that gorges on free time and shits it out as indentured time. Any debt that forces you to work is reclassified from free time and shifts it to indentured time. Debt needs a constant drip of blood, and that blood comes from your gas tank of life: time. And since time is fixed, an increase in indentured time comes from only one source: your free time.

because total time is finite, indentured time grows by pilfering from free time. Indentured time leads to the Sidewalk.

Everything we buy hasn't one cost, but two: 1. The actual dollar cost 2. The free time transformed into indentured time.

Control parasitic debt by controlling its source: instant gratification, a trait of the Sidewalk. The next time you feel compelled to buy some trinket at Macy's, ask yourself: Will this be obsolete in six months and land in the garage with the rest of the junk? In four months, will this stupid tribal T shirt be relegated to that dusty side of the closet reserved for painting smocks? Again, when you purchase the next greatest fashion fad without truly being able to afford it, you open the floodgates to parasitic debt that flows downstream to the Sidewalk.

While some choose servitude behind iron bars, others choose servitude behind velvet walls. Both are the same. The ultimate wealth is having the free time to live how you want to live. The Fastlane is about being both lifestyle rich as well as time rich. A Poor Valuation of “Free Time” Leads to Poorness Rich or poor, time is equally possessed, shared, and consumed by all. Every day, you use it. I use it. Your neighbor uses it. No one gets more and no one gets less. Twenty-four hours for everybody. No one has an unfair advantage. You, me, we all have 24 hours to consume, expire, and spend. Time is the ultimate equalizer. Then why do so few get rich while the rest wallow from paycheck to paycheck? The distinction lies in the valuation of free time, the chosen roadmap, and the acquisition of parasitic debt. Guess the behaviors-rich or poor? This person sleeps until noon. This person watches hours of reality TV. This person drives two hours to save $20. This person buys airline tickets with multiple layovers to save $100. This person spends hours surfing social networks and gossip blogs. This person is a Level 10 Druid in World of Warcraft.

“Time losers” are poor evaluators of time. These are the people camped out at Wal-Mart at 4 a.m. waiting to grab the early bird sales. These are the people sleeping outside Best Buy hoping to score a free 32" HDTV. These are the people waiting outside IKEA hoping to get a free breakfast. Time losers are also inconvenient savers. The inconvenient saver desperately clutches onto every dollar, fearful it may never return. Extreme inconvenience is never a match for saving money. For example, a friend of mine wanted an exercise bike and found it on sale at a store miles away her home. I told her just to buy the darn thing locally and pay the higher price, which was an extra $29

The inconvenient saver gladly wastes time to save money. From plane tickets with multiple stops to shared-shuttle airport service, inconvenience is no match for saving a few bucks an hour

Fastlaners exalt time as their primary consideration in decision-making because it's our most valued asset. Fastlaners are frugal with time, while Slowlaners are frugal with money. Sidewalkers and Slowlaners use money as the sole criterion indecision-making: Which job pays the most? Where is the cheapest item? How can I get some free chicken? Money is scarce and time brings up the rear and sweeps up the mess. If you want to be rich, you have to start thinking rich. Time is king. Chapter Summary: Fastlane Distinctions Fastlaners regard time as the king of all assets. Time is deathly scarce, while money is richly abundant. Indentured time is time you spend to earn money. Free time is spent as you please. Your lifespan is made up of both free time and indentured time. Free time is bought and paid for by indentured time. Fastlaners seek to transform indentured time into free time. Parasitic debt eats free time and excretes it as indentured time. Lifestyle extravagances have two costs: the cost itself and the cost to free time. Parasitic debt has to be stopped at the source: instant gratification.

Oil is education. Knowledge. Street smarts. But be careful … it must be the right oil and for the right purpose.

What you know today is not enough to get you where you need to be tomorrow. You must constantly reinvent yourself, and reinvention is education. Unfortunately, graduation traditionally signals the end of education. Regardless of your graduating age, adulthood begins. The party is over and real life begins. To cease learning at graduation is wealth suicide. Your most effective earning years happen AFTER graduation, so wouldn't it be smart to continue the educational process long after formal schooling?

Education, your oil, is a critical component to your wealth road trip. When you continually inject yourself with new education, new skills, and new competencies, new roads open and things run smoothly. The right education has incredible horsepower.

Education's Role

In the Slowlane, education is used to elevate intrinsic value, while in the Fastlane it is used to facilitate and grow the business system. Also, Fastlane education is secured by methods that do not produce parasitic debt or conformity. The purpose of education within the Fastlane is to amplify the power of the money tree and the business system. You're not a cog in the wheel; you learn to build the wheel.

Fastlane education is to foster growth of the business system. Conversely, Slowlane education is designed to specifically enhance the intrinsic value of the person receiving the education. It is to become a gear in the system.

Your continued education must not come laden with conformity or parasitic debt, but must facilitate your Fastlane system. How? Make the real world your university. Yes, you are your own university. : You learn from engagement, from doing, and from getting out and taking repeated action, more so than from any book or professor. did I learn and become educated within this skill set? I sought to change my oil frequently. I educated myself. I read books. I hit the library. I spent hours on the Web and read articles, tutorials, wikis. I sought and consumed knowledge. Education is free for your consumption. Infinite knowledge is at your fingertips and the only thing preventing you from getting it is you. Yes, YOU. You have the innate power to become an expert at anything not requiring physical talent. The expertise for any discipline not requiring physical coordination is out there. What does it take? Your commitment of pursuit, and then the biggie: applying it.

The acquisition and application of knowledge will make you rich.

The library: The greatest free repository of knowledge and the disabler of the “I can't afford to buy books” excuse. I got my start at the library. Internet forums: Find like-minded congregations and learn from those who have succeeded. Find tailwinds!

Internet blogs/podcasts/screencasts/Web casts: Another excuse destroyer. Seminars: Good seminars bring good value, assuming they are sponsored by the right entities and not get-rich-quick gurus.

Now I can look back and see that I didn't do all the easy and fun things like many people were doing, but I did all the right things. And today, we enjoy financial security and financial freedom. We can do what we want. Many of our friends are still working jobs, searching for financial security that they will never know. They had the same chance to make choices that I had; they just made the wrong choices. They all had schooling but they didn't have the necessary education that provides financial freedom. Now they tell me how lucky we are. The best investment you can make is in yourself. So be willing to pay for your education now, or be prepared to pay a much bigger price for your lack of education later. The choices you make today will determine your financial future. Be sure you make the right choice, because you will have to live with the results of that choice. The rich understand that education doesn't end with a graduation ceremony; it starts. The world is in constant flux, and as it evolves your education must move with it or you will drift to mediocrity

Changing your oil isn't difficult when you attach it to existing activities of repetition and consistency. While time might be linear, it can be manipulated by performing double-duty on one time block, as in the old cliché, “Killing two birds with one stone.” Maximize time and you maximize wealth. Accomplish two objectives in one time frame. Make life your university. Here are some time-cheating, “life university” strategies. Driving University: Listen to audio books or financial news radio while stuck in traffic. Traffic nuisances transformed to education. Exercise University: Absorb books, podcasts, and magazines while exercising at the gym. In between sets, on the treadmill, or on the stationary bike, exercise is transformed to education. Waiting University: Bring something to read with you when you anticipate a painful wait: Airports, doctor's offices, and your state's brutal motor vehicle department. Don't sit there and twiddle your thumbs-learn! Toilet University: Never throne without reading something of educational value. Extend your “sit time” (even after you finish) with the intent of learning something new, every single day. Toilet University is the best place to change your oil, since it occurs daily and the time expenditure cannot be avoided. This means the return on your time investment is infinite! Toilet time transformed to education. Jobbing University: If you can, read during work downtimes. During my dead job employment (driving limos, pizza delivery) I enjoyed significant “wait times” between jobs. While I waited for passengers, pizzas, and flower orders, I read. I didn't sit around playing pocket-poker; no, I read. If you can exploit dead time during your job, you are getting paid to learn. Dead-end jobs transformed to education. TV-Time University: Can't wean yourself off the TV? No problem; put a television near your workspace and simultaneously work your Fastlane plan while the TV does its thing. While watching countless reruns of Star Trek, boldly going where no man has gone before, I simultaneously learned how to program Web sites. In fact, as I write this, I am watching the New Orleans Saints pummel the New England Patriots on Monday Night Football. Gridiron gluttony transformed to work and education. Think about the time you already use. How many hours do you waste in the trivialities of life? This time doesn't need to be lost, wasted time. This time is ripe for Fastlane oil changes. To start your oil recharge, choose a topic that interests you or an area in your life that needs improvement. Not good at sales or writing? Get to the library and start reading. Before I started writing Fastlane, I bought six books relating to publishing, writing, and authoring. I didn't blindly write and publish a book; I educated myself thoroughly during the process. Set a goal to read at least 12 books per year, or one per month. If you are aggressive like me, you'll read a book every week. I can't stress enough that the more knowledge you consume, the more torque you create on the Fastlane road trip.

Let me tell ya, walk into the bathroom, flip on the light-switch and look in the freaking mirror. There's your bailout.

Take responsibility. You bought into the myth that college ensures a job. The fact is, when you allow market forces to drive your vehicle you're likely to end on the street with a homemade poster proclaiming the value of your 4.0 GPA and the crushing burden of your six-figure debt. No one cares. You're in debt because you borrowed. You're in debt because you bought into the lie and relinquished control. You bought the Slowlane. Were you forced to take loans? You don't have a job because you voted for the politicians who penalize producers and reward consumers. Face facts. An expensive oil change that forces a lifetime of indentured time is stupid. Again, parasitic debt doesn't care about the source; it only wants to eat your free time, preferably seasoned with a little salt and pepper.

A $50,000 seminar is exploitation of what we producers know: People are lazy. People want it handed to them. People don't want to read and connect the dots; they want it done for them. People want to be steered. They want someone to drive their vehicle. People want events, not process, and what better event than a $50,000 seminar! Seminars can be great for education, but it has to be the right seminar, which is affordable and given by producers and experienced experts, not by professional, career public speakers. Most high-dollar seminars are well orchestrated marketing machines tailored to extract every dollar from your wallet. Most cheap seminars are day long up-sells to a more expensive seminar. And those well-suited presenters? They suffer the typical Paradox of Practice: rich from public speaking to millions but not rich from what they teach.

you won't be “allowed” to network. If you were allowed to network then people would find out quicker that the seminar is just one giant sales pitch for a larger, more expensive seminar to the tune of $50,000. Second, you won't learn a damn thing, except that you should have listened to your gut and not gone. There really is a sucker born every minute. Amazing how people have nothing in the bank but can come up with $50K just for the hope of something better. And finally, there is a segment in the seminar where they have you increase the balance on your credit cards, because after all, the rich make money and the poor earn it. So then everyone goes and increases their balances, and then guess what-they hit you with the purchase price of anywhere from $16K to $50K, depending on how “serious” you are. Ridiculous? Apparently not, because people go rushing to the back of the room like cattle to slaughter, credit cards in hand. They leave with a nervous sense of self-satisfaction and a cute little sticker on their shirt that says “I invest in myself.” A $50,000 oil change is as shocking as a $50,000 seminar. Good seminars are under $1,000 and are given by respectable experts, practitioners, and seminar firms. Good seminars are educational and don't come at the price of a new Cadillac Escalade. Bad seminars are hyped, high-pressure, and exploitative. Bad seminars are about making money and not about helping you. How can you tell a good seminar from bad? The first tip off is price. Anything unreasonable is a warning sign that the provider is more interested in making money than education. The second is price again. Be wary of FREE. FREE usually means eight minutes of education and eight hours of up-sell to a higher-priced seminar. Thirdly, who is giving it? Is it a professional speaker? Or someone who actually practices what he or she teaches?

Chapter Summary: Fastlane Distinctions Fastlaners start their education at graduation, if not before. A Fastlaner's education serves to advance their business system and their money tree, not to raise intrinsic value. Fastlaner's aren't interested in being a cog in the wheel. They want to be the wheel. I don't know how” is an excuse dismantled by discipline. Infinite knowledge is everywhere and it's free. What's missing is discipline to assimilate it. You can become an expert in any discipline not requiring physical skills. Educational recharges can occur within time blocks already allocated for other objectives. Organizers of expensive seminars take advantage of Sidewalkers and disenfranchised Slowlaners by marketing empty promises as “events.

The Redline is pure, unadulterated commitment. Money trees, businesses, and systems aren't built overnight. It took Chuma years to construct his pyramid machine. Commitment is money-tree water, sun, fertilizer, and cultivation. I know commitment is a word likely to cause a riotous exodus. If you think Fastlane process is easy, stop now and go back to the Slowlane, which isn't easy either! Like a parent has to commit to their children, you must commit to your system and your business. It is at the Redline where the limits of a car are tested, and that is where your limits will be tested. Interest reads a book; commitment applies the book 50 times. Interest wants to start a business; commitment files LLC paperwork. Interest works on your business an hour a day Monday through Friday; commitment works on your business seven days a week whenever time permits. Interest leases an expensive car; commitment rides a bike and puts the money into your system. Interest is looking rich; commitment is planning to be rich. Interest is quitting after the third failure; commitment is continuing after the hundredth. How bad do you want it? How willing are you? Are you willing to sleep in your car for it? Are you willing to live in a tiny apartment while your friends own houses? Are you willing to forgo the new BMW in favor of a rust bucket with 150,000 miles? Are you willing to wait tables at Maloney's Bar and Grill when your friends have cushy $50K/year jobs? How willing are you? Most people aren't willing, and it separates the winners from the losers. The idea of living in the rat race for 50 years has to be more painful than the idea of working your ass off to escape it. You can have mediocre comfort now or meteoric comfort later. The Fastlaner trades short-term comforts with the foreknowledge that long-term extraordinary comfort is to be gained. When it comes down to getting in the mud and getting dirty, most people will opt for the smooth sailing of first gear and avoid the discomfort of Redline. The Redline busts through roadblocks and hardens process. When Carnegie Mellon University professor Randy Pausch was diagnosed with terminal cancer, he blessed us with his last lecture. He said: The brick walls are there for a reason. The brick walls are not there to keep us out; the brick walls are there to give us a chance to show how badly we want something. The brick walls are there to stop the people who don't want it badly enough. They are there to stop the other people! Prime your expectations for work and sacrifice, know your destination, envision your dreams, ready your means, and know that you are simply paying the toll because you don't want to trade 5-for-2 for life! If you don't do the hard work that Fastlane opportunity demands, someone else will. And if you aren't like everyone, you will discover something miraculous: You can live unlike everyone. Hard work naturally produces sweat, and sweat becomes evidence of your effort. Unfortunately, this ludicrous analogy is the paradox you face if you fear failure and refuse to release the brakes. The sweat of success is failure. While you can't build cardiovascular endurance without sweating, you can't experience success without failure. Failure is simply a natural response to success. If you avoid failure you will also avoid success. You can't drive the road to wealth with the brakes engaged. You have to take risks. You have to get uncomfortable. You have to get out there and fail. What causes this fear of failure? Fear of failure is attributed to an overestimated worst-case consequence analysis. What is the absolute worst that could happen and the probability of it happening? You fail at business and have to go back to work? Big deal. When you resist societal headwinds, you will sweat! Take calculated risks. Do so and things happen. You meet new people. New opportunities arise. Feedback pours in. “Lucky breaks” converge into your life. The act of doing does marvelous things. Yes, the Fastlane is a risk. Failure is imminent. I learned how to code computers by trial-and-failure. I'd fail a code block hundreds of times before I found the right way to do something. My other failures ranged from moronic multi-level marketing programs to jewelry to direct marketing programs. Each time, I brushed it off, reanalyzed, learned, adjusted, and tried again. The brakes were disengaged, baby! I once heard, “A smart man learns from his mistakes. A wise man learns from the mistakes of others.” You can learn from my failures. I didn't learn the Fastlane overnight. I found it by the light of failure. Fear of failure is normal, yet failure creates experience and experience breeds wisdom. Take Intelligent Risks and Skip the Moronic Ones When it comes to risk analysis, there are two types of risk designated by best- and worst-case outcomes or consequences: intelligent risks and moronic risks. Flying to Las Vegas and gambling a month's salary at the craps table is a moronic risk. Driving a car on the freeway with faulty brakes is a moronic risk. When you take intelligent risks and avoid the moronic ones, you amplify your wealth trajectory through time. Intelligent risks have a limited downside, while their upside is unlimited. Moronic risks have a bottomless downside and their upside is limited, or short term. Most moronic risks fall into the asymptomatic category. They simply aren't clearly defined and it takes a little diligence to spot them. When I invest $100,000 in an Internet company, I'm engaging in an intelligent risk. When I sold my Internet company, I reinvested part of the proceeds back into the company. I still own a minor percentage and it is completely passive. Why did I invest $100,000 and expose myself to the risk? I assessed the acquiring company's probability of success to be high. Their goal was to take my small company and transform it into a $100 million company. If they succeed, my small $100,000 investment would then be worth $2 million. The downside? The company could fail and the liquidation value of my investment would lose about 50%. My downside is limited while the upside is substantial. This is an intelligent risk. p. Again, it all comes down to what you are willing to do and not willing to do. Risk involves careful stewardship of choice. Minimize moronic risk and take advantage of intelligent risk. As for failure, trust me-it is easier to live in regret of failure than in regret of never trying. Smack “Someday …” What prevents people from hitting the Redline? Someday does. Someday I will … someday I'll do this, someday I'll do that, someday when the kids are grown, someday when the debts are paid … someday. And yet, someday never comes. Someday is a distant horizon in the theater of your mind. The Fastlane petitions you for this simple transformation: Make someday today. Ever drive somewhere and all the traffic lights are green? Unfortunately, when it comes to opportunity and risk minimization, people wait for perfect timing-they wait for all lights to go green, which summons the “somedays.” Ask anyone seeking Slowlane escape … why haven't you made the leap? What are you waiting for? It's always some excuse… “I'm waiting for a promotion.” “I'm waiting for my kids to be older.” “I'm waiting to be debt-free.” “I'm waiting until I inherit money.” “I'm waiting for the new year.” “I'm waiting to finish school.” “I'm waiting for my wife to get a job.” “I'm waiting for the economy turn around.” “I'm waiting until I fix the hot-water heater.” “I'm waiting for this …”“I'm waiting for that …” The common thread is always the same … “I'm waiting.” But waiting for what? Someday! Someday is today. Today is now. A week is 7 todays strung together while a year is 365. Today is all you've got! And if you wait, opportunity passes. Your Fastlane journey never starts and year after year passes with new preconditions being added while the old ones are satisfied. While opportunity passes, guess what else passes? Time. Ring up the cheesy soap opera music. Yes, as time passes, so do the sands of your life . . . and these are the days of our lives. In my mind I had a forum coming at some point in the undefined future. But this opportunity was not coming at my convenience. Opportunity suddenly turned the corner and I heard its deafening exhaust. Even though I was in the shower, I got out, ran outside soaking wet, unprepared, premature, and met the opportunity. I greeted it, opened the door, and led it inside. Not in my time, but “opportunity's time,” and someday became today. That decision allowed me to pre-sell hundreds of books before the first word was written. Many of the world's successful entrepreneurs started businesses in college. You know their companies: Microsoft, Dell, FedEx, and Facebook. Their founders seized opportunity outside of their timing and chose to take an intelligent risk. These entrepreneurs captured opportunity and didn't wait for satisfaction of preconditions: “After I graduate” or “On summer break” or “After my Math 202 exam.” Opportunities are dressed as unfilled needs, and when they ring your doorbell, answer it! Unanswered, opportunity leaves and rings another doorbell, knowing eventually, someone willing will answer. Why not you? Timing is rarely perfect. Waiting empowers mediocrity. People sit around waiting their entire lives for the perfect this, the perfect that. The perfect scenarios and circumstances never arrive. What does arrive? Time, old age, and the specter of a dream lost. And now you have the opportunity to get out of the garage and take the road. The road is where your Fastlane journey starts. Fastlane roads lead to wealth. You have the Fastlane roadmap, and you know how the Slowlane and the Sidewalk operate. You know how to tune your vehicle. You know which mindsets are assets and which are liabilities. You've exposed the gravitational forces that will conspire against your vehicle. You have all the necessary tools to get out of the garage and get on one of the many roads to wealth. Yes, it's time to hit the road. Chapter Summary: Fastlane Distinctions Interest is first gear. Commitment is the Redline. Hard work and commitment separates the winners from the losers. Some choose short-term mediocre comfort over long-term meteoric comfort. To live unlike everyone else, you have to do what everyone else won't. Arm your expectations to hard work, sacrifice, and other bumps in the road. These are the land mines where the weak are removed from the road and sent back to the land of “most people.” Failure is natural to success. Expect it and learn from it. One home run could set you financially secure for your life, perhaps generations. Home runs can't be hit in the dug out. Moronic risks have unlimited downside (long term) and limited upside (short term). Intelligent risks have unlimited upside (long term) and limited downside (short term.) There is never perfect timing and waiting for “someday” just wastes time.

your road is a business: Internet entrepreneur, real estate investor, author, or inventor. Unfortunately, most jobs can't route to wealth because of their mathematical limitations and, surprisingly, most businesses don't either! If you're on an errant business road you have to use your steering wheel and make a course correction: Exit the road, take a turn, or turn around. This impasse confronts millions of business owners. They fool themselves by journeying the wrong road and then wonder why wealth has eluded them. Instead of fighting eight-hour workdays, they fight 12-hour store hours. Instead of leveraging the surrogacy of a system, they trade time for dollars. Instead of trading five days of work for two days off, they trade 6 for-1, or 7-for-0, in lifelong perpetuity. The road to wealth must route to wealth! How? Your road must go near or through the Law of Effection. The Road to Effection: The Five Fastlane Commandments The Law of Effection says to make millions you must impact millions. How can you impact millions? In the Slowlane you explode intrinsic value, become enormously indispensable, and earn millions. In the Fastlane, you engineer a business that touches millions of lives in scale, or many lives of magnitude. If your road doesn't lead through Effection's neighborhood or have an off-ramp onto it, sorry, you're on the wrong road. A kick-butt attitude is negated if your road is directionally challenged toward Effection, because Effection is the gatekeeper to wealth. To light the Law of Effection and illuminate your Fastlane road, cross examine it against the Five Fastlane Commandments (NECST, pronounced “next”). 1. The Commandment of Need 2. The Commandment of Entry 3. The Commandment of Control 4. The Commandment of Scale 5. The Commandment of Time NECST is a Fastlane litmus test and validates your road. Does your road (or potential road) route to wealth? Is it Fastlane? Can it be made Fastlane? Can it hit Effection? Can your road route to a multimillion-dollar enterprise, generate passive income, and end at a final liquidation event? A road meeting all five commandments can make you filthy rich fast. As violations accrue, the road degrades in its wealth potential, and with it, your ability to get near Effection also degrades. While it's possible to violate one or more commandments and still create wealth quickly, you should aim for a road that satisfies all five commandments. Potent roads are potent wealth creators. Sadly, most business opportunities fail the commandments, and, if they fail, they don't deserve your respect or attention. Chapter Summary: Fastlane Distinctions Not all businesses are the right road. Few roads move at, through, or near the Law of Effection. The best roads and the purest Fastlanes satisfy the Five Fastlane Commandments: Need, Entry, Control, Scale, and Time. CHAPTER 30: THE COMMANDMENT OF NEED What do we live for, if not to make life less difficult for each other? ~ George Eliot Sand Foundations Crumble Houses. Gravity cannot be defied, and the winning premise of business is a simple yet often forgotten by most business owners: Businesses that solve needs win. Businesses that provide value win. Businesses that solve problems win profits. Selfish, narcissistic motives do not make good, long-term business models. Think about the purpose of businesses. Why do they exist? To satisfy your selfish desire to “do what you love?” To satisfy your craving for wealth and financial freedom?

So what do people care about? People care about what your business can do for them. How will it help them? What's in it for them? Will it solve their problem? Make their life easier? Provide them with shelter? Save them money? Educate them? Make them feel something? Tell me, why on God's green Earth should I give your business money? What value are you adding to my life? Reflect back to our producer/consumer dichotomy. Consumers are selfish. They demand to know is “what's in it for me!” To succeed as a producer, surrender your own selfishness and address the selfishness of others. Stop Chasing Money-Chase Needs Never start a business just to make money. Stop chasing money and start chasing needs. Let me repeat that, because it's the most important thing in this book: Stop thinking about business in terms of your selfish desires, whether it's money, dreams or “do what you love.” Instead, chase needs, problems, pain points, service deficiencies, and emotions. Entrepreneurs fail because they create businesses based on selfish premises, and selfish premises don't yield profitable businesses; they lead directly into the 90% failure wastebasket. “I need a new income stream.” “I'm an expert in [blank] so I'll do that.” “I read a 'get rich' book and it says to start a business.”

Give first, take second. Needs come first, not money! Needs precede money! Engage the marketplace with your own selfish need and my bet is placed on your failure. Joe was a martial arts expert and he loved his craft. Following the advice of gurus, he set out to “do what you love” and opened a martial arts studio. Within 10 months, his studio closed, as he could no longer support his family on his $21,000-per-year business profit

The correct foundation is externally based on needs in the marketplace, not on internal selfish needs. Instead of selfish motives, what should have Joe been thinking? Is there a need in my neighborhood for a martial arts studio? What are existing martial arts studios doing wrong that I could do better? What improved value do I offer the martial arts student? What assets do I bring to this community? The obvious problem here is selfishness. The owner is following his passions, and his love for hip-hop music and culture. Maybe a life coach told him to “do what you love.” Whatever the motive, the need is internal and not externally based on the marketplace. The road was paved with sand because no need existed. Money Chasers Chase Money, Not Needs .

Hang out at any business forum and you will see the misdirected, selfish foundation poisoning the well. How can I make money starting a business? What business can I start with $200 and still make $5K per month? What home-based business can I start? I have a friend who manufacturers widgets; you think I can make money selling them? How can I make a passive income? What's a good product to sell on eBay? What's the best business to start on a shoestring? If you sit around and ask yourself these types of questions, you'll likely end in the failure category because these dialogues expose your preoccupation with money, and not needs or value. You've got it backward! I call these entrepreneurs “money-chasers.” They hop from one business to the next, scalping and arbitraging market imbalances, rarely solving needs or creating momentum. Sometimes these selfish business owners use questionable business practices as customer needs are neglected and money is pursued with relentless zeal. Money chasers are consumers who haven't quite made the transition to producer. They want to be producers, but they selfishly think like consumers. Now with foreclosures at an all-time high, “loan modifiers” are the newest money chasers. Every boom and bust brings forth the money chasers who are selfishly motivated to hop aboard a train of trends, but are in business solely to serve themselves. With plenty of selfish consumers to prey upon, money chasers survive and thrive until the next bust or they're exposed for fraud. In times of excess, scams, schemes, and rip-offs pervade because money chasers invade and imbalances are created. To Attract Money Is to Forget About Money Want to make big bucks? Then start attracting money instead of chasing it. Money is like a mischievous cat; if you chase it around the neighborhood, it eludes you. It hides up a tree, behind the rose bush, or in the garden. However, if you ignore it and focus on what attracts the cat, it comes to you and sits in your lap. Money isn't attracted to selfish people. It is attracted to businesses that solve problems. It's attracted to people who fill needs and add value. Solve needs massively and money massively attracts. The amount of money in your life is merely a reflection to the amount of value you have given to others. Ignore this symbiosis and money will ignore you. Successful businesses share one common trait: The satisfaction of consumer needs as reflected by sales in the marketplace. The marketplaces and consumers, not you, determine if your business is viable. If you sell 10 million anything, 10 million people have voted that your product will help them, or satisfy one of their needs. The only Fastlane road that works is a road paved with cement-rock hard needs, wants, and solutions-not sand. A rock hard pavement gives you the unfair odds. Solve needs on a massive scale or in magnitude. It could be as fantastic as starting a software company as Bill Gates did, or something seemingly minute like putting a new spin on something old. If you own a Web site that services 10,000 people daily, you're making an impact. If you own a real estate company that provides housing to 1,000 people, you're making an impact. Make a freaking impact and start providing value! Let money come to you! Look around outside your world, stop being selfish, and help your fellow humans solve their problems. In a world of selfishness, become unselfish. Need something more concrete? No problem. Make 1 million people achieve any of the following: Make them feel better. Help them solve a problem. Educate them. Make them look better (health, nutrition, clothing, makeup). Give them security (housing, safety, health). Raise a positive emotion (love, happiness, laughter, self-confidence). Satisfy appetites, from basic (food) to the risqué (sexual). Make things easier. Enhance their dreams and give hope. … and I guarantee, you will be worth millions. So the next time you're trolling the Web looking to make money, sit back and ask yourself, “What do I have to offer the world?” Offer the world value, and money becomes magnetized to you! “Do What You Love” and Die as You Do Beware of another guru-speak: “Do what you love and the money will follow!” Bullshit. Think about what you love and then think, will someone pay for it? Is it going to solve a need? Are you good enough to make money doing it? Most likely, you aren't. For “do what you love” to work, you need two things: 1. Your love must solve a need and 2. You must be exceptional at it. “It is for others to say whether I am useful or not.” It isn't for you to decide whether you are useful. The marketplace makes that determination. People pay for their satisfaction; they don't pay to satisfy your need of “do what you love.” People pay for solutions, not for your enjoyment. People pay for solved problems. People don't give a dirty dog-ass about your love for whatever. If “do what you love” doesn't fill a need spectacularly, no one will pay for it! I just do it. In other words, money led to “do what you love,” it didn't follow. How's that for irony? Lebron James gets paid to play basketball because he is good. One of the many destinations of the Fastlane is to remove the confirmation of money from your “do what you love” activity. Fastlane success means I could play basketball seven days a week. I can play video games all day. I don't need to get paid to “do what I love” because I can now do it for FREE. : the Nazi-like micro-management, the incompetent boss, and his psychotic co-workers. He's on the firing line from all fronts. He numbs himself to this suffering five days a week. His salvation? His weekend. He pays “do what you hate” with a weekend of boating, which is his “do what you love.”

There are two dangers to derivatives: 1. They don't make money fast. 2. They endanger the love.

When I asked why, he responded that personal training is so competitive that he can't charge a price worth his time. His service fees are deflationary, caused by an abundant supply of trainers, and when supply exceeds demand (need) prices move down. Not enough need, too much supply.

Simple. People follow the espoused guruesque advice without reflection on need: “Do what you love.” Unfortunately, if you LOVE doing it, bet on thousands of others loving it too. When you “do what you love,” prepare to face stiff competition. Who enjoys higher margins? The personal trainer? Or the guy who starts a company to cleanup crime scenes?

I paint when I am impassioned to paint. The few times when she painted for money, it stunted her artistic creativity because a different force fueled the motivation-money, not emotion from the moment. “Do what you love” is left to professional athletes, because they are at the pinnacle of their games. And yet, even after making millions, many of these athletes suffer the same fate. They lose their love of the game. Dancers lose their love for dance. Artists lose their love for art. Money and the demands of life cast a cloud over the love and darken it into a burden. While derivatives of “do what you love” might yield a figment of happiness, they operate in saturated marketplaces and, more importantly, they could jeopardize your natural love for the activity. Your Ignition: Moving from Love to Passion The motivational fuel for the Fastlane is passion, not love. Passion gets you out of the garage and onto the road. If you have a passion for a specific goal, you'll do anything for it.

Your vehicle needs an ignition, a starter, something that compels you to jump out of bed in the morning challenged to tackle the day. That ignition is passion. You need a passion for something greater. It is different for everybody, but when you find it, you will do anything for it. When you reposition your goals and visions at the end of a road that works, that end transforms your daily life into passionate action toward that specified destination. If you can't get paid doing some activity, identify a specific “why” or “end goal” that ignites your passion to act. What is your WHY? Why are you doing this? Why go Fastlane? Whom do you want to prove wrong? My “WHYS” read like this: “I want to pay off my mother's mortgage.” “I want to wake up without an alarm clock.” “I want to write a book without the pressure of money.” “I want a big house on a mountainside with a pool.” “I want a Lamborghini.” “I want to make a difference.” “I want to prove him wrong.” Passion beats “do what you love,” because passion fuels motivation for something greater than yourself and is generalized. When the focus is “doing what you love,” the focus becomes industry-specific and you're likely to violate the Commandment of Need. Why are you starting this business? Because you love it? Or because there is a real market need? I repeat: Passion for an end goal, a why, drives Fastlane action. Mike Rowe, host of the cable television show Dirty Jobs, profiled several owners of businesses who had less than lovable duties. From testing bovine manure to cleaning up pigeon goop, the owners were passionate. None of them “loved” what they did, but they had passionate “whys” and very deep bank accounts. Competition was sparse because everyone else was busy chasing “do what you love.” A formidable “why” is all you need to turn your daily activities into passionate motivation -the “get up in the morning” metamorphosis to bust open a Fastlane road. What are your WHYS, and are they strong enough to motivate you into process? Passion Erases the Suffering of Work

The journey hardened me, challenged me, and yes, it was even fun! I was passionate about what I wanted and I was going to get it. The Fastlane isn't a destination but a personal journey.

So how did I finish if my love for writing evaporated? I found my passion, which compelled me to finish: I love to see the dreams of others become reality. When a dead dream is given sudden life, I feel invigorated. Any time I wanted to give up, I'd receive an email that applauded me: “Your forum changed my life” or “Thank you, my life has turned for the better.” That is passionate currency that repositioned my writing effort into action. I went from love, to suffering, to passion.

Reflect back to childhood, when you heard: “What do you want to be when you grow up?” Underneath this question, what's it really asking? It's a probe to find the road to your dreams, and it was usually answered in a phantasmal vision. For me, I wanted to be an astronaut (blame Han Solo) a filmmaker (blame George Lucas) and an author (blame Isaac Asimov). How about you? What is your outrageous, fantastic dream? And the real question of concern: Is there any chance you are doing it, or will be doing it? More than likely, you're not, because the Slowlane has killed it. But today, Sarah finds herself working the graveyard shift, mopping up the floors in the dining room from slobs who have mistaken sour cream for finger paint. As she slams the mop-head in the wringer, Sarah has a moment of disquiet. “Is this what my life has become?” The problem is their dead-end road that will never converge with a dream. Dreams are forsaken to pay the bills. Instead of a convergent road to dreams (or a chance of a dream), their road goes through an inescapable hell. Life becomes suffering. if your dream is dead, so is your passion. “No passion” numbs you to the greatest violinist in the world while he plays in the train depot. “No passion” leads to mediocrity and the land of everybody. “No passion” leads to unhappiness. “No passion” equals no wealth. If you're struggling for motivation, re-energize your dream and align it with a road capable of burning a trail to its reality. Dead dreams can't burn trails of passion. Passion fires your will to do what is necessary beyond what others can't. Fastlaners work unlike everyone else so they can live unlike anyone else. Take four years of hard work in exchange for 40 years of freedom. How do you find your passion? Passion comes from either excitement or discontent. I thought to myself, “I never want to live like this again!” discontented passion was watching my mother struggle in dead-end jobs, trying to raise three kids without a husband. Both fueled my passion; I wanted a Lamborghini and I wanted to help ease the burden for my mother. Excitement (wants and desires) serves as passionate fuel, as does discontent (undesirable situations). Both allowed me to do what others wouldn't. If you find yours, you will too. Chapter Summary: Fastlane Distinctions The Commandment of Need states that businesses that solve needs win. Needs can be pain points, service gaps, unsolved problems, or emotional disconnects. Ninety percent of all new businesses fail because they are based on selfish internal needs, not external market needs. No one cares about your selfish desires for dreams or money; people only want to know what your business can do for them. Money chasers haven't broken free from selfishness, and their businesses often follow their own selfish needs. People vote for your business with their money. Chase money and it will elude you. However, if you ignore it and focus on what attracts money, you will draw it to yourself. Help one million people and you will be a millionaire. For money to follow “Do what you love,” your love must solve a need and you must be exceptional at it. “Do what you love” sets the stage for crowded marketplaces with depressed margins. When you have the financial resources, you can “do what you love” and not get paid for it, nor do you have to be good at it. Slowlaners feed “do what you love” with “do what you hate.” Five days of hate for two days of love. “Doing what you love” for money can endanger your love. Passion for an end goal, a why, drives Fastlane success. Having a passionate “why” can transform work into joy. “Doing what you love” usually leads to the violation of the Commandment of Need. The right road for you is one that will converge with your dreams.

CHAPTER 31: THE COMMANDMENT OF ENTRY Our plans miscarry because they have no aim. When a man does not know what harbor he is making for, no wind is the right wind. ~ Seneca

Hanson makes $30,000 a month, but how much do you make? And you? And you? And the other 3,000 people in this room? The fact is, few of them made any money at all. Why? They were stuck driving a congested road full of traffic that failed the Commandment of Entry. Crowded, jammed roads move slowly, if at all. The Commandment of Entry I failed networking marketing four times because subconsciously I possessed the truth: The road was a violation to the Commandment of Entry. N – (Entry) – C – S – T The Commandment of Entry states that as entry barriers to any business road fall, or lessen, the effectiveness of that road declines while competition in that field subsequently strengthens. Higher entry barriers equate to stronger, more powerful roads with less competition and less need for exceptionality. Low-barrier-entry businesses are weak roads because easy entry creates high competition and high traffic, all of wf any Joe Blow napping behind Chan's Chinese restaurant in the alley next to a dumpster can start your business in minutes, it isn't a business you want to be doing! The world is littered with so-called businesses that have no entry barriers. And that is why they suck and the people who follow them aren't rich. who made the millions? The early adopters, eBay, and eBay's founders. They drove the Fastlane and picked up millions of hitchhikers along the way. F

The opportunity has been beaten down by ease of entry, causing traffic, competition, and saturation. Saturation causes noise. Noise causes declining sales volumes. Declining sales volumes cause profit erosion. If anyone can start a business in one day or less doing what you do, you probably are violating the Commandment of Entry and tough odds are ahead. Network marketing, or multi-level marketing (MLM), always fails the Commandment of Entry-unless you own and create the MLM company yourself.

Who is the innovator, the leader, and the one standing on a cliff parting the Red Sea? The guy on stage who founded the MLM company is the Fastlaner. And you? Sorry, but you're just another soldier in his Fastlane army, a cog in his marketing strategy. The MLM founder doesn't need to climb the pyramid, because he built the pyramid! You can be a pyramid builder or a pyramid climber. You can be the sheep or the sheepherder. “Exceptionalism” Is Required to Overcome Weak Entry If you violate the Commandment of Entry, be prepared to be exceptional. Exceptionality breaks the odds of entry. Unfortunately, exceptionality is a long shot, much like an above-average high school athlete going pro. Another example of exceptionality is playing professional poker and financial trading, like stocks, futures, and currency trading. Both disciplines violate entry and have little to no restrictions to access. I can go to Vegas with $10,000 and enter a poker tournament any time I like. I can deposit $10,000 in a trading account and start trading currency. Lack of entry itself creates the marketplace, and to succeed in that marketplace, you have to be exceptional. The best (and the richest) poker players in the world are exceptional and take advantage of the weakest lured by weak entry. The pros call these folks “dead money.” The same playing field exists in the currency markets. Newbies come and go, trading currencies, expecting to make a fortune, while the only folks making the millions are the exceptional participants and the purveyors of the field, like the currency platforms, brokerage houses, and poker Web sites. There's an old saying, “In a gold rush, don't dig for gold, sell shovels!” When it comes to entry, your industry and your business should not be available to everyone, because if it is, you must be prepared to be exceptional. And if you are exceptional, easy entry becomes not a liability, but an asset. Want to know if your business violates entry? The answer is another simple question: Is getting into business an event or a process? Real business startups are processes, not events. If you're suddenly in business because you bought a distributor kit, or you completed an online form, you're violating entry. If you're suddenly in business because you took one or two actions, you violate entry. Entry is a detailed process. Founders of network marketing companies do spectacularly well because they know that people love events, and what better event is there than “Complete this application and you're in business!” They leverage entry ease as an advantage. As entrepreneurs, we want to start companies that others can join as an event. Don't fool yourself. Mailing a check to some address listed in the back of an entrepreneur magazine isn't a business embryo. Any business that takes 10 minutes to do/join/participate violates entry. Violate entry and you stamp your ticket into the world of everyone and become apart of someone else's Fastlane plan. Welcome to “everyone is doing it.” A road full of traffic is a road full of everyone. If everyone is doing it, I won't be doing it. I'll exit the road, and you should too. Why? Because everyone isn't wealthy. If everyone were wealthy, “everybody is doing it” would work. When it comes to money, the best warning flag is “everyone.” Everyone is a red flag that the Commandment of Entry has been violated. If everyone is engaged in the same activity, it surely will fail. When the frenzy is buying, you should be selling. When the frenzy is selling, you should be buying or staying pat. I spotted the signs of “everyone is doing it,” because if everyone were rich, “everybody is doing it” would work. While this logic might seem spurious, it has never failed me. How do I know when “everyone is doing it?” Simple. When there is irrational exuberance about any investment that pervades to Team Consumer-the general populous-that's when I know it is time to GET OUT AND STAY OUT. When the plumber comes over to fix the toilet and raves about his three rental properties that have appreciated 15% in the last three months, it's time to get out and stay out. When your personal trainer raves about his Internet stock portfolio that earned 40% in two months, it's time to get out and stay out. When your truck driving cousin calls you and asks about investing in oil because it's $150 a barrel, it's time to get out and stay out. Dumb money-EVERYONE-always shows up at the end of a boom. Who is dumb money? Consumers! Money chasers! But some shrewd people have mastered the Rule of Everyone. Instead of getting out, they short the other side and profit from the downfall. With every busted boom, new millionaires and billionaires are created because they saw the impending collapse inevitable in every meteoric irrational ascension. While the stock market imploded in early 2009, who was buying and who was selling? Everyone was selling. I was long gone and sold a year earlier. Warren Buffet was buying. Everyone sells and the richest man in the world buys. Hmmm. Could it be that everyone is wrong? Yes it could. If you want to live unlike everyone, you can't be like everyone. Don't confuse that with exceptionality. You have to lead the pack and have “everyone” follow. When the lambs are lining up single-file for slaughter, you want to own the slaughterhouse. Chapter Summary: Fastlane Distinctions The Commandment of Entry states that as entry barriers fall, competition rises and the road weakens. Easy access roads carry more traffic. More traffic generates higher competition, and higher competition creates lower margins for the participants. Businesses with weak entry often lack control and operate in saturated marketplaces. Exceptionalism is required to overcome weak entry barriers. Access to a business road should be a process with a toll, not an event. “Everyone” consists of the general populous and is served by the mainstream media. If everyone were wealthy, “everybody is doing it” would work. And if everyone is wealthy, then no one is wealthy. “Everyone is doing it” is a signal to overbought conditions and the entrance of “dumb money.”

CHAPTER 32: THE COMMANDMENT OF CONTROL There is no dependence that can be sure but a dependence on one's self. ~ John Gay Demand the Driver's Seat Yes or no. You're either driving the Fastlane or you aren't. You're either in control over your financial plan or you aren't. There is no in between. And if you're not driving, you're sitting in the passenger seat and someone else is in control.

They hitchhike, they give up the driver's seat, and they violate the Commandment of Control. In doing so, they sacrifice control over their financial plan and ultimately make someone else rich. A business hitchhiker seeks refuge from risk and cowers within the confines of a matriarchal organization. This subservient relationship renders a loss of control and leaves you vulnerable to the actions of the driver. When you control your business, you control everything in your business-your organization, your products, your pricing, your revenue model, and your operational choices. If you can't control every aspect of your company, you're not driving! And if you can't drive, you set yourself up for sudden, unexpected crashes. Fastlane drivers retain control. Those who violate the commandment do not. In general: Drivers create MLM companies; they don't join them. Drivers sell franchises; they don't buy them. Drivers offer affiliate programs; they don't join them. Drivers run hedge funds; they don't invest in them. Drivers sell stock; they don't buy stock. Drivers offer drop-shipping; they don't use drop-shipping. Drivers offer employment; they don't get employed. Drivers accept rents and royalties; they don't pay rents and royalties. Drivers sell licenses; they don't buy them. Drivers sell IPO shares; they don't buy them. The driver retains control and makes the big money. At best, the hitchhiker makes good money

When you relinquish control and defer power to a higher authority, you cede big money to the driver and accept good money as the passenger. My best affiliate consistently earned $20,000+/month. Yes, he was making good money. He was the hitchhiking passenger, and I was the driver, controlling the affiliate process. However, think about the danger he assumed. At any moment I could have instituted a “new policy” that would have reduced his earnings. I drove his income stream, and he absorbed the risk that I wouldn't disturb, alter, or modify the affiliate agreement. And most importantly, as a driver, I was the one making big money ($200,000/month), while he settled for good money ($20,000/month)

No control. No say. No power. It took me eight days to resolve the problem, but it exposed the dangers of hitchhiking a Fastlane as a passenger versus driving it. For those eight days, my income from that activity was zero. In any driver/hitchhiker relationship, the driver always makes more money than the hitchhiker and retains a critical component to Fastlane strategy: control

The congenital danger of hitchhiking is that you relinquish control to the driver. If the driver crashes into a wall, guess who goes with them. You. The problem with being a hitchhiker is you really never know the driver. The driver could be ethical, moral, and just, or the driver could be corrupt and evil.

Yet millions of people submit to this type of organizational control without pause. They sign franchise agreements, giving control over crucial business decisions, including marketing, ads, and royalties. They join distributorships in which others dictate their compensation structure. Their product funnel is directed by a centralized source. They're told like automatons what they can and can't do. They're held hostage to a corporate patriarch, not realizing that they aren't really their own boss. If you can't change your product, are you the boss? If you can't change your price, are you the boss? If you can't influence marketing decisions, are you the boss?

When drivers make radical turns and change terms, you have no choice but to go with them. If it's the cliff of bankruptcy or criminal neglect, their sinking ship becomes yours. Do you really want to engage in a business relationship like this? Think Shark, Not Guppy If you lived in an aquarium, would you rather be the shark or the guppy? Sharks eat . . . guppies get eaten. Business is a fierce competition for the consumer's mind and their money. It's an expansive ocean where multiple species wage war over sustenance: money. In this oceanic game, you want to be at the top of the food chain, not at the bottom fighting your way up the top. Build corporate ladders don't join them. Build pyramid organizations-don't join them. Think manufacture, not retail.

Think globally, not locally. Think to lead, not to follow. Think to innovate, not to copy. The change and transformation from guppy to shark starts with your thoughts as your focus moves from the few to the many. When you engage your Fastlane road, be the shark and use the entire ocean as your playground. Ever watch a school of fish? Each fish doesn't act as a single unit. They act in unison as a collective. Unfortunately, most people can't see the danger of this analogy. They're just one fish immersed in a collective controlled by a force greater than themselves. And who is attracted to these schools of fish? The sharks. Be the shark, the predator, not the guppy. Be a driver, not a hitchhiker. Invest in Your Brand Only! Whose money tree are you growing? Are you investing in your brand or in someone else's?

I respectfully asked her why she invests in a business that she doesn't control. Why are you painting someone else's “big picture” when you should be painting your own? She smiled, raised her “dream-stealer” defenses, and rejected my analysis. As if what she was doing was working and reasonable, her mind was closed to my suggestions.

When you blindly invest your life and time into someone else's brand, you become a part of their marketing plan. You become a swab of paint in their big picture. You resign yourself to the slim possibility of making good money vs. big money. Not investing in my own brand was one of my most serious mistakes as a young entrepreneur. Hitchhiking a Fastlane is an epidemic that deceives many would-be entrepreneurs. I say “would-be” because hitchhiking isn't entrepreneurial, because at the heart of entrepreneurship is creation and innovation. Hitchhikers aren't pioneers; they don't create or innovate. They sell, operate, and manage.

Fastlaners control their brands, their properties, and their financial plans. They don't blindly give it to others and hope for the best.

I don't hide my discontent for network marketing, although the reason for my discontent is misconstrued. Network marketing is a hitchhiking strategy that disguises itself as an entrepreneurial activity. My discontent lies in the misconception; millions fall for the pitches such as “Be your own boss!” “Own your own company!” or “Passive residual income!” While there is a small sliver of validity to these claims, they cloud the real essence of MLM, which is sales, distribution, and training-not entrepreneurship. I was involved in four MLM companies. Not once do I remember dictating product decisions, research and development, marketing restrictions, rules, cost analysis, or any other activity fundamental to owning a business. As a network marketer, you don't own a business-you own a job managing and creating a sales organization. That's like stuffing money under the mattress and calling it an investment. Years ago, I had friends who did well in MLM, and some of them still do. Heck, I even did OK. But two things always nagged at me. First, I had no control. I was at the mercy of the company, its policies, its procedures, its product line, its cost structure-and whatever mandate they set forth, I'd be stuck with it. I remember when my company discontinued its best product and my income plummeted through no fault of my own.

the Rule of Everyone, the Commandment of Entry, and the Commandment of Control.

MLM distributors are commissioned employees disguised as entrepreneurs and working for a Fastlaner in a regime they don't control, but the Fastlaner does. Network marketers are soldiers in the Fastlaner's army. So let me be clear to all those MLM folks out there ready to hang me: I love network marketing as an entrepreneur. If I ever invent a product that needs distribution, network marketing would be my first consideration. Furthermore, MLM has excellent educational value: sales, motivation, team-building, and networking. Network marketing can accelerate your future.

You must be the creator of the company that people are dying to join. You must be the controller of policy and product, and the producer.

If you don't control your system, your money tree, and your brand, you control nothing. You must sit on top of the pyramid and serve the masses. Stop climbing pyramids and start building them. Chapter Summary: Fastlane Distinctions Hitchhikers relinquish control of their business to a Fastlaner. There is a difference between “good” money and “big” money. Hitchhikers can make good money while Fastlaners make big money. Sometimes legendary money. In a driver/hitchhiker relationship, the driver always retains control and the hitchhiker is at the mercy of the driver. Hitchhikers are party to someone else's Fastlane plan. Make the world your habitat of play in an organization you control. Network marketing has little to do with entrepreneurship but more to do with sales, networking, training, and motivation. Network marketing fails both the Commandments of Control and Entry, and sometimes, Need. Network marketers are soldiers in a Fastlaner's army. Network marketing is a powerful distribution system. As a Fastlaner, seek to own one, not join one.

CHAPTER 33: THE COMMANDMENT OF SCALE In business, to be a success you only have to be right once. ~ Mark Cuban

Scale is about leverage and leverage is what gives the Fastlane wealth equation its power. Local/community (pool) County/city (pond) Statewide (lagoon) Regional (lake) National (sea) Worldwide (ocean) Scale is difficult to find locally or in a pool that fits only a small number of people. Sure, it can be done, but it requires magnitude, and magnitude doesn't come cheap. If you own a tanning salon, your habitat is local. If you own an upscale restaurant, your habitat is county/city. If you own an Internet company, your habitat is worldwide. The larger the habitat, the greater the potential speed, or leverage, of your Fastlane.

To break scale, the business owner needs to introduce leverage in the form of replication: Open more stores, sell franchises, or sell on the Internet. if you don't have leverage in the Fastlane equation, you don't have a chance! The Commandment of Scale is like a tollbooth on the road to the Law of Effection!Wealth = (Net Profit) + (Asset Value) Asset value is predicated on net profit, which is predicated by unit profit multiplied by units sold. Net Profit = (Units Sold) X (Unit Profit) If “units sold” has a ceiling, you handcuff your ability to create leverage. Without leverage, you can't create wealth exponentially. When you travel a business road incapable of scale, you render the Fastlane wealth equation impotent.

To make matters worse, the other end of the equation is also limited: unit profit. What is the maximum unit profit on a sandwich and drink? Two bucks? Again, we are operating under a ceiling of low numbers. These numbers don't transcend wealth; they limit wealth. Now let me clarify before you hammer me over the head: I'm not suggesting that a local restaurant owner can't get rich. In fact, I know a few restaurant owners who do quite well except that they operate a different class of restaurant-upscale establishments, where scale and magnitude have more reach. If your average dinner bill is $200 and you draw patrons from all over the city, not just the local neighborhood, you operate on a different scale. Unit profit isn't $2 per sandwich, but $40 per person, and with alcohol it climbs to $60. Reach or Magnitude = Scale To achieve scale, magnitude or reach must increase. Magnitude is naturally increased with price or cost. The more people you reach, the greater scale potential. Who does your business serve? The local neighborhood? Or the world? The bigger your pool of play, the bigger your potential for wealth. Scale Is Leverage! The Commandment of Scale demands a business that maximizes the Fastlane wealth equation. Give the Law of Effection a chance! Give wealth a chance! How do you know if your business (or potential business) honors the Commandment of Scale? Ask: Can the net income of this business scale limitlessly, say, from $2,000 per month to $200,000? Can the asset value of this business scale into the millions? Can this business impact millions? Or does it impact hundreds? Is its customer pool the world or a small community in the city? Can this business be replicated and expanded beyond the local trading area by franchising, chaining, or additional units? Best-case scenario, what is the units-sold potential? One hundred or one hundred million? Best-case scenario, how pliable is unit profit? Does it have magnitude? If you can't affirm these questions, you might be stuck in a restrictive business where wealth creation is stifled. Tiny habitats create tiny wealth. Scale is large numbers. Think big, nationally, and globally. Big numbers, or scale, is the inroad to The Law of Effection. To make millions, you must affect millions. If you can't access the Law of Effection, you won't get rich. The conduit to all wealth is via the Law of Effection. For the Slowlaner, the LOE has to be hit by massive intrinsic value explosion: Sing in front of millions, entertain millions, play ball in front of millions. For the Fastlaner, the LOE is leveraged by scale or asset value explosion: Sell millions, help millions, serve millions, impact millions. three barricades that prevent entrepreneurs from realizing the Law of Effection: Scale, Magnitude, and Source. The strongest barricade to Effection is scale. If you can't serve millions, you won't make millions. Scale becomes prevalent, and attached to scale is the Law of Effection. Of course, the optimum Fastlane strategy is not buying franchises, but selling them. If my friend doesn't want to own multiple franchises he can't break the barricade of scale. Without scale (units sold) or magnitude (high unit profit) he drives a business that will produce a weak asset value. His wealth equation becomes retarded and the Law of Effection quarantined, remanding him to a middle-class work-life existence. With a middle-class income and a weak asset valuation, he defects to a wealth equation emblematic of the Slowlane. The other barricade to Effection is Magnitude. Because our coffee shop owner is restricted in scale, his other option is scale by magnitude. Unfortunately, the magnitude road is also closed. Unit profit cannot be manipulated. Every sale won't generate a profit of greater than a few bucks and raising prices reduces units sold. A $100,000 profit on each coffee sold is impossible. While direct access to the Law of Effection is a foolproof road to wealth, indirect access isn't so clear, since Effection always trickles up to owners and producers, not down to employees or consumers. For example, if you work as a doctor at a private-care facility, you could argue that you have magnitude and therefore, you should be rich. In fact, all doctors should be rich since they have magnitude, right? Not exactly. The fault in this presumption is that the Law of Effection honors only those in control. That private health-care facility? The facility's owner receives the full benefit of Effection, not the doctors he hired. The doctors on staff aren't guaranteed access to Effection, because they don't control the system. Can they be rich anyway? Sure, but that decision is left to intrinsic value evaluations to be made by the owner of the system. Doctors who own practices and hire other doctors get full access to Effection and get rich. Effection always is biased toward the architect of the system. If you can't be the source, serve the source. Thankfully, you can easily determine which roads run parallel to the Law of Effection. Whatever your road, regardless of roadmap, can it directly scale to impact millions (scale)? Can it tremendously impact a few (magnitude)? If you invent a gadget that millions can use, you have direct scale and the law is accessible. Fast wealth is a possible. If you build a Web site that serves single moms, you have direct scale and the law is accessible. Fast wealth is possible. If you are two management positions away from a CFO position at a Fortune 100 Company, you have indirect scale and the law is accessible. Fast wealth is possible. If you create a successful retail store and franchise it to 300 entrepreneurs around the country, you have both scale and magnitude and the law is accessible. Fast wealth is possible. Think big, but think scale and/or magnitude. Analyze your Fastlane equation and examine the variables. What are your maximum units sold and maximum profit per unit? What is the size of your customer pool? Your total pool of customers determines your habitat. The larger the habitat, the greater the potential for wealth. A business can be a singles or a home-run-based business. Its strength is determined by scale, which is derived by habitat. The Fastlane wealth equation is disarmed when you violate the Commandment of Scale. Scale is achieved in reach (units sold) and/or magnitude (unit profit). The Law of Effection is the primary conduit to wealth, which can be road blocked by scale, magnitude, or source. Effection consequences trickle up to owners and producers. Breaking scale or magnitude indirectly in an uncontrolled entity is not a guarantee of wealth. To gain access to Effection, you have to break the barrier of scale or magnitude in an entity you control. Scale, magnitude, or source deficiencies create governors on the speed of wealth creation.

CHAPTER 34: THE COMMANDMENT OF TIME I am long on ideas, but short on time. I expect to live only about a hundred years. ~ Thomas Edison

The Commandment of Time requires that your business detach from your time. Can your business substitute for you and blossom into a money tree? Passive income is a Fastlane objective that comes from the Commandment of Time. N – E – C – S – (Time) Remember this: Owning a business doesn't guarantee wealth or detachment from time. Some business owners are married to their businesses because their businesses violate the Commandment of Time. The business ostensibly becomes a job and a lifelong prison sentence. While giving up your heart and soul for a business is perfectly normal in startup, growth, and maturation stage, it isn't a prescription I'd want to endure for 40 years. The Commandment of Time asks: Can this business be automated and systematized to operate while I'm absent? Are my margins thick enough to hire human resource seedlings? Can my operation benefit from the introduction of a money tree seedling? How can I get this business to operate exclusive of my time? Jobs are time trades for income, and yes, so are some businesses. The goal of the Fastlane is a disconnection of your time from income, even if that income isn't millions. Would you rather work 10 hours a week and earn $60,000, or work 70 hours a week for $140,000? I'd take the former over the latter every time. She won't work the business for free and the cost to her life isn't worth the profit she makes. Three years into the business, she closes up shop and looks to return to the ranks of employee over employer. Ashlyn didn't fail at business. Her coffee shop was successful and earned her a modest living. Where did she fail? She failed the Commandment of Time and upon entering this business, like most business owners, didn't think it through past the excitement of the newness. A Money Tree That Never Grows A successful business isn't fun and games, especially one that violates the Commandment of Time. Often people get into business with the wrong idea of what it will be like. As a Fastlaner, your road should be traveled with the intention to make it automated. You want passivity and a living money tree. When you fail the commandment of time, the failure is cause by one of two obstacles. They are: 1. You don't have access to the seeds because your road started with a deficiency. 2. The seeds won't grow in infertile soil. If your business is based on one of the money-tree seedlings, it should be capable of growing a money tree. Content systems, computer systems, software systems, distribution systems, and human resource systems are all seedlings to money trees. If your business isn't based on one, can one be added to make it passive? For Ashlyn's coffee shop, she recognized she needed the seed to a money tree-human resources-in the form of a general manager. She couldn't justify the cost, and the seed was inaccessible. Her road started deficient and wouldn't grow a planted seed. Had she ignored her finances and hired a general manager anyway, hence planting the seed, she would have discovered later that it was infertile and incapable of harvesting a money tree. The seeds aren't accessible and those seeds that are accessible won't take to the soil. Chapter Summary: Fastlane Distinctions A business attached to your time is a job. business that earns income exclusive of your time satisfies the Commandment of Time. To satisfy the Commandment of Time, start with a business that uses a money system seedling, or introduce one.

CHAPTER 35: RAPID WEALTH: THE INTERSTATES You can't live a perfect day without doing something for someone who will never be able to repay you. ~ John Wooden The Crossroads If you want to get across the country, drive the fastest roads, not the slowest. Seems logical, except when it comes to financial independence. Instead of driving the fastest roads, most people drive the slowest, and in some cases, a road that won't even get them there. Starting a business is a big decision. Treat it with cursory interest, and your business resembles a hobby. And businesses that are run like hobbies pay like hobbies. I took the job because I had bills to pay, but I had other motives: infiltration. I thought I wanted to own a limousine company. Having never been involved in the limo business, I figured I'd get a job in the business and learn the ropes. After a year in the business, my opportunity-my crossroads-arrived. The owner of the limousine company put the company up for sale and offered it to me for no money down. Here was my opportunity-a chance to own a limousine service! Except there was one problem. Thou shalt not invest in a needless business. Thou shalt not trade time for money. Thou shalt not operate on a limited scale. Thou shalt not relinquish control. Thou shalt not let a business startup be an event over process. , I knew that I wanted to be involved in a business that was pure Fastlane from the start, not one that needed to be molded. The purest Fastlanes have the best wealth potential, and I knew it. When you grace the Law of Effection, money moves your way. What are the purest Fastlanes roads that possess super-fast speeds? Which roads can tap into the Law of Effection and start Fastlane?

I call the most potent Fastlane roads “The Three I's,” or “The Three Interstates,” because they possess the fastest upper speed limits and meet, or can meet, all five Fastlane commandments. The three Interstates are: 1. Internet 2. Innovation 3. Intentional Iteration.

Potent Fastlane #1: The Internet The most potent interstate is an Internet business. The Internet has made more millionaires in the last decade than any other medium out there. The Internet has, and is, destroying old hard-line industries such as travel agents, stockbrokers, newspapers, and magazines. The Internet is the shark of the Fastlane. The Internet is where I found my fortune and it is one reason why I declined my opportunity to own a limousine company. The Internet is the best Fastlane available, because it immediately obeys the Five Commandments to the Fastlane, assuming a need-based premise. It naturally scales to a worldwide audience, it systematizes to automation via computer systems, it is a medium you can control (unfortunately, most don't), and its barriers are still strong enough to prevent “everyone” from entry. Internet business models (roads) fall into seven broad categories: 1) Subscription-based Offer users access to data, information, or software, and charge a monthly fee. Data can be leads, sales information, a proprietary database, or good old fashioned pornography. When 10,000 people pay you $9.95 per month for your information, you're balling the Fastlane! When I owned my company, I paid for many Web services, all subscription based. From data analytics (who is visiting my site?) to affiliate management (who wants to offer my service?). One particular company ran a Web-site monitoring service that kept track of Web site uptime. On its home page it advertised how many clients it monitored. At the time, it listed “20,000 clients served,” and I was paying $50 per month for service. Assuming my fee was average, 20,000 X $50 = $1,000,000 in gross revenue-PER MONTH. This is a perfect example of an Internet business system in which the business is the system. No products. No shipping. No headaches. I'd speculate that this Website enjoys margins of 75% and nets in the $750,000 range, per month. How quickly would you become a millionaire earning $750,000/month? Or, would you rather save $200/month from your $45K/year salary? The disparaging field of play is laughable. Examples of subscription sites are RealtyTrac.com and LoopNet.com. 2) Content-based Content-based models are online news magazines and blogs that disseminate information to a particular niche or industry. These services provide content for free consumption and sell advertising to parties who want to reach those eyeballs. My Fastlane Forum can be considered a content-based revenue model. I consider content-based revenue models the most difficult for success because entry barriers have significantly declined and its success is predicated on high traffic. Also, content systems heavily engage in affiliate programs, which is a hitchhiking structure.

. Lead generation solves two needs: 1) The consumer's desire to save time and money and 2) The business owner's need to find new customers inexpensively.

5) Brokerage Systems Brokers bring buyers and sellers together and facilitate transactions. They are market-makers for a particular industry and earn money typically on each transaction. Examples of known brokers are PayPal, Elance, CarsDirect, and Travelocity.com. 6) Advertising Similar to brokerages, advertisers merge buyers and sellers together and accept advertising fees in lieu of transaction fees.

7) E -Commerce E-commerce is the act of selling goods, services, and information over the Internet. Amazon.com, CSNStores.com are examples of large-scale e commerce providers. However, many small local stores have expanded and created scale with the e-commerce model.

Phoenix. E-commerce also can be information. E-books are the most popular form of information distribution on the Internet. When I sell my book in e-book form on the Internet, I'm engaged in e-commerce. I can sell books out of my trunk by sitting in the parking lot at Arizona State University, or I can set up a Web site and sell books to folks in Europe. When you look at the Internet as a Fastlane road, it is immensely powerful when examined against our Fastlane Wealth Equation. Wealth = Net Profit + Asset Value Within the units sold variable (within net income), the world becomes your upper limit when dealing on the Internet. Additionally, asset value, a component of the Fastlane wealth equation, is not only determined by net income, but by traffic metrics. Many Web sites are sold for billions and don't have a penny of profit. Traffic, or visitors to a Web site, also has a boundless upside scale. The Fastlane variables of net profit and asset value have a virtually limitless upside. Potent Fastlane #2: Innovation Innovation is another broad stroke of Fastlane purity and encompasses many roads. It is the good old-fashioned way to get rich: Invent a product, service, or piece of information, manufacture it, and then distribute it. Innovation covers any act of creation followed by distribution. Let me repeat that: Innovation involves two acts: 1) Manufacture and 2) Distribution. Invent a product, then sell it by infomercial, sell it on the Internet, sell it on QVC, sell through 10,000 network marketing distributors, or sell it to 20 wholesalers that then sell it to 20,000 retailers. What is the product of innovation? Virtually anything that solves a need or fulfills a desire. Food (beer, barbecue sauce, cookies, secret recipes) Household (robots that vacuum, tools, hangers) Health and vitality (vitamins, herbs, energy drinks, bars, “male enhancement formulas”) Information (books, magazines, subscription newsletters) Personal (clothing, purses, shoes, gloves) Automotive (accessories, add-ons, stick-ons) Inventing is still recognized as the default get-rich-quick method out there, and yes, it is alive and well. However, don't be fooled. Inventing isn't really about inventing the vehicle, the telephone, or the goofy Segway-the core activity of inventors is just taking something and improving or modifying it. Take something old and stale and make it better. Take an underexposed product, make it your own, and reintroduce it to the world. Take something unconventional and make it conventional. On TV, I watched a successful entrepreneur interview in which the inventor simply repackaged vodka from boring old clear bottles to colorful bottles with razzle-dazzle. In fact, for my birthday I received a skull-shaped bottle of vodka. Vodka has been around for centuries, yet an entrepreneur took a stale product and added an element of uniqueness and differentiation. Sometimes it's that simple. My favorite example is the Snuggie, an oversized mass-marketed blanket with arms. The product concept has been around for years, but they took the concept, repackaged it, remarketed it, and wham, 40 million sold later, they had a blockbuster. Innovation is a dual challenged process: manufacture and distribution. Inventing a product that solves a need is half the battle; the other half is getting your invention into the hands of millions, which involves a variety of distribution channels: infomercial (sell via mass media), retail (sell to distributors and wholesalers), and direct marketing (sell via print media, postal mail, Internet). For example, when I wrote this book, I was the means of manufacture. I wrote it, put it together, edited it, and had it physically published. I manufactured it. I engaged in innovation. However, like all innovation roads, manufacture is one tiny battle in a larger war. Distribution is where the war is won. A great product is worthless if it doesn't get into the hands of people, and that requires distribution. For my book, I will need to leverage Amazon (a distribution system), book distributors (wholesalers), and the Internet (another distribution system) if I am to succeed. Yes, your product invention can be something you invent yet is manufactured in China, or an e-book you write in a weekend. Innovation from books to products-is Fastlane. Have you ever wondered why people sell get-rich-quick books and yet the content is just regurgitated blather from 30 prior books? The authors know that authoring is a potent Fastlane. The challenge of any authoring Fastlane is never the book or the words themselves. Some of the greatest books in the world go unread, while the mediocre stuff sells millions. The difference lies in marketing, public relations, and just good old-fashioned business know-how. Writing a book is not a business; selling the book is. If I'm obsessively intent on selling this book to millions, I have to manufacture, then distribute. I have to sell, market, promote, appear, speak, interview, and write; I have to invest in the business of distribution. To leverage the Fastlane wealth equation and get near the Law of Effection, I have to strap on my commitment helmet and get this product out in front of millions. Potent Fastlane #3: Intentional Iteration (II) The final Fastlane Interstate is “Intentional Iteration” (II). Iteration is: “the means or act of repeating a process, usually with the aim of approaching a desired goal or target or result.” Intentional iteration is a potent Fastlane but it offers the greatest challenge because it really doesn't satisfy all five commandments, but four. The process of intentional iteration is the act of satisfying the final commandment, scale. Scale is achieved either through human resource systems or repeated successes. For example, when a real estate investor buys a single-family home at a bank auction and later rents it out, there is no scale, and with that one act, nothing can create scale. The investor has little wiggle room in his Fastlane wealth equation: Net income is derived from rent and asset value is derived by the home's market value. To solve that challenge, the investor engages in II and repeats the process. Instead of buying one home, he buys 50. Yes, easier said than done, and it can be incredibly slow. In effect, the investor has chosen to play on a field of “singles,” and to hit the home run, II needs to become the strategy. Iteration is a profitable, singles-based business scaled to home runs. Franchising is another example of II. If you build a small store with the goal of intentional iteration, your goal isn't one store, but hundreds, perhaps thousands, through the act of chaining or franchising. The intentional iterator goes into business to cookie-cut his system across many successes. A small store often starts out as a violation of four commandments but can quickly transfigure into a full-fledged Fastlane venture with iteration. The Fastlane franchising premise is to build a local business defined by systematic processes, then franchise the concept nationally or worldwide. The iterator's goal is to replicate and sell a concept, a brand, and a system and remove himself from operations. While your little deli might not be particularly Fastlane it could be turned Fastlane by the process of II, through franchise or chaining replication. A popular thread at my forum is titled “Is a candy kiosk Fastlane?” A forum user wanted to know if having automated candy kiosks in the mall constitutes a Fastlane plan. As a standalone, no. But with II? Fastlane baby! One kiosk in one mall isn't going to make you rich because it's a singles based business. However, 200 kiosks in 50 malls might, because it creates net income, scales asset value, and makes a bigger impact of magnitude. Intentional iteration is the Fastlaner's response to limited scale. Chapter Summary: Fastlane Distinctions The best Fastlanes satisfy all five Commandments: Control, Entry, Need, Time, and Scale. Assuming a need-based premise, the Internet is the fastest interstate, because it overwhelmingly satisfies all Commandments. Innovation can be any variety of open roads: authoring, inventing, or services. Inventing success needs coupling with distribution. A singles-based business is scaled to a home-run business by intentional iteration. With iteration, scale is conquered. CHAPTER 36: FIND YOUR OPEN ROAD At first, people refuse to believe that a strange new thing can be done, then they begin to hope it can be done, then they see it can be done-then it is done, and all the world wonders why it was not done centuries ago. ~ Frances Hodgson Burnett Needs, Ideas, Opportunity, and the Open Road Opportunities, and the open roads they represent, are everywhere. Look around. That person complaining at the store counter. Opportunity. That stupid voicemail maze you hate navigating when you call the bank. Opportunity. That unsold house that languishes on the market. Opportunity. That trash on the side of the road. Opportunity. The rotting salad that lasted only two days in the refrigerator. Opportunity. Those people bitching on that online forum. Opportunity. If you can't see the opportunities that surround you every day, you haven't tuned your Fastlane frequency to them. When you make a few minor mental adjustments, roads seemingly closed are suddenly opened. Many entrepreneurs misinterpret opportunity because they associate opportunity with breakthrough, legendary ideas. They seek virgin ideas, perfect and new; ones that would be unveiled to the world in a grandiose affair. Rarely does that happen. Opportunity is rarely about some blockbuster breakthrough like the light bulb or the car, but as simple as an unmet need, or a need not met adequately. Opportunity is a solution to an inconvenience. Opportunity is simplification. Opportunity is a feeling. Opportunity is comfort. Opportunity is better service. Opportunity is fixing pain. Opportunity is putting weak companies out of business. Someone Is Doing It! You've got a great idea, but someone is already doing it? So what. Do it better. “Someone is doing it” is a monumental illusion imposing as an impassable obstacle. Someone is always already doing it. The bigger question is, can you do it better? Can you fill the need better, offer greater value, or be a better marketer? When I was struck with my idea to start a limousine directory on the Internet, I thought it was a legendary idea … that is, until I went on the Web and searched. There were already a dozen companies doing what I thought was a pristine, unmolested idea. At the time, my frequency wasn't fully attuned. I was going to drop the idea and start a new brainstorm session in search of that infamous blockbuster idea, one that no one else among 6 billion people on planet Earth had thought of. But a friend interrupted my perception and kicked my antennae into a proper tune. She said, “Competition is everywhere. Just do it and do it better.” She was right. Competition is a staple of business. This opportunity was an open road, not a closed one. These existing Web directories weren't easily found and, for the most part, weren't user friendly. I recognized a poorly met need and I decided to drive this road of opportunity, despite the numerous barricades that warned “Road Closed.” A decade later, every one of those companies I feared disappeared or became insignificant. In fact, the industry leader, unable to respond to my domination, diverted into an alternative service. Forget the Big Idea; Go for Better Successful businesses rarely evolve from some legendary idea. Nope, successful entrepreneurs take existing concepts and make them better. They take poorly met needs and solve them better. Skip the big idea and go for the big execution. You don't need an idea that has never been done before. Old ideas suffice; just take it and do it better! Execute like no one has! A brand-spanking new idea? Nope, a need solved better with big execution. Starbucks made coffee fashionable and invented a brand, an ambiance, and an emotion and attached it to coffee. It was an open road when the road seemed closed. Garbage has been around since men have walked the planet. Yet that didn't stop Brian Scudamore from starting and then franchising 1-800-GOT JUNK, or did it stop Wayne Huizinga from founding Waste Management with just one truck and a handful of customers. He later built Waste Management into a Fortune 500 company. Is garbage a new need? Or a need that needed better fulfillment? It was an open road when the road seemed closed. A blanket with arms? It's been around for years, but that didn't stop Snuggie from selling 40 million blankets via infomercial marketing. An old idea better marketed and better executed. It was an open road when the road seemed closed. MySpace was thriving well before Facebook, but that didn't stop Mark Zuckerberg. He saw a niche need and solved it. It was an open road when the road seemed closed. Poorly met needs are open roads when they often appear closed. Successful businesses take existing ideas, services, and products and simply make them better, or spin them in new directions. Open roads, needs and opportunity come prefaced with “code words” or phrases that scream “This is an opportunity!” When you catch yourself (or someone else) in these words, you've just uncovered a possible opportunity. Here are the most common phrases: “I hate …” What do you hate? Solve the hate, and there's your open road. “I don't like …” What don't you like? Remove the dislike, and there's your open road. “This frustrates me …” What is frustrating? Remove the frustration, and there's your open road. “Why is this like this?” I don't know, why is it? Remove the “why,” and there's your open road. “Do I have to?” Do you? Remove the “have to.” There's your open road. “I wish there was …” What do you wish? If you wish, others wish too. Make wishes come true, and there's your open road. “I'm tired of …” What are you tired of? Fix someone's tiresomeness, and there's your open road. “This sucks . . .” What sucks? Remove or reduce suckage, and there's your open road. Opportunity is dressed in predictable code words that illuminate its presence.

Solve other people's problems and you will solve your own money problems! Failure Cracks Roads Open Unfortunately, the least-traveled Fastlane roads are paved in failure, not smooth asphalt. This means stalls are guaranteed. Everyone fails on the road to success. What separates the winners from the losers is what happens when failure arises. How are you going to react? Will your road trip end with the verdict being, “This Fastlane shit don't work,” or will you switch roads? Or keep going? I made many road changes, but I didn't give up on the dream. If your road doesn't converge with your dreams, it might be time to quit your road. Chapter Summary: Fastlane Distinctions Opportunities are rarely about inventing breakthroughs, but about performance gaps, small inconveniences, and pain points. Competition should not impede your road. Competition is everywhere, and your objective should be to “do it better.” Fastlane success resides in execution, not in the idea. The world's most successful entrepreneurs didn't have a blockbuster ideas; they just took existing concepts and made them better, or exposed them to more people. Opportunity is exposed in your language and your thought processes, as well as other people's language. Failure cracks open new roads. Quitting only happens when you give up on your dream.

CHAPTER 37: GIVE YOUR ROAD A DESTINATION The tragedy of life doesn't lie in not reaching your goal. The tragedy lies in having no goal to reach. ~ Benjamin Mays

(9-to-5, 5-for-2, 2 weeks every 52 weeks and 8% over 40 years) and freedom to enjoy the world as your playground. The Price of Freedom: Money Freedom has a price, and that price is money. Big dreams, from materialistic Ferraris to altruistic nonprofit foundations, cost money. I agree. Life is not about money, it's about time-so why are you throwing away 40 hours a week in pursuit of housing (not even money!)? Second, money doesn't change people; it just makes them more of what they already are. Third, that little house and horse down the hill are worth about $1.5 million. And most importantly, you abandoned your son to find yourself? And you aren't making a dime in the process? Who is subsidizing your journey of enlightenment, and the emotional and financial responsibility of your son you left behind?

No matter how big or small, dreams have a price, and that price is money, responsibility, accountability, and commitment. Yes, it will cost you money, but how much? Set Your Destination: Four Steps to Starting Your destination is the lifestyle you desire while having the freedom to enjoy it. There are two strategies to hit your destination. The first is a money system in which you amass a lump sum large enough to earn monthly interest that will support your lifestyle needs. The second is a business system that spawns passive cash flow that supports your lifestyle AND simultaneously funds your money system. To make this happen, you need targets. Specifically, how much money will you and your family need? What is the price for the freedom and lifestyle you want? Find out with this four-step process: 1. Define the Lifestyle: What do you want? 2. Assess the Cost: How much do your dreams cost? 3. Set the Targets: Set the money system and business income targets. 4. Make It Real: Fund it and open it! Step 1: Define the Lifestyle Define the lifestyle you want and its associated costs. Do you want the big house or the nonprofit foundation? What exactly do you want? Write everything down.

Step 2: Assess the Cost Determine the monthly cost for each, including all associated taxes and insurance. Lifestyle Cost = $10,000/month Next, determine your monthly allowance and other unknowns. This is for stuff like clothes, gadgets, toys for the children, health insurance, etc. Add this to your Lifestyle Cost to arrive at your Gross Living Cost. Gross Living Cost = $10,000/mo (Lifestyle Cost) + $4,000/mo. (Allowances) Gross Living Cost = $14,000/mo. Next, determine your Net Living Cost by dividing Gross Living Cost by .60, or 60%. This will account for potential taxes. Net Living Cost = $14,000 / .60 = $23,333/mo. Step 3: Set the Targets The goal of this step is to set your two targets: the business system income target and the money system target. To calculate your money system target, multiply your Net Living Cost by 12, then divide by .05, or 5%. Five percent is the minimum expected yield on a money system. Money System Target = ($23,333 X 12) / .05 = $5,599,920 For your business system target, multiply your Gross Living Cost by 5. Business System Target = ($14,000 X 5) = $70,000/mo. These are your two targets. First, seek to create a business system that generates $70,000/month in passive monthly income. Of this income, 40% goes to taxes, 40% goes to fund your money system, and 20% pays your lifestyle. This delivers your target lifestyle AND simultaneously funds your money system. The other target is your passive income from a lump-sum money system. To enjoy your designated lifestyle supported by a money system, your target number is $5,599,920. Five percent interest on this amount is roughly $23,000 monthly, which covers lifestyle and taxes. This dual-flanked attack builds a passive income stream from a business that funds a money system. The result is like warping the destination to you. You can experience retirement without being retired. For example, my Web business routinely earned $100,000 per month, month after month. Yet, in those instances, I didn't have $20,000,000 lying around, but the lifestyle was an option because my business system cash-flowed the equivalent of that lump sum. Excess income funded my money system. Then, later, I liquidated the asset to arrive at my “money system” number. If your business system generates passive income, you can use it to fund your lifestyle and your money system simultaneously. Step 4: Make It Real Get started today by looking three feet in front of you, not three miles. A long gaze at the mountain crest will overwhelm you, so stop looking at it. The key to achieving enormous tasks is to break them down into their smallest parts. You can't run a 26-mile marathon by focusing on the 26th mile. You attack the first, then the second, third, and so forth. I see this repeated at the Fastlane forum ( TheFastlaneForum.com): “I'd like to make $5,000/month; how do I do this?” Aside from the flawed “money chasing” logic, the first step is to make $50/month. You can't make $5,000 per month until you learn how to make $50 per month! It's amazing how people love to skip process and want events. To start your money system, find a quarter and drop it into a coffee can. Congratulations, you are 25 steps closer to your goal. No, I'm not kidding. Your goal isn't 5,600,000 dollars but 560,000,000 pennies. Drop your loose change into your can at the end of each day. Find 60 cents there, 25 cents there, 115 cents there; it adds up and, albeit small, you move closer to your goal daily. Ridiculous? Nope, this is how I started, and yes, I still practice this today because this exercise has three conditioning purposes. First, when you drop change into your bucket daily, you train yourself to visualize your goal moving closer. You get a daily reminder. Certainly you won't accumulate 560 million pennies in this fashion, but the objective is repetitive progress toward a seemingly distant goal. Second, it forces you to evaluate: Have you applied pressure to that goal, or is your change bucket the only weapon in your arsenal? Are you pursuing a Fastlane business or still confined to a job? The third purpose is to change your relationship with money. If you are serious about a money system, you're going to need a big shift in your beliefs about money. What is money to you? A medium to get the latest World of Warcraft release? Or the soldiers for your army of freedom fighters?

fund your money system at a brokerage firm. pick an income fund that yields at least 5% yearly and move the funds there.

Fidelity (Fidelity.com/1-800-FIDELITY ) Vanguard (Vanguard.com/1-877-662-7447 ) T. Rowe Price (TRowePrice.com/1-800-638-5660 ) TDAmeritrade (TDAmeritrade.com/1-800-454-9272)

Fastlane wealth is created by the net income and asset value-not by the stock market or compound interest. Your Fastlane business should fund this account, not savings from your paycheck. she'd pay twice the cost of the car because of one error-the error of being financially illiterate. more money doesn't solve money problems. If not educating yourself after graduation is one step on the Sidewalk, the other is not educating yourself on basic finance and economics.

Interest rates Taxable and non-taxable yields Amortization of mortgages The balancing of a check book Basic percentage calculations Calculating return on investment Why stocks rise and fall Why a guaranteed 15% return on a bank CD is screaming, “scam!” How stock options work, such as calls and puts Why insurance exists How a mutual fund works What bonds are and how they rise and fall Global currency To successfully leverage a money system for passivity, you have to familiarize yourself with financial instruments that fuel the money system. Do you know how to calculate simple interest? Return on investment? Do you know what happens to the price of a bond when interest rates go up? Can you figure out the difference between a tax-free yield and a taxable yield? These concepts harden your road to wealth. Financial illiterates can't manage money systems. If you hire a financial adviser, you need competency to assess his advisement. Is your adviser advising a bond in a rising interest rate environment? Is your adviser advising treasuries when they are overbought? Is your adviser advising an investment that seems “too good to be true?” I am my own financial adviser because I don't like losing control. Slowlaners seek to minimize expenses while the Fastlaner seeks to maximize income and asset values. Live below your means with the intent to expand your means. “Live below your means.” Interest rates Taxable and non-taxable yields Amortization of mortgages The balancing of a check book Basic percentage calculations Calculating return on investment Why stocks rise and fall Why a guaranteed 15% return on a bank CD is screaming, “scam!” How stock options work, such as calls and puts Why insurance exists How a mutual fund works What bonds are and how they rise and fall Global currency To successfully leverage a money system for passivity, you have to familiarize yourself with financial instruments that fuel the money system. Do you know how to calculate simple interest? Return on investment? Do you know what happens to the price of a bond when interest rates go up? Can you figure out the difference between a tax-free yield and a taxable yield? These concepts harden your road to wealth. Financial illiterates can't manage money systems. more money doesn't solve money problems. If not educating yourself after graduation is one step on the Sidewalk, the other is not educating yourself on basic finance and economics. , if you can't audit your adviser, you don't have control. If you can't critique good advice from bad you don't have control. For those who hire financial planners, literacy is insurance. Financial advisers do not solve financial illiteracy just as more money doesn't solve poor money management. Financial illiteracy exposes you to risk, and in the worst case scenario, fraud. Bernard Madoff's investment fund defrauded thousands, and billions were lost, but what's more shocking is that the whistle was blown years before. You see, when you are financially illiterate, you are deaf, and when you are deaf, you can't hear the whistle. Chapter Summary: Fastlane Distinctions The Fastlane is the means to your end because dreams cost money. Conquer big goals by breaking them down to their smallest component. Daily saving reinforces your relationship with money; it is your passive system that buys freedom and another soldier added to your army. A money system isn't used to grow wealth but to grow income. Growing wealth should be left to your Fastlane road. You will struggle to build a financial empire if you are financially illiterate. “Live below your means” is relevant at any income level. For the Fastlaner, “Live below your means” means to expand your means. A financial adviser doesn't solve financial illiteracy and literacy is insurance. Financial illiteracy dilutes your control, especially when evaluating the advice of a financial adviser.

CHAPTER 38: THE SPEED OF SUCCESS Ideas are nothing but neurological flatulence. ~ MJ DeMarco idle, unrealized potential You're ready to engage in process, and you know exactly what you want and where you want to go. You've picked a road, and it's time to hit the accelerator. The truth is you can-but the purveyors of these infomercials don't tell you their real revenue model. They make money on planned obsolescence. Planned obsolescence is a marketer's expectation that whatever they're selling you, you won't use it. And if you don't use it, you are unlikely to ask for your money back. Doing nothing is expected. Get-rich systems sold on TV take advantage of human nature because it is human nature to seek events and avoid process. The path of least resistance is to not do anything, or to try halfheartedly. The business owner who plays checkers has one offensive and defensive play in the playbook: price. Raise prices, lower prices, cut costs, cheaper suppliers: “Oh Lord, how can I be the cheapest so everyone buys from me?” This one-dimensional attack throws entrepreneurs into cyclical bidding wars, marginalizing their offers with one goal in mind: To be the cheapest. The King: Your execution The Queen: Your marketing The Bishop: Your customer service The Knight: Your product The Rook: Your people The Pawn: Your ideasActual speed is execution-pressure applied to an accelerator and it's the king of the entire game. Potential Speed --> An Idea Actual Speed --> An Idea Accelerated and Executed An idea trapped in your brain is like a supercar trapped in the garage with a dead battery. It accomplishes nothing and its purpose is untapped. Execution is making an idea real and giving the battery a charge. Execution is taking that Lamborghini out of the garage and slamming the accelerator to the floor, with the wind giving you a temporary face-lift. Execution is getting that idea out of your mind on onto the roads of possibility. Entrepreneurs struggle to differentiate between idea and execution. They think ideas are worth millions, when success is never about the idea but about the execution. ideas are nothing but a chemical reaction in your brain. It's an event that requires little effort. An idea is the event, while the execution is the process. Execution is the great divider separating winners and losers from their ideas. In the world of wealth, ideas are worthless yet treated like gold. I love how idea conjurers protect their ideas with great stewardship, careful to ensure they don't get into the hands of would be thieves, not knowing that their ideas are already shared by hundreds of others. The owner of an idea is not he who imagines it, but he who executes it. ideas are just multipliers while execution represents actual money. Within our Fastlane chess game, ideas (pawns) are potential speed, while execution (the king) is the pressure applied to the accelerator. This relationship demonstrates how the coupling of a great idea (potential speed/strong pawns) is worthless when attached to weak execution (no acceleration pressure/weak king). it isn't about your ideas and their potential speed, but about your execution! Was my idea spectacular? No. It was an OK idea, but I executed better than the competition. After my revenue model became successful and copied unmercifully, did my business decline and fail? No, because the idea wasn't the lynchpin to success, it was execution. Competitors who copied my idea didn't possess a powerful king to the wealth game, and that is execution. Chess isn't won by stealing pawns. Execution is taking the neurological flatulence that is an idea and making it smell like a rose. Why is execution so difficult, while ideas are so routine? Once again, we return to our wealth dichotomy: Event versus process. Execution takes process: effort, sacrifice, discipline, and persistence. Ideas are just events. The speed of the Fastlane is growing a business exponentially and taking advantage of exploding net income and asset value. Chapter Summary: Fastlane Distinctions Speed is the transformation of ideas to execution. Most people let powerful information expire and become worthless. Successful Fastlane businesses are run multi-dimensionally, like a game of chess. One-dimensional businesses focus on price only. Execution divides winners and losers from their ideas. In business, execution is process. Ideas are events. Ideas are potential speed. Execution is actual speed. Others share your blockbuster idea. He who thinks the idea owns nothing. He who executes the idea owns everything. Real money and momentum is created when an idea (potential speed) is matched with execution (accelerator pressure). An idea is neurological flatulence. Execution makes it smell like a rose.

CHAPTER 39: BURN THE BUSINESS PLAN, IGNITE EXECUTION Having the world's best idea will do you no good unless you act on it. People who want milk shouldn't sit on a stool in the middle of the field in hopes that a cow will back up to them. ~ Curtis Grant

If the world likes your offer, they vote by giving you their time, their thoughts, or their money. If they don't like your offer, they withhold their money and look elsewhere. And the really pissed-off ones? They email you or write a blog post labeling you an idiot. Despite my investment in that redesign, I immediately reverted back to the old version and trashed six weeks of work. My golden child was a golden failure. The world heralded a sign, I read it, and then reacted. You see, the world tells you which direction you should be going at all times. Heed the signs. How do you get the world to tell you? Put your executed ideas and concepts out into the world and let it tell you. Paint the world with your brush of genius so they can tell you how right or wrong you are. Put your executed ideas out into the box. The world doesn't care about ideas; it only reacts to them. Business plans are useless. Yes, I said it. Business plans are useless because they're ideas jacked-up on steroids. business plans is that they are another manifestation of potential speed. Like supercharged garage queens, they aren't any more powerful than the lawnmowers that sit next to them. Business plans are useless until they are married to execution. The moment you execute, the world will tell you just what I told you: Your business plan is useless. The market (the world) will steer your business in unimaginable places that will violate everything about your business plan. If you interview any entrepreneur who has been in business longer than five years, they'll tell you that they started off with intention A and ended up at intention B. They sell product X and ultimately end up selling product Y. The world tells you where you should be going, and no, the world doesn't give two pence about your 150-page PowerPoint business plan. The world has the incorrigible power to corrupt business plans the moment the idea is transformed to reality. However, this does not exempt financial analysis. A blind jump into a business without knowing the specific financial constraints that govern that business would be foolhardy. When I made the decision to create a limousine Web site over a limousine company, I did a financial analysis. However, I didn't get entangled in the intricacies and paralysis of planning, which is no substitute for execution. Figure out what needs figuring and just go do it. The world will do its job and tell you the directions to travel. The best business plan in the world will always be a track record of executionvalue is not the plan, but the person giving it and his track record of execution. Venture capitalists and angel investors called me-I didn't call them. Suddenly, people wanted to see my business plan. Why the sudden change of heart? Wasn't I the same guy just years earlier? Sure, but instead of an idea on paper, I had a tangible concept that reflected execution. organizational skills, not execution. Angels to private equity never invest in business plans-they invest in people with track records of execution. That is your best business plan! So if you really want to get funding for your business, get out and make your idea tangible. organizational skills, not execution. Angels to private equity never invest in business plans-they invest in people with track records of execution. That is your best business plan! So if you really want to get funding for your business, get out and make your idea tangible. Chapter Summary: Fastlane Distinctions The world gives clues to the direction you should be moving. Business plans are useless because they are ideas on steroids. As soon as the world interacts with your ideas, your business plan is invalidated. The marketplace will steer you into directions that were previously unplanned for. The best business plan in the world is a track record of execution-it legitimizes the business plan. If you have a track record of execution, suddenly people will want to see your business plan. If you want your business to get funded, take action and create something that reflects tangible execution. Investors are more likely to invest in something tangible and real; not ideas dissected ad nauseam on paper. organizational skills, not execution. Angels to private equity never invest in business plans-they invest in people with track records of execution. That is your best business plan! So if you really want to get funding for your business, get out and make your idea tangible.

CHAPTER 40: PEDESTRIANS WILL MAKE YOU RICH! If you do build a great experience, customers tell each other about that. Word of mouth is very powerful. ~ Jeff Bezos

The objective of customer service in any business should serve one function, similar to our men of the cloth, and that is to help, support, and resolve. . Nope, my black book wasn't a treasure trove of telephone numbers from female hotties but a written record of all complaints, grievances, and issues my business experienced daily. This book has served as my guide for over a decade. They represent free feedback and expose unmet needs in your business. They represent the journey's road noise complaints weekly, I had to evaluate the issue and take corrective action. Complaints are the world's whispers hinting the direction you should be moving. The Four Types of Road Noise (Complaints) When the world unleashes its opinion on your new Web site, product, or concept, what should you expect? What should be addressed and what should be ignored? There are four types of complaints: 1. Complaints of change 2. Complaints of expectation 3. Complaints of void and 4. Complaints of fraud. Complaints of Change Take anything that people love, change it, and you'll have a riot at the steps of your business. Remember when Coke changed its formula? Oh heavens! How dare they! Remember when Fox canceled the feel-good family drama Party of Five? Dear God! The world hates change, and it's a natural human behavior to resist change. Change endangers comfort, expectancy, and security. When I redesigned my Web site and hundreds of complaints poured in, I expected a certain degree of resistance. It's normal. In fact, every redesign I've ever done in 10-plus years was met with resistance. The question for critique was, how much was normal? And how much was legitimate? Complaints of change are the least informative and therefore are the ones most difficult to decipher. For my redesign failure, data confirmed that the complaints were substantial. Bounce rates tripled and my conversion ratio suffered. I had to suck up the failure, revert back, and start over. When you change, there will be complaints. complaints weekly, I had to evaluate the issue and take corrective action. Complaints are the world's whispers hinting the direction you should be moving. The Four Types of Road Noise (Complaints) When the world unleashes its opinion on your new Web site, product, or concept, what should you expect? What should be addressed and what should be ignored? There are four types of complaints: 1. Complaints of change 2. Complaints of expectation 3. Complaints of void and 4. Complaints of fraud. Complaints of Change Take anything that people love, change it, and you'll have a riot at the steps of your business. Remember when Coke changed its formula? Oh heavens! How dare they! Remember when Fox canceled the feel-good family drama Party of Five? Dear God! The world hates change, and it's a natural human behavior to resist change. Change endangers comfort, expectancy, and security. When I redesigned my Web site and hundreds of complaints poured in, I expected a certain degree of resistance. It's normal. In fact, every redesign I've ever done in 10-plus years was met with resistance. The question for critique was, how much was normal? And how much was legitimate? Complaints of change are the least informative and therefore are the ones most difficult to decipher. For my redesign failure, data confirmed that the complaints were substantial. Bounce rates tripled and my conversion ratio suffered. I had to suck up the failure, revert back, and start over. When you change, there will be complaints. Complaints of Expectation Complaints of expectation occur when you negatively violate the expectation of your customer. You convince them to do business with you, they expect something, and what you provide doesn't meet that expectation. This happens because either your service failed or their expectation was malformed by a deceptive marketing strategy. Regardless of which, both expose a problem. And it's your problem, not the customer's. You either need to do a better job in fulfillment or a better job in managing their expectations. I owned a lead generation service that sent email leads to clients. The thing about leads is they must be followed. You don't book leads after they sit in your email box for three weeks and then answer them like a first-grader. You don't book leads when you log in to your account once every millennium. Yes indeed, my service sucks when it isn't used properly. Why was it raw? Is the chef incompetent? Does the kitchen process need a retooling? Complaints of expectation expose operational issues, marketing misinformation, and/or product problems. Complaints of expectation violate customer expectations negatively. Complaints of Void Complaints of void are when your customer continually requests something and you simply don't have it. Complaints of void are extremely valuable, as they expose unmet needs. . I added a Web site feature that allowed providers to specify the type of services they offered problem solved. By fixing the issue, I raised the value of my leads. Higher value equals greater magnitude, higher profits, and growing asset values. Complaints of void are goldmines of opportunity. People freely tell you exactly what they want and you don't have to pay for it! Unmet needs are served up on a silver platter. fraudulent complaints are the most disheartening because they reflect the worst of society: Illegitimate complaints designed to exploit the business owner. You respond once with grace, explain your position, and move on. Pick Your Battles “I don't know the key to success, but the key to failure is trying to please everybody.” Complaints need to be managed with a balance, which is why I kept records. I wanted to identify patterns that would enhance the value of my service. I knew better products produce better customers, and better customers pay well. Keeping track of the feedback is getting easier, but deciphering the noise is getting more difficult. “I don't want to pay for your service.” Some complaints need to be ignored. If you try to make everyone happy, you'll drive yourself nuts. Pick your battles. Solve complaints that add the most value while helping the most. A Customer service today has become a lost art. Our expectation of service with businesses has become so pathetic that we've become numbed to expect nothing but disinterest. While bad customer service is frustrating while playing our consumer role, it gives us entrepreneurs a great opportunity. Where customer service lacks unearths great opportunity. You see, the beauty of expectation is that it works in reverse. While complaints of expectation are about the violation of expectations negatively, customer service that S-U-C-S is about violating expectations positively. “Superior Unexpected Customer Service.” when you violate

when you violate your client's customer service expectation profile positively, you turn your customers into loyal, repeat buyers, and ultimately, disciples of your business. Leverage Free Human Resource Systems One passive income system is human resource systems-good old-fashioned people. Except that employees aren't cheap, so human resource systems typically need management. Customer service that SUCS, service that violates your customer's low expectation profile positively, turns customers into lifelong clients, and disciples of your business. They provide a never-ending stream of free advertising. Word of mouth is a powerful advertising tool because it's FREE and reaps infinite return on investment (ROI). Your customer service strategy will influence your company's growth. Satisfaction implies expectations being met. To create raving customers, you must exceed satisfaction. when I started: prospecting, marketing, advertising, and cold calling. But after awhile, my advertiser acquisition cost disappeared because my advertisers did it for me … for FREE! When your clients love your business, they become disciples and advertise for you. They become unpaid human resource systems, evangelists who drop your name wherever necessary. How do you create disciples for your business? Provide customer service that SUCS-Superior Unexpected Customer Service. Customer discipleship grows businesses exponentially because human resource systems talk. To provide great customer service and explode your business, determine your customers' expectation profile. What are their expectations when they deal with your business? How do they relate to competitors and similar businesses in your industry? Make a subjective call on how your customers expect service. Then VIOLATE IT. Any time you violate your customer's expectations to the positive, you get a dual benefit. First, they buy from you again. Second, raving customers become liaisons and disciples for your business and unpaid human resource systems. Both build speed. Speed builds wealth. Great customer service costs more to provide, but the benefits should outweigh the costs. If more money were spent on pleasing existing clients rather than trying to find new ones, the average business would survive longer than five years. Replace the old disgruntled customers with newer, oblivious ones. Violate customer's expectations. Create evangelists. Create human resource systems that will work for you, for free. Attract money. Where Are Your Loyalties? A stakeholder is defined as “Person, group, or organization that has direct or indirect stake in an organization because it can affect or be affected by the organization's actions, objectives, and policies.” LMy loyalty was with my customer. Yes, I had a boss, and the boss had the keys to everything I selfishly wanted. Look Big, Act Smallserving as employee apparitions was ethical, but the mirage was unexpectedly powerful: My company violated expectations by looking big while acting small. Big companies notoriously give poor service as a model of expectation. Meanwhile, small companies are known to give better service with a personal touch. MWhen you receive personal, exemplary service from a big company, you create a SUCS event and create loyal, evangelic customers. Looking big and acting small is a setup for SUCS events. The customer expects mediocre service from the start. This tactic works well for any company that operates without a physical presence. The trap that snares many business owners is the extreme opposite: They look small and act big. “I'll get back to you” never happens. Look small and act big and you dig your own potholes. To the untrained entrepreneur, a big company will scare would-be entrepreneurs almost like it scared me away … “Oh jeez, how can I compete when they have 12 employees against little me?” Chapter Summary: Fastlane Distinctions Complaints are valuable insights into your customers' minds. Complaints of change are difficult to decipher and often require additional data to validate or invalidate. Complaints of expectation expose operational problems in either your business, or in your marketing strategy. Complaints of void expose unmet needs, raise the value of your product or service, and expose new revenue opportunities. Great customer service is as simple as violating your customer's low expectation in the positive. Poor service gaps are Fastlane opportunities. Satisfied customers can be human resource systems who promote your business for free. Satisfied customers have a dual residual effect: Repeat business and new business via discipleship. Your customer and their satisfaction hold the key to everything you selfishly want. Looking big but acting small sets up customer service expectation violations in the positive. Looking big can scare away potential competitors.

CHAPTER 41: THROW HIJACKERS TO THE CURB! People are definitely a company's greatest asset. It doesn't make any difference whether the product is cars or cosmetics. A company is only as good as the people it keeps. ~ Mary Kay Ash

the rook-or the castle-represents the people you put in your business. This includes employees, partners and investors, and advisers Partnerships are marriages. After the love affair and the lust wears off, they must survive on character, synergy, and complementary attributes. My early entrepreneurial ventures were all partnerships, and all miserable failures. Not that my partners were bad people, but our work ethics, values, and visions were not compatible. One partner wants to expand, the other wants to brand. One partner wants to advertise, the other wants to develop. One partner wants the expensive cars and the money yet arrives at the office late and leaves early. Partnerships are like marriage-half the time they will fail because the partners just aren't compatible. “They” say you should partner with people who have complementary skills to you. If I'm a marketing guy, I should partner with a technical guy. If you're a sales-and-people guy, you should partner with an analytical guy. Many other personality characteristics will make or break a partnership. Do you have the same work ethic? Will your partner skate while you burn the midnight oil? Do you have the same vision? Or will they compete with each other? Do you want to grow slowly while your partner wants to own the world and do it fast? Do you want to sell franchises while your partner just wants one unit that pays the bills? Do you trust this person with your life? Do you have the same personality type? The fact is people engage in partnerships for the wrong reasons. Like people start businesses under false premises (not need-oriented), they also form partnerships under a similar false premise: Diversification. The partners don't seek synergy; they seek diversification of risk, expense, and workload. Often, each partner looks to the other for the burden to bear, and when one bears more, resentment builds. Then there was the time when a simple omission of a business expense can cost you thousands of dollars in taxes Be very careful with whom you trust with the keys to your castle because they can drive you to financial ruin. Remember Nicolas Cage; his manager allegedly drove him to the precipice of financial ruin. Investigate and interview. Get referrals from successful, established entrepreneurs. Treat your two A's like you would any partner, because they have unfettered access to your castle, and those with the keys have the potential to steer you wrong. Would You Like A Chainsaw With Your Beer? When you blindly trust others to anything-business, financial investments, security-you're vulnerable to being conned. “Trust, but verify.” The most egregious cases of trust are our financial system. Bernard Madoff perpetrated the largest Ponzi scheme ever, and billions of dollars were lost. How does one man siphon billions from millions? Unverified trust. Thousands trusted Madoff and thousands failed to verify. Those who did verify didn't invest and some even blew the whistle. We are a trusting people and we want to believe the best. We want to believe in fairy tales and happily ever after. We want to believe that for two easy payments of $39.95, we can make millions investing in no-money down real estate. When I started my entrepreneurial career fresh out of college, I trusted everyone. I bought all kinds of crazy schemes that promised me a road to wealth. What happens when you trust everyone? You get burned. You get lazy. You hire criminals. When you trust everyone, you engage in business opportunities that violate the Commandment of Control. You allow others to dictate your financial road trip. And when that happens, you crash and burn. There is only one person you can blindly trust in this world, and that is YOU. Why so cynical? If you don't understand now, you will later. When you serve millions, you come in contact with millions. Only then will you understand the essence of the consumer/producer equation. Your eyes will be opened to how many people will go the extra mile to try to screw you. There is no place safe from liars, con artists, thieves, and crooks. These people commiserate in the least likely of places: your community church, that harmonic dating Web site, and at your posh country club. It just takes a mild effort to find them and keep them in your life. Just be careful who you pick up on the side of the road. Don't be tempted by a cold brew but be blinded to the chainsaw. Fire Reckless Chauffeurs Are inmates running the asylum? When you're not home, who runs your castle? Who chauffeurs your business? 1. A SUCS customer service philosophy must be delivered by your employees. 2. Spectacular product features can't overcome poor service. First, employees must deliver your customer service philosophy. Your people are ambassadors of your business and they communicate your vision. They're business chauffeurs, and if they're reckless, your vision is destroyed. Your employees drive the public's perception of your company. Fanatical customer service service that SUCS-can help compensate for shortcomings, but fanatical features cannot compensate for poor customer service, or poor human interaction. The Venetian's floor could have been made of solid gold. It wouldn't have mattered. Nothing overcomes poor human experiences! You could own the best hotel in the world located on the best beach in California, but if customers are treated like inconveniences and requests go unfulfilled, they won't return. Exponential business growth is fueled by fanatical customer service, and your frontline employees must share your vision. It doesn't come from boastful mission statements plastered on the CEO's office wall. Chapter Summary: Fastlane Distinctions A business partnership is as important as a marriage. A good accountant and attorney will save you thousands, perhaps millions. Accountants and attorneys have the keys to your castle; make sure you trust them fully because they have the power to right or wrong you. Unmitigated trust exposes you to unmitigated risk. Unverified trust can lead to uncontrollable consequences. Your employees communicate the public's perception of your company. Fanatical customer service can overcome shortcomings, but fanatical features can't overcome poor customer service. Customer service philosophy is delivered from human interactions-not ambitious mission statements on a wall plaque in the CEO's office.

CHAPTER 42: BE SOMEONE'S SAVIOR A market is never saturated with a good product ,but it is very quickly saturated with a bad one. ~ Henry Ford

Businesses founded on false premises will rocket to the bin of commoditization and force you to do the inevitable: To play checkers. What is commoditization? Commoditization is a product or service that appears homogeneous among providers. F People tend to make buying decisions for commoditized goods and services based on one metric: price. If you don't, it's because the business has done a good job differentiating its product from the alternatives. If your product doesn't standout in the crowd, it doesn't stand a chance and you're forced into the strategy of “cutting prices to stand out from the crowd.” The intent was selfish: I want to own a limo company so I'm going to start one. This creates excess supply and weak demand-too many limos running around and not enough customers. When supply exceeds demand, prices must drop; suddenly, the product becomes commoditized. Your total disregard toward market needs leads down the road to commoditization, where you must sell your soul to the buyer who wants the cheapest price. Where does this insanity start? People start businesses they have no business starting. People start businesses “doing what they love” or “doing what they know.” what values do I change my business premise to target? What do people value today? I think I'm in a business that is based on a bad business premise. The point of having a need based premise is to avoid the industry entirely, or to get in it to solve a specific problem, not to change it after the fact. If your product isn't someone's knight, standing out from the crowd and differentiating, it stands to be commoditized. Get Your Eyes off the Competition's Rear When you interact with hundreds of small business owners on a daily basis, you get a keen insight into how they approach business. I mistakenly assumed that all business owners thought like I did, when their predisposition often was the opposite. I learned fast that most business owners paid more attention to their competition than to their own business. Instead of minding their own business, they had their noses into everything that everyone else was doing. When this happens, you neglect your own product and become reactive instead of proactive. If you're following, you aren't leading, and if you aren't leading, you're not innovating. If Company X does something and you react, you are being reactive, not proactive. Why aren't they following your lead? If your preoccupation is with every single thing your competition does, you're cheating your business and your customers. How to Use Your Competition Another “dead professor” moment: Forget about your competition 95% of the time. The other 5% should be used to exploit their weaknesses and differentiate your business. If you forget about your competition, you're forced to focus on your business, which is to innovate and win over the hearts and minds of your customers. And when you fill needs and your army of customers grows, something suddenly happens: Everyone follows you. In my industry, I lead the pack. I innovated and everyone followed me. If I instituted a new feature, my competition would add the same thing months later. I introduced the lead generation revenue model, and it was copied dozens of times. My eyes weren't affixed to everyone else because I was preoccupied with my own success and the satisfaction of my customers. On the rare occasions you peek in at your competition, do so for exploitation. Mine their weaknesses and differentiate your product. Uncover what you should be doing that they aren't. Find the need. Exploit their customer service gaffes. Is it impossible to receive good service? Do dissatisfied customers litter the Web with their displeasure? When I launched my limousine directory, my competition consisted of existing Web sites and the traditional Yellow Pages. The weakness of both was risk. To advertise, you had to pay a big upfront fee regardless of benefit. If you are going to take your eye off the road and examine your competitors, expose their weaknesses. Exploited weakness is where brands are built: Differentiation is a defense to commoditization. What are they doing wrong? What inefficiency is there? Within the gray area of unsatisfied customers lies differentiation. The only alternative to boorish me-too goods and services is differentiation, and that is accomplished by innovation and analyzing your competitor's weaknesses. Force innovation. Chapter Summary: Fastlane Distinctions Commoditization occurs when you get into business based on a false premise-“I want to own a business” or “I know how to do this, so I'll start a business doing it.” If you are too busy copying or watching your competition, you're not innovating. Use your competition to exploit their weaknesses.

CHAPTER 43: BUILD BRANDS, NOT BUSINESSES Everyone has an invisible sign hanging from their neck saying, 'Make me feel important. 'Never forget that message when working with people. ~ Mary Kay Ash

Queen Me: Marketing and Branding In chess, lose your queen you lose the game. In business, most entrepreneurs play the game without their captured queen. Queen Me: Marketing and Branding In chess, lose your queen you lose the game. In business, most entrepreneurs play the game without their captured queen. Marketing can convince people to buy mediocre products. Marketing can hide or disguise service flaws. Marketing can shadow incompetence, and marketing can keep convicted felons disparate from their product. The power of marketing is that a powerful ad campaign can move products, regardless of the cockroaches hiding underneath. Marketing is a game of perceptions, and whatever the perception is, that's the reality. Build a Brand, Not a Business Businesses survive. Brands thrive. A brand is the best defense to commoditization. When your business is in business just to make money and pay the bills for the month, you're playing checkers and being one dimensional. People are loyal to brands and relationships, not corporations or businesses. Brands don't have identity crises, businesses do. If our friend wants to excel in an industry saturated with me-toos, he's going to have to brand himself and differentiate himself. unscrupulous competitors use bait-and-switch advertising tactics gummed down with fine print. Perhaps this industry weakness is exploitable? My challenge to him was to leverage that nuisance. Perhaps he can brand himself as a “no-nonsense” carpet cleaner fixed prices, no surcharges, and no fine print. Apple exploited PC's weaknesses and solved their problems.

Get Unique: The USP The first step at building a brand is to have a Unique Selling Proposition or a USP. As a business without one, you're adrift in a sea of me-too businesses without a rudder, unmoored to the trade winds of the marketplace. USP-less businesses offer nothing distinct, nothing unique, no benefit, no logical reason that someone should buy from them other than hope or circumstance wrapped around a cheap price. Your USP is the anchor to your brand. What makes your company different from the rest? What sets your business apart? What will compel a customer to use you over someone else? USPs are the building blocks to brands and can compensate for higher prices or even an inferior product!

Pizza delivery was a long ordeal. They solved it, branded it, and the rest is history. How did Domino's infiltrate such a crowded marketspace and succeed? Branding and marketing-the QUEEN in the chess game.

Developing Your USP How do you develop a solid USP for your company? There are five simple steps. Step 1: Uncover the Benefit(s) Get into business for the right reason: to solve a problem or a need. That creates your first USP. If you are already in business, find the greatest benefit of your product, one that sets it apart from the competition. Do this with your customer in mind. Think about their needs and what they want. Step 2: Be Unique The objective of a USP is to be unique when compared to the alternatives. This impregnates the consumer with a logical argument for choosing your company, because, without your company, they are forgoing the benefit. USPs should use powerful action verbs that create desire and urgency. “Lose weight” should be changed to “Obliterate fat” or “Shred pounds.” “Grow your business” should be dropped in favor of “Explode revenues” or “Shatter sales records.” The uniqueness of your USP creates a consumer divergence when it comes to their buying decision. If you pick a Mac over a PC, you are choosing safety, speed, and reliability over viruses and bloatware. Step 3: Be Specific and Give Evidence Noise is everywhere, and if you are going to rise above it, you have to alleviate natural consumer skepticism. Do so by being specific, and if possible, offer evidence.

Step 4: Keep it Short, Clear, and Concise The best USPs are short, clear, and powerful. Long phrases get skipped over. Step 5: Integrate Your USP into ALL Marketing Materials A USP is worthless if it isn't conveyed throughout every aspect of your business. Include your USP on all your public communications: Your trucks, vehicles, and buildings Your advertising and promotional materials Business cards, letterheads, signs, brochures, and flyers Your Web site and your email signature Your voice mail system, receptionist/sales scripts, etc. Step 6: Make It Real A USP has to be strong enough to convince people to buy or, even better, switch brands. If it doesn't capture your audience's attention, or the benefit/hook is too weak, it won't work. And then, you have to make your USP real. You must deliver on what you say. A pizza delivered in 40 minutes makes the 30-minute guarantee a fraud. Fraudulent USPs get exposed fast and create “human resource systems” ready to rick-roll your company. Successful companies take the same approach with their branding and marketing. Successful companies take the same approach with their branding and marketing. Because the topic of finance and moneymaking is crowded and saturated with me-toos. In other words, the noise is deafening. While this book is the realization of my dream, to succeed as a best-selling author I need to get my brand above the noise. You see, we all are marketers and some of us are marketers of an illusion. What this does is creates an abundance of noise and makes it harder for the real purveyors to be heard. Your marketing efforts must rise above the noise. How to Rise above the Noise There are five ways to get your message above the noise: 1. Polarize 2. Arouse emotions 3. Be risqué 4. Encourage interaction and 5. Be unconventional Polarize Polarization probably isn't the best business strategy for a mass-market brand, because polarization involves extreme viewpoints or messages.

Polarization works because it involves an extreme viewpoint, which forces people to either love or hate you. Web sites that polarize attract visitors as people defend their cause while others attack it. you can expect a polarized audience-people who agree and concur and people who oppose and defend. Many people will castigate my viewpoints as extreme since it goes against conventional wisdom. OMG he said the cutting coupons won't make me rich! He castigated my 401(k)! Opposition to “normal” will always be considered polarizing. Be Risqué Sex sells, and it is the most used get-above-the-noise technique. Sex is a powerful noise disruptor because sex never gets old. You can overuse it, but people will always respond to it, because sex is always in style. Sex gets above the noise. Men see the woman's busty chest in the video preview and think, “Oooh, I gotta check that out,” while women are curious-“OMG, who is doing a video in a bikini top?” It's almost a mix of polarization and sex. Arouse Emotion Most consumer buying decisions are driven by emotions. You and I buy stuff because we want to feel something. I don't buy a Lamborghini to go from point A to point B; that's practicality. I buy to feel something-pride, achievement, uniqueness, adrenaline, and fame. If you can move your audience's emotions and make them care, they will buy. Exhilarate people, make them cry and make them laugh. Your message will rise from the ashes of noise and compel people to buy. Be Interactive It's one thing to watch, it's another to do it. They say if you want to boil your passions, test drive the car of your dreams. Interactivity increases response for anything. If you can taste it, feel it, or use it, you will be more likely to buy it. People love to talk about themselves, and if you entwine that into your marketing plan, you will improve the response to your product or service. relationship sells more than an anonymous corporate entity. “Find out what happens next …” Some corporations are using traditional media and the Internet to foster interaction. I recently saw a commercial for an automobile manufacturer that filmed a story with a high-speed chase, except the story never concludes and we are left with “Find out what happens next … visit [Web site].” By teasing audiences with messages or stories that are incomplete, potential customers are forced to complete the story by visiting a Web site, and Web sites foster interaction. Be Unconventional Convention breeds familiarity. If you've seen it three dozen times in the last month, or something like it, do you think it will work? your familiarity with convention (ugh, another boring commercial) and shocked the audience by interrupting that boredom with a pink rabbit. which took typical situations and interjected the scenes with a surprise punch line: “I've got great news! I just saved a bunch of money on my car insurance.” expected convention of reality is nothing but a ruse that will shatter into unconvention when an announcer voices: “The drama will be real, but it won't save you any money on car insurance.” If you get someone's attention, half the battle is won. The other half is letting selfishness take over your audience and tailor your messages to self interest. In other words, the good old “What's in it for me?” How about saving 15% or more on your car insurance? What's in It for Me?

The first human behavior you can count on is selfishness. People want what they want. People don't care about you, your business, your product or your dreams; they want to help themselves and their family. It's human nature. Therefore, our marketing messages must focus on benefits, not features. People need to be told exactly what's in it for them. How will your product or service help them? What's the benefit? In marketing speak, it's called the “What's In It For Me?” (WIIFM) principle. My customers were small-business owners and yet I served millions of consumers, too. This intermediary relationship allowed me to study the behavior of both consumers and producers in a powerful, accelerated fashion. I learned things in weeks that would take educators months to ascertain. I noticed that small-business owners fall into their own selfish trap and love singing the praises of their company. They sell features, not realizing that people rent convenience and events, not limousines. As consumers, we buy things to solve needs. We engage in transactions to fill voids. You don't buy a drill; you buy a hole. You don't buy a dress; you buy an image. You don't buy a Toyota; you buy reliability. You don't buy a vacation; you buy an experience. We must become problem solvers, and to identify our business as a savior to someone, we must translate features into benefits. Does the fact you are the largest limousine company in Colorado solve my problem? It doesn't until you translate that feature into a benefit. Translating Features into Benefits 1. Switch places. 2. Identify features. 3. Identify advantages. 4. Translate advantages into benefits. First, trade places with your typical buyer. Be them. Who are they? What is their modus operandi? Are they affluent CEO types? Or price-sensitive Wal-Mart shoppers? Cash-strapped students? Or single moms? If you can't identify your typical buyer, your results will be flawed and your benefit will be no benefit. Once you identify your buyer, ask: What do they want? What do they fear? What problem do they need solved? Or do they just want to “feel” something? For example, two brands of the same product could have two different buyers. A person who buys a Corvette is going to have different psychological motives than someone who buys a Volvo. Corvette buyer is most likely a risk-taker, self-employed, independent, outspoken, and assertive. The Volvo buyer is probably more concerned with family and safety. He or she is probably conservative, analytical, and family-oriented. Two totally different buyer profiles means each marketing effort must be specifically targeted to the desires of each group. isolate the features of your product. For my Web service, here are just a few features I had: 1) Upload pictures 2) Target leads by vehicle, date, and service and 3) Schedule vehicles. While these features were great, it was my responsibility to translate them to benefits. What makes them so great? What advantages do they offer my client? After you isolate the features, translate those features into benefits, or a specific result. Extrapolate forward the benefit of that certain feature. This is where you drive home why someone should buy from you, versus the other guy. I didn't let them fill in the blanks; I filled in the blanks for them. Using Price as a Branding Weapon Price is like a paint job for your product or service. I succeeded at reframing price in the mind of my buyer. Of course, at seven years old, I had no clue what “marketing” meant nor what I was doing. Yet this was my first exposure to marketing and the implication price has to value. Price Conveys More than Just Cost Price is a brand-builder because price implies value. The more expensive your price, the higher its perceived value. The cheaper your price, the cheaper its perceived value. Price isn't simply a number that tells someone what something costs. It conveys value and worth. I heard about how price equates to value. Cleaning his basement, a man found an old dresser and decided to give it away. He moved the dresser to the street corner and placed a sign atop it: FREE. Same objective, different pricing strategy. don't let price steal your brand when it should be defining it. Price is more than just a competitive metric that slides up and down to sell goods faster. It also indirectly conveys the value of your product or service. I had multiple competitors who undercut me by 10%, sometimes even 20%. Yet I continued to prosper. I wasn't the cheapest, so why did I do well? My service had better value, and I kept my price correlated to that value. My leads were better targeted. I had better joint venture partners. I had great support. I was running a brand while my competitors were running businesses. Her own corrupted vision of price distorted her earning power and degraded the perceived value of her work. she sold just as much art at the higher price, because price implies value and defines brands. Even in the Slowlane, pricing can play a role, in the form of a salary you're willing to take. Are you settling for less in business? Is your warped frame of value corrupting your unrealized potential? The right pricing strategy is crucial to brand building and marketing. The wrong price conveys the wrong meaning. For industries with heavy commoditization, price is crucial. Price is one of the many ways to get into the consumer's head. To use price for your brand, you have to convince the consumer of value beyond the cost of its practicality. What makes you different from the rest? Why should someone pay you more? As a marketer you have to drill into your buyer's mind and get your brand differentiated. Own the consumer's mind and you own the consumer. Chapter Summary: Fastlane Distinctions Marketing and branding (the queen) is the most powerful tool in your Fastlane toolbox. Businesses survive. Brands thrive. Businesses have identity crises, brands don't. Identity crises force business owners into price commoditization. Unique Selling Propositions (USPs) are the keys to your brand and differentiate your company from the rest. People have a natural disposition to be unique and unlike everyone else. To succeed in marketing, your messages have to break above the advertising clutter, or noise. Polarization is a great above-the-noise tool if your product targets a polarized audience-usually politics, minority opinions, and even sports teams. Sex sells and always draws eyeballs. Consumers make buying decisions based on emotions before practicality. If you can arouse emotions in your audience, you will be more likely to convince them to buy. People have a natural disposition to talk about themselves. If you can incorporate interaction into your campaigns, you will have better success. To be unconventional means to first isolate and identify what is conventional, then doing the opposite, or interrupting that convention. Consumers are selfishly motivated. Always target your messages toward the predisposition of “What's in it for me?” Features are translated to benefits when you switch positions from producer to consumer, identify the feature's advantages, and extrapolate those advantages into a specific result. Price implicitly conveys value and worth. Don't allow your own perception of price direct your brand to mediocrity.

CHAPTER 44: CHOOSE MONOGAMY OVER POLYGAMY No horse gets anywhere until he is harnessed. No steam or gas ever drives anything until it is confined. No Niagara is ever turned into light and power until it is tunneled. No life ever grows great until it is focused, dedicated, disciplined. ~ Harry Emerson Fosdick Cheating Spouses Aren't Good Partners

The Tekel Syndrome is a compulsion to scatter your focus across different projects and opportunities. It's also a symptom of money chasing versus need filling. When you invest your time into five different businesses, you become a polygamist-opportunist. The idea is to toss as much shit on the wall as possible because something's gotta stick. Something's gotta make me some money! A scattered focus leads to scattered results. When you segregate your effort among assets, you build weak assets. Weak assets don't do heavy lifting, and they don't build strong pyramids. Weak assets do not generate speed. Weak assets do not scale to multimillion-dollar valuations. Weak assets do not accelerate wealth; they build income to pay the month's bills only to start over again next month. 1. Continue cheating on my existing business, 2. Hire someone to manage the existing business. 3. Hire someone to manage the new business. 4. Discontinue the new business. I reasoned that hiring additional employees would inject management time into my life. The richest people in the world got rich by focusing on one core purpose, not by diverting focus. To hit the top of your game, business or otherwise, you have to eat, live, and shit your thing. If you're dabbling in 10 different things, your results will be dabbling and unimpressive. Focus on one thing and do it in the most excellent way. Some of the greatest tech entrepreneurs built impressive companies by 100% committed focus, not diverted attentions into other ventures. After successful entrepreneurs hit the mother lode of wealth, then, and only then, do they divert into other ventures that deviate from their core business. In other words, their monogamy led to polygamy. Why is polygamy now possible? Money. Money buys systems, like human resource systems, and money systems that buy time. Fastlane success comes from monogamy; not split attentions among wives and mistresses. It's marriage. Yes, good old-fashioned monogamy. Focus on one Fastlane business and kick ass at it. Chapter Summary: Fastlane Distinctions Tekel Syndrome sufferers are polygamist-opportunists who opportunity hop. A weak business commitment commits you to weak assets. Weak assets do not accelerate wealth. The most successful entrepreneurs lived their business and were 100% committed to it. Successful business monogamy can lead to successful business polygamy.

CHAPTER 45: PUT IT TOGETHER:SUPERCHARGE YOUR WEALTH PLAN! Your choices are made in a moment, but their consequences will transcend a lifetime. ~ MJ DeMarco Give Wealth a Supercharger The journey of a thousand miles begins with one step. I've spun a lot of information your way and it's time to put it together and take your first step. 1. Formula (Fastlane supercharger) Wealth is a Formula and a systematic process of beliefs, choices, actions, and habits that form a lifestyle. Wealth is a process, not an event. 2. Admit (fAstlane supercharger) Admit that the preordained path to wealth, “Get Rich Slow,” is fundamentally flawed because of Uncontrollable Limited Leverage, weak mathematics predicated on time (Wealth = Job + Markets). Admit that “Get Rich Quick” exists. Admit that “no plan” is not a good plan. Admit that luck is the residue of engagement. 3. Stop and Swap (faStlane supercharger) Stop following the wrong roadmaps. Stop doing what you've been doing. Stop selling your soul for a weekend. Stop thinking that 401(k)s and mutual funds will make you rich. Swap ineffective roadmaps for the Fastlane roadmap. Swap your allegiances from consumer to producer. 4. Time (fasTlane supercharger) Time is the king asset of the Fastlane-specifically, free time. Invest in activities that will grant free time. Avoid time thieves, such as parasitic debt that transfigures free time into indentured time. Invest time into a business system that can transform indentured time into free time. Make decisions with time as a key decision factor. 5. Leverage (fastLane supercharger) Leverage controllable and unlimited mathematics to create wealth. There is no leverage within the Slowlane wealth equation, an equation predicated on time (hourly pay, annual salary, annualized return, years invested). If you can't control the mathematics that predetermine your wealth, nor accelerate them into large numbers, you can't control your financial plan. Leverage is harnessed by a system that does the work for you. 6. Assets and Income (fastlAne supercharger) Wealth is accelerated by exploding income and Asset value via a business that can be systemized and eventually sold in a liquidation event. Live below your means but seek to expand your means by focusing on income while simultaneously controlling expenses. Exponential growth of income and asset value, not slashing expenses, creates millionaires. 7. Number (fastlaNe supercharger) What's your Number? How much money will you need to live a lifestyle of your choosing? Determine your number, break it down by the penny, and make it real today. Start saving your loose change, open a brokerage account, and put a chart on your office wall that continually monitors your number's progress. Make your dream lifestyle real by posting photos of that lifestyle at your workspace. For example, if you want a cabin on a mountain creek, find a picture of that vision and put it on computer so you have to see it every day. Make your visions of the future real and force them into your psyche so you're constantly reminded. If your dream is a Ferrari, buy a die cast Ferrari model and put it in your car or on your desk. Make those dreams real and inescapable! 8. Effection (fastlanE supercharger) Grace Effection and you shall be graced with wealth. The Law of Effection states, “The more people whose lives you affect in an environment you control, the more money you will make.” Impact millions and you will make millions. When you solve needs on a massive scale, money flows into your life. Money reflects value. 9. Steer (fastlane Supercharger) Life's Steering is choice. At some point, you must commit to the Fastlane ideology, and that commitment forms your process. Wealth is not a choice of event, just like you cannot choose to lose 100 pounds and suddenly wake up 100 pounds lighter. How you steer determines whether the Fastlane is a lifestyle or a hobby. To enforce good decisions at the extremes, deploy WCCA and WADM. Decision horsepower is strongest in youth and bleeds with age. Examine your past choices. Why are you where you are? What has been treasonous to your life? Why are you drowning in debt? If you don't rectify the mistakes of your past choices you will be destined to repeat them. Behavior change begins with a reflection of your past choices and modifying them for the future to reflect a Fastlane mindset. Become responsible, followed by accountable. 10. Uncouple (fastlane sUpercharger) Officially Uncouple from the Slowlane wealth equation by creating your business structure in a favorable Fastlane entity: a C- or S-Corporation, or an LLC. Thereafter, your entity is the body of your surrogate business system. It “pays itself first” and the government last. It survives time separate from your time. It is your first step at creating an asset. 11. Passion % Purpose (fastlane suPercharger) With a business entity and a dollar figure that outlines your dream life, you will need a Passion and a Purpose to fuel you into habitual action. Don't confuse “passion” with “do what you love.” Passion burns your soul and drives you to do whatever it takes. Passion revs you with excitement and enrages you with discontent. Some passions are selfish (I want a Lamborghini) and other passions are selfless (I want to help orphaned children). It doesn't matter what it is, as long as the passion burns hot enough to burn a hole in your pants and gets you embroiled into process. 12. Educate (fastlane supErcharger) Education begins at graduation. Pledge to never stop learning. What you know now is not enough to become the person you need to be tomorrow. Seek Fastlane knowledge that fosters the construction and operation of business systems in an environment that you control. Get to the library and get on the Internet. Information is the oil on your financial journey. Ensure daily reading in short bursts by leveraging existing blocks of time often squandered: the train, the plane, while exercising, on lunch break, an hour in the morning before work, or while waiting at the post office. 13. Road (fastlane supeRcharger) Get onto a Fastlane Road. But don't worry if you can't decide which road to travel; the road can pick you. Train your mind to see needs and problems. Observe your thoughts and language, because they expose unmet needs, or needs met poorly. You don't have to find the next breakthrough; just find a problem, a pain-point, or a service gap, and solve it. Many of the best businesses in the world are based on products that already existed; the owners solved the problem better. When you focus on needs, problems, inconveniences, and issues, roads open. Yes, the road chooses you. 14. Control (fastlane superCharger) Control your financial plan as this refers to the Commandment of Control. Engage in an organization that you fully control, from pricing to marketing to operations. Fastlane entrepreneurs don't cede control over critical business functions to hierarchical control structures, because they are the control structure. Swim as a shark, not a guppy. 15. Have (fastlane supercHarger) HAVE what others NEED and money will flow into your life. This reflects the Commandment of Need. You can't explode your income by chasing money. Stop chasing money, because it eludes those who try. Instead, focus on what attracts money, and that is a business that solves needs. Money comes from providing value. Cast aside selfishness and seek to HAVE what your fellow man WANTS. When you do, money flows into your life because money is attracted to those who have what others want, desire, crave, or need. 16. Automate (fastlane superchArger) Automate your business and honor the Commandment of Time. Get your time detached from your business. The best passive-income money-tree seedlings are money systems, rental systems, computer systems, content systems, distribution systems, and human resource systems. The key to automation in any business lies in these seedlings. 17. Replicate (fastlane superchaRger) Replicate your system and honor the Commandment of Scale. Get on a playing field where home runs can be hit. To make millions, you must impact millions. To impact millions, you must be on a field capable of affecting millions! Can your product, service, process be replicated on a global scale to tap the Law of Effection? 18. Grow (fastlane supercharGer) Grow your business by treating it multi-dimensionally, like a game of chess. Build a brand, not a business. Treat customers like your boss and reposition complaints to opportunities. Listen to the world as they offer the best directional clues. Resist commoditization. Differentiate yourself from the competition. Get above the noise. Focus on one business and one business only. 19. Exit (fastlane superchargEr) Have an Exit strategy. Full passivity accomplished by a money system is one Fastlane destination. Money systems are best funded by liquidation events of massive asset values. Know when it's time to liquidate your assets, transforming paper money into real money. Know when it's time to get off the horse and learn to ride a new one. 20. Retire, Reward, or Repeat (fastlane superchargeR) After liquidating your asset(s), Retire or Repeat. if your dream is alive, you're already living the dream! I hope everything for you, and maybe, perhaps someday, your impact on the world will reverberate through the years and you can reflect on that simple choice made long ago …

Get in business for the right reason, and the right reason is to fill a void in the marketplace or to do something better than anyone else.