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# 1

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## My Journey

Like many others, my journey in entrepreneurship is a “rags to riches” story, beginning when I was a child in Halifax, Nova Scotia. From the time I was young, I’ve always been the ultimate dreamer, even being the oldest of three children growing up in a pretty poor environment with my younger brother and sister. Although he did the best he could, our dad worked for the Canadian navy his entire adult life, and working for the Canadian navy didn’t pay him very well.

At a very early age, I knew exactly what it felt like to be broke. Because of this, I know what it feels like today for so many families who are stuck in that same place. I remember Christmases when my folks couldn’t even afford to buy Christmas presents, and I remember sneaking downstairs at 2:00 a.m. to find my dad sitting in the living room crying because there were just two or three presents under the tree. So I guess you could say I came from fairly humble beginnings. I mean – a highlight for us was having fried baloney for dinner on Wednesday nights!

As a kid in grade school, there were opportunities to go on class field trips to some pretty cool places – Spain, for instance, and other trips overseas to Europe. My family could never afford to send me, so I never went on these trips. Instead of traveling with the students in my class, I’d be put into a lower grade for the week, where I’d be tormented, made fun of, and criticized by the other kids.

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Our family was so poor that my folks couldn't afford to buy clothes for all of us, so we took advantage of the Salvation Army. I would wear sneakers until I had literally worn holes through the bottom of them. I was so embarrassed when the other kids ridiculed and made fun of me for wearing shabby hand-me-downs that by the time I was twelve I began stealing clothes. This was the year when all the kids were wearing Converse basketball shoes, those red-and-white high tops. This was back in the days of Doctor Jay, and everybody was wearing them, except me.

As a dreamer, I always looked for a way to change my present situation, and in this case, I created an "exchange program" where I would actually walk into the department store wearing my old sneakers, try on a new pair of sneakers, and then just walk right out again wearing the new shoes.

One day I walked into the department store, tried on a pair of new high tops, and then I walked out with them on, leaving my old shoes behind. As I was leaving, a guy came up and grabbed me by the arm, saying, "I'm with department store security. I need you to come with me." I saw my life flash before my eyes and knew that when my dad found out life as I knew it was going to be over. I was scared to death.

The security officer pulled me back into the office and sat me down. He started to interrogate me and said, "I know you stole those watches. What did you do with them?" He had no idea that I was wearing the department store's sneakers – instead, he thought I had stolen something else. I adamantly denied stealing the watches, sweating bullets the whole time. Then my dad, a very stern military man, showed up. The security officer began to tell him what had happened. Finally, my dad and I were free to go when they realized I had nothing to do with stealing the watches, and we walked away (I was still wearing the new shoes from my "exchange program").

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That moment saved my life. For many children that get away with things like this at a young age, it's the beginning of a career in crime. I spent fifteen years in police work where I saw that for many kids minor theft was where it all started, and their careers in crime progressed from there. But I was different; that day I decided that I needed more, and that I was going to do something to earn the things I wanted honestly. I knew I couldn't steal anymore.

I'm not proud of this part of my history, and the only reason I'm mentioning it is to give you an idea of the pain from my past that fuels my "why" and drives me in this industry today.

### **The Disease of Entrepreneurialism**

When I was sixteen, I got a job working in a gas station, pumping gas. At seventeen, I overheard the owner of the gas station talking about needing to buy a tow truck and how he didn't want to go through the pain of managing it. I convinced him to let me buy the tow truck. He cosigned the loan for \$100,000, and I began driving a tow truck every day to school. I used to skip classes to tow cars. I used to carry one of those big, old, clunky, black, size-of-a-BlackBerry pagers. Remember them? They used to go off with a loud *beep-beep-beep-beep-beep*. My pager would go off in the middle of physics class, and I'd get up and leave to tow a car.

The first year driving that tow truck around part-time, I earned more money than my dad did for our family. I was able to contribute a bit to the family lifestyle, and this is when the disease of entrepreneurialism first appeared in my life. I've been cursed with it since. I've always dreamed of a better life. This is my "why." In network marketing we are always told that we need to have a strong "why," and we're going to talk a lot about what drives people and the importance of having a strong reason for what drives you later on in this book. The thoughts that I've just described are the

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thoughts that drive me every day of my life; they are my “why.” My desire is not to ever let any of my descendants go through the same experiences I did.

You know, there have been many books written and many studies done that suggest that, for the most part, generations of people are the same. I remember in law enforcement, you could go back ten generations of fathers and sons, and they were all cops. Or a son becomes a certified public accountant because that’s what his dad is. Generations of women in the same family were nurses or doctors. Statistics show that more often than not, you will become what your father or mother is. In his book, *Becoming a Better You*, Joel Osteen had a big impact on me. He said that even though that’s the way it is, people have the ability to break the cycle by deciding to take action to stop whatever the generational recurring pattern is.

In my family, the recurring pattern has been poverty. It wasn’t just my dad. My grandfather was a plumber and battled with money his whole life. He and my dad had bad lines of credit and were in debt over their heads. Years before I read Osteen’s book, I decided that I was going to break that cycle of poverty in my family, so I drove the tow truck through the rest of high school. Obviously, driving a tow truck every day during high school meant that I managed to miss most of my classes. I barely graduated from high school, and I really had no interest in pursuing further education. I wanted to make more money, but I didn’t know what kind of job I could get to make the type of money I wanted to make. I didn’t have a dollar sign attached to the amount – there was just no way that I wanted to live like I had when I was younger. I hated being ridiculed. It’s been twenty-five years, and I still remember so clearly how I was made fun of by other people because of the clothes I wore when I was a child. It still plagues me that I could not go on those field trips, and I’m glad that it does. I hope I *never* lose those memories, because they humble me and remind me of why I must stay focused.

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There are many heartfelt reasons for writing this book. One is to set the record straight – when it comes to success, I don't think age matters. In fact, I hate even telling people how old I am because there's always a stigma as soon as they realize my age. Many people have a hard time believing that somebody can really achieve multiple seven-figure income results before they are forty. I want this book to be the proof that I've been through as much, if not more, pain and suffering as anybody else. I just decided to expedite my exit from the pain and suffering, *and so can YOU!* Luckily, through this entire five-year process, I've made notes, I've had recollections, and I've been able to put it all into a process. I've identified a success track for people to truly become wealthy in network marketing, regardless of their backgrounds.

### **My Career in Law Enforcement**

I knew I didn't want to drive a tow truck for the rest of my life. But I didn't have a clue about what I could do instead after high school. I certainly was not the most scholarly guy in high school. I was definitely never expected to be successful in life. I still have my high school yearbooks, and a couple of my buddies wrote in the back of one of my them, "Most likely to end up in jail." You never know where life is going to take you. Look back through your own high school days. Isn't it funny how the people we expected to be doctors and lawyers are blue-collar workers, and those we expected to fail are successful? Maybe desire truly can make dreams come true...

At the end of my senior year, the school held a career day, and we were all forced to attend. The Halifax police had a booth there; they were recruiting. I started asking them questions, and they said, "Well, you have to be twenty-one." They told me to check back in a couple of years. Right next to the Halifax police, there was a booth for the Canadian armed forces, and the recruiter overheard

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me talking to the Halifax police officer. The military recruiter said, “Well, would you think about the military police?” I had no idea what they were.

The long and short of it was that I ended up joining the Canadian military police when I was eighteen years old, and I became a police officer. Coming out of the training, I went right into investigative work. I spent my first couple of years in law enforcement investigating very significant drug trafficking. I did a lot of undercover work in my first two years. Industrial drug trafficking is not your typical idea of what you think military police would be involved in – you’d think it would be something to do with the war and military – but I had a really different experience. I did that for four-and-a-half years in total. From there, I moved to another city in Canada and spent the next three years working in a local police department with a SWAT team. I spent three years in tactical policing. We did all kinds of things like armed ship boarding, drug entry – really amazing things.

During this time I met my wife, Julie. She’s my inspiration and my best friend. She’s managed to put up with me, stick with me, and motivate me through these last five years. I met her at my cousin’s wedding in Lindsay, Ontario. Julie was just finishing her nursing degree at Ottawa University in Ottawa, Canada, and we hit it off, fell in love, spent hours and hours talking on the phone in the beginning, and then she moved with me to Charlottetown, Prince Edward Island, where I was policing at the time. We stayed there together for a couple of years, and then I ended up moving to Ottawa, Canada, where I became a police officer with the Ottawa police service.

The funny thing was that during this whole time, I was still doing entrepreneurial things. This entrepreneurial fever just seems to boil through my blood. For fun, I used to write franchise proposals, businesses that I thought would do well. A few times, I actually wrote

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franchise proposals (unsolicited, of course), and sent them off to the franchises, and later, two of the businesses (which I discovered were privately owned companies, not franchises) ended up taking my advice and opening stores in the city that I had suggested. Of course, I never made a cent from it, but I've always had some really strong entrepreneurial blood in my body, although I didn't fully realize it at the time.

### **A Baby Changes Everything!**

Things really changed for me when I turned thirty. My wife and I had a beautiful house on four acres in Ottawa, Canada. The house was worth \$400,000. My son was born on July 15, 2001. Your life changes instantly the minute you see your first child. It is such an incredible, humbling experience. The first thing I thought as I stared at my newborn boy was, "You're going to have a better life than me. I am going to make that happen for you."

Prior to my son being born, I thought I was bulletproof. In my first ten years in law enforcement, I did a lot of undercover drug work. I was on a SWAT team; I saw many, many people die. During this time, nothing ever bothered me; I was never worried about my own safety. But the minute my son was born, I realized that I wasn't some superhuman being – I bled, and I could die. I ended up taking life a whole lot more seriously, literally overnight. At the time, I was investigating a murder, and I observed the devastation of that family's loss. I attended the funeral of the man who was murdered, and seeing his two-year-old son, I couldn't stop crying. It was amazing how my entire emotional state changed as a result of Matthew's birth. If you're a parent, you know what I mean. I began to realize that it was time for me to get out of police work. I was thirty years old, and I didn't want to do it anymore.

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The other side of the story was that I had \$100,000 saved up \$100,000 in consumer debt, that is! I was living the Canadian/American dream. In Canada, cops are paid very well, especially detectives because they learn an amazing amount of overtime. I was making over \$100,000 a year, but I was spending \$120,000 a year. We had a \$400,000 home with a \$300,000 mortgage, two brand-new cars (both leased to the max), etc. I'd get paid on Friday, and by Tuesday I'd be broke again. I don't know how the heck it happened, but history was repeating itself; I was becoming my father's son. Does this sound familiar to you? It's incredible how many people in North America are living the same way.

I remember managing to pay two of the credit cards and the lines of credit, making the minimum payments on them, but then as soon as I got the minimum payment on one line of credit, I'd take it out again to pay the other credit card. Or I'd pay as much as I could and then go into an interview with the police credit union and get one of the lines of credit increased so I could make my car payments.

And then Christmas would come. I mean, how pathetic was Christmas for me? I know it is possible that some of you will stop reading the book when you read this sentence because you're living this right now. You know, you get through Christmas, and you've accumulated all that credit card debt. Everything you buy is on credit cards. Then you spend the next six months trying to pay them off. This was the life I was living. I realized when my son was born that I hated my job, and I wanted a change. I didn't *really* hate my job – I loved the work. I just wanted more. I was sick of the environment that I was in, and I was tired of making great money and being broke.

So I did what many typical Americans do when they realize they hate their job and want something more – I went out to look for *another* job. I didn't have any education outside of law enforcement,

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and \$100,000 is a lot of money to replace. I guarantee that some of you will have a tear in your eye when you read this, because you're in that same boat right now. I've found out since then that this is the way most Canadians and Americans live every day. The best thing I could find was running security at a hospital for \$40,000 a year. How could I ever make ends meet? During that period of time, one night I remember sitting on the corner of my bed. My wife was asleep. My little son, Matthew, was asleep. I sat on the corner of my bed and cried. I had no idea what I was going to do – absolutely none. I wanted so desperately to have a better life, to create a better life for my family, but I felt lost and alone.

### **New Opportunities**

When I first moved to Ottawa, my wife and I lived in a condominium, and we paid condo fees. We had to pay \$300 a month in our condo for our contribution to the grounds maintenance, etc., and it drove me crazy because there was very little actually being done. We were in a seventeen-unit building. I went to the condominium corporation and said, "Pay me the money, and I'll take care of all of the renovations, cut the grass, and everything." Then an idea popped into my head, "Well, what if I get a couple more of these condo buildings and start doing this for more people?" Luckily, in law enforcement I worked a schedule that consisted of four days on, four days off. This allowed me plenty of time to start a part-time business. I could manage that. I went out and pitched myself to a couple more condominium corporation boards and ended up having three different condominiums to take care of with almost eighty units. I was making about \$15,000 a month in the beginning.

### **The Best Education Is Practical Experience**

What started off as a great idea to create extra money on the side eventually became a nightmare for me, because I got so busy that I

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had to hire somebody else to do the snowplowing, hire somebody else to cut the grass, and hire a handyman to do the maintenance in the buildings while I was managing the entire operation. I was bringing in \$15,000 a month in revenue, but by the time everybody else was paid, I made \$500 a month, and I was working my tail off. My solution was to sell that business, and I made some really great money. This was an amazing learning experience in hiring other people to do the work and learning how to leverage my time and energy. I knew that it wasn't working properly, but it was a really valuable experience.

I was struggling along, and I started to open a few really neat businesses. I realized that if I was going to fix my problem with poverty, I had to open a business. I couldn't find a job that would pay me enough, so the answer had to be working for myself. Why would I want to spend all my time making someone else rich, anyway? I had no idea about what it was like to open a business. I had no idea about the owner being the last one to get paid and all that stuff. But I had it set in my mind that I'd have to open some type of business to make a fortune.

A couple of months later, a friend of mine came back from Mexico. While he was there, he found out how inexpensive sterling silver is if you buy it from the source. I went back to Mexico with him, and we visited a city call Taxco (sounds like "tasco"), the place where all the sterling silver jewelry is actually made. Big, bulky silver chains that sold for hundreds of dollars in the U.S. and Canada could be purchased from the manufacturer for five to ten dollars. We saw the business idea right away.

We came back to Canada, got an importer's license, and started importing and selling the jewelry. Within a year, we had imported over \$2 million of sterling silver jewelry into Canada; we were making incredible money. I was making four times more money in

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this business than I had in law enforcement, and I was beginning to get some of my debt under control.

It was a great business, but again I was working like crazy. (I was still working full-time in law enforcement.) I was also a bit nervous because of potential issues with NAFTA (North American Free Trade Accord). I decided to sell my share of the business, which ended up being a profitable decision for me.

### **The Course Is Set...**

A few months later, in 2002, right around Christmas, my personal banker paid me a visit at home in Ottawa. She saw how successful I was with my silver business and my property management venture, because she saw all the revenue we were bringing in with the silver business. Sabah had gotten into the mortgage industry and was a regional sales manager for a mortgage company in Canada called Home Loans Canada. She came over to my house during Christmastime because she was recruiting more mortgage brokers. We were good friends, but on this visit, she came over with a couple of beautiful pictures for our house, presents for the kids, and some really great cards for me, more than she'd ever done before. I knew she wanted something, but I wasn't sure what. She asked me what I thought about getting into the mortgage industry. I told her I couldn't leave my job, and she said, "No, I just want you to start part-time." We started joking around, and our joking got almost confrontational in a fun way. I was thirty-one years old, very cocky, and when she told me the types of incomes that the top guys in the company were making, I said, "If I do this, I'll be the top guy in this mortgage company in my first two years."

In 2002, the mortgage market was on fire. Real estate prices were very inexpensive. I had an unlimited database: there were 1,000 police officers in the police department who all trusted me. I've

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realized that one of the most important virtues in life is trust, and I had it exemplified there. I sent out an email to everybody through an interoffice email broadcast announcing that I was now able to arrange mortgages for them. In my first month in the mortgage industry, I earned about \$18,000 – and this was doing it very part-time. By the end of the first year, I had to hire an assistant to process the mortgages; we actually funded over 25 million dollars in mortgages, and my family made just over \$300,000 – again, this was part-time. It was unbelievable.

The business kept ramping up; I hired four full-time brokers to work for me in the second year, and my income doubled. In 2003, I became the top broker in Ontario in my province with Home Loans Canada. I funded around \$40 million in mortgages. Things were going great.

## **My Introduction to Network Marketing**

In September 2003, network marketing entered the picture. My wife and I had decided that at the end of 2003, if everything kept going the same way with my mortgage business, I would quit the police department and just walk away, because we didn't even need the money. All my debt had been paid off, and things were going well. A friend of mine got involved in a network marketing business, selling nutritional supplements, and he wanted me to get involved. I told him he was absolutely crazy. There was no way in the world that I was ever going to get involved in network marketing, direct sales, or whatever you wanted to call it.

Back in 1999, while I was a police officer, I worked in a fraud investigation where we investigated pyramid schemes. During the investigation, we had to study network marketing companies. We had to be able to differentiate in court between what was legal and what was illegal. I had the chance to attend some legitimate network

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marketing companies' meetings. We sat in the back of the room and listened to the speakers and watched what they were doing and how they were acting. I used to lean over to my partner all the time and laugh and say, "If I ever join one of these network marketing things, just shoot me." That summed up my attitude towards network marketing.

I was a really arrogant police officer. I was the typical cop. I thought all network marketers were loony. I thought it was all just absolutely silly. These people would stand up in front of a room and tell people, "If you follow your dreams and float on air, you can become rich." I thought they were loopy; I thought they were totally out to lunch. They were overly positive. They were trying to be these perfect people, caring more about others than themselves. I was the typical cop: arrogant, egotistical, and self-centered. (I want to make sure I qualify this by saying that I know all cops are not like that; I'm just generalizing.) I had a real strong personality. I just couldn't believe. I knew how hard I was working in conventional businesses, and I was there with a very skeptical mindset because I had to understand what it was all about so that I could say in court what was illegal and what was legal.

Once I was at a Mary Kay meeting, sitting in the back row, and I couldn't believe this woman up on stage. There was a Cadillac in the room, and she was a National Sales Director. There were about 200 people in the audience, and through the whole presentation, I felt like she was staring at me. We were just there to check the business model out and make a few notes, but I could feel her looking directly at me the entire time. I leaned over to my buddy and said, just joking around, "I think she's after me. She's going to make me join this thing."

The presentation ended, and I noticed that at some point my buddy had disappeared. Now, at these big presentations, what

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typically happens is that the speaker gets down off the stage, there's lots of handshaking, a few pictures, maybe an autograph or two. Well, in this case, the speaker made a beeline right to the back of the room, heading straight for me. She grabbed my hand and said, "I don't know who you are, but your being here is a testament to how badly you want to make changes in your life. I'd like to make you one of the first men to drive a pink Cadillac." I couldn't believe it! Needless to say, I had a really negative, uneducated opinion of network marketing. But I thought it was an educated opinion because I was there in the room.

When my friend John approached me about network marketing, I was totally focused on my mortgage business. John, who was in real estate, didn't think I would be interested in it, so he waited for several months before he invited me to take a look at it. What he did, though, was to refer all his clients to me. From his referrals, I was making over \$20,000 a month – so you can bet that when John finally did ask me to take a look at his business, there was no way I could say no. John introduced me to his upline, Chris Gingras, who became one of my very best friends. He was the upline leader in that company. He was John's coach and had introduced John to the business. I came to a meeting where there were six guys, all of them with big checks showing all the money they had made, and Chris was the guy drawing the lines and circles. I had no interest in being there. It was just a big joke to me. While Chris is drawing out the circles and lines, I was answering phone calls, dialing numbers, and walking away during his presentation, but Chris stayed patient the entire time. I walked away from it – I didn't really have a clue what it was all about. Chris showed me the compensation plan, and two days later, John asked me to join and I agreed. Even though I had no real interest in it, I was intrigued, and I liked John.

I was busier than you could possibly imagine. I was investigating a murder at the time. On the side, I was running a mortgage company

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with nine full-time employees, doing hundreds of millions of dollars in sales. And then network marketing came along. This is a really important part of the story.

In network marketing we talk about systems and how to do the business. But I've always been an independent thinker. If I get a thought in my mind, I do it – and I do it my way. That has sometimes cost me a lot of money, but it's also made me some great money. I enjoy being an independent thinker.

When network marketing came along, I wasn't even sure if I was going to take it seriously. Since John really wanted me to get involved, I used to just call up my buddies and say, "Hey, I found a business opportunity. My buddy John got me involved in it. It's a network marketing company. I don't really care if you join or not, but I want you to sit down with John and hear about it so he'll leave me alone."

The guys that I talked to sat down and looked at the business; John explained it to them. Most of the time, I wasn't even there. Out of the eight guys I talked to in the first month, seven of them joined the business. I was blown away by this, but I had no idea what I was into. When I started to take it seriously was when I got a check for \$2,800! I couldn't believe how little effort I put into making that type of money.

Now it all made sense. I had flashbacks to those seminars I sat through when I was a cop and what that Mary Kay lady said on stage. It all made sense now, and I started to study the model. In my fourth month in network marketing, my wife and I earned over \$10,000, and I quit my job at the police department. My buddies at work all made fun of me, and some of them still do to this day.

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Whenever I had an idea, I would always look for somebody who was ultimately successful in that field, whether it was the mortgage business, importing, or property management, and I'd get them to give me some advice on what they did to become successful – and then I'd just do what they said. I looked for someone like that in network marketing right away, too. I was very, very lucky, because my local upline happened to be a guy who was making \$100,000 a month in network marketing.

### **Advice from the Top**

We continued to build the business. After about five months, I had made \$25,000. The guy who was making \$100,000 a month in network marketing invited me to a generic training in Houston, Texas. At this event, I met leaders from all over the industry – people like Mark Yarnell, Tom “Big Al” Shreiter, Richard Brooks, Michael Clouse and Paula Pritchard – and I had the chance to spend some time with each of them. I told each of them the same thing: “I want to earn \$100,000 a month. I want to become a millionaire in network marketing. What do I need to do?”

They gave me some really simple advice:

1. “Our business is about introducing new people. At all costs, never stop introducing new people.”
2. “You must grow as a person. You must develop personally. This is a personal development business. Be somebody who's always learning. Read lots of books, and do everything you can to develop who you are personally.”
3. “If you're in an international company, then build an international business.”

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I took this advice to heart, and by the end of my first year in network marketing, I had made just over \$70,000.

### 40 Situations to Change

Everything was going great, or so I thought. One day, two of my top reps, who were also my friends, came over to my house to talk to me. They said, “We quit.” I was shocked – I couldn’t believe what I was hearing. These guys were making good money, too. And what was their reason for quitting? *They hated me.* I was absolutely beside myself. I had no idea.

They went on to say that the man who was mentoring me was a villain who was just in it for the money, and they felt that I was developing the same personality as him. They walked away, and about 90 percent of my downline quit because of this. I’ll be really honest, I cried for a couple days. It was a very humbling experience to have somebody else lay it all out on the line and tell you what a terrible a person you are.

Those guys pointed out some really serious flaws; they told me that I was becoming a dictator, and I began to see that they were right. If you weren’t with me, you were against me. I’d look people in the face and say, “The reason you’re failing is because you’re no good at this,” and tell them to quit. I had fallen head over heels in love with network marketing, but I realized that if I were going to be successful, it would require change on my part. The only thing my friends didn’t tell me was *how* to make those changes.

I have since learned a lot about what good mentoring is, which I’ll cover in a separate chapter on this topic, but what I began to realize about this mentor was that my friends were correct. He *was* an absolute villain – in fact, he’s known throughout the industry this way. He would belittle me on the phone. He would never allow

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me to be an independent thinker. And this is a volunteer army that we have here. He would call me up with one of his top guys on the phone because he didn't like the fact that I was going to go off and do something on my own, and he would criticize me to the point that I was in tears on the phone in my first year of network marketing. This was my first encounter with someone like this. And the worst part was that I *was* becoming more and more like him.

I've apologized to as many people as I can that were in my business in the first year because that's the way I became just following him. Throughout my whole life, I've always found somebody that has the success that I want and followed them. I've taken whatever they've done and tried to do it even better. But this was my first mentor in network marketing, and it was an unbelievable experience. The reality was that at the end of that first year, I was accused of becoming just like this person, and my accusers were right.

Because I recognized that I would have to change, I decided to talk to two men that had known me for more than five years, two people that had known me for less than five years, and I talked to my cousin. I said to them, "Hey, this is what's happened. I'm looking for some direction. I have no idea what to do. I want you to take the gloves off and tell me what requires improvement in my life, because I really require some assistance with this."

This is still difficult to talk about for me, many years later. These individuals each gave me several areas that required improvement, and I ended up with a list of *forty* things that were wrong with me. Talk about eating humble pie! I served myself up about six pies in one shot. It was mortifying. But at least now I knew the things that I had to change because I wanted to be better. However, I had no direction. I had nobody to work with, because I subsequently hammered that mentor; I confronted him and told him I literally wanted nothing ever to do with him again.

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I believe that everything happens in life for a reason, and I believe that good things come to good people. There's a book that I read a while ago by Stephen Post and Jill Neimark called *Why Good Things Happen to Good People*, and I believe that's the case. I was trying to figure out how to do network marketing, I had this long list of things that I needed to improve on, and I realized that hammering people and beating them up all the time is not the way to do it. But what I learned about network marketing is that every single day is a new day. You have a chance to start again every day that you're in this business.

### **A List of Forty Things that Sucked about Me**

As I mentioned, I asked several people to honestly share with me areas in me they felt required improvement.

I talked to two people that knew me for more than five years.

*The first person:*

- Arrogant
- Egotistical
- Self-centered
- Argumentative
- Controlling
- Ignorant
- Didn't care about other people

*The second person:*

- Self-serving
- Demanding
- Too aggressive with others
- Used foul language

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- Abrasive
- Condescending

I talked to two people that knew me for less than five years:

### *The first person:*

- Didn't care about others
- Money-focused
- Moody
- Belligerent
- Control freak
- Dictator
- Greedy
- Bad personality
- Self-serving
- Pushing too hard

### *The second person:*

- Talks too much
- Puts others down
- Argues too much with others
- Always pointed out others' weaknesses
- Loses patience too fast
- Needs to be more relaxed
- Too uptight
- Too controlling

## My Journey

*My cousin:*

- Too tenacious
- Too aggressive
- Too hard on other people
- Arrogant
- Money-hungry
- Decisions are all about myself
- Greedy
- Self-centered
- Belligerent
- Pushes others too much
- Doesn't care about anyone else

### **Every Day Is a Fresh Start**

Another rep of mine lived in Mexico. He asked me to do a three-way call with a man in Mexico named Juan Carlos Barrios. Juan Carlos had built a diamond distributorship in one of the biggest network marketing companies in the world in Mexico. He's an amazing leader, and in fact, he built his diamond distributorship during the very year that the Mexican currency was devalued. He created a massive residual income in spite of a very tough comp plan, making over \$50,000 a month at the height of his career with this company. He was making millions of dollars in that business.

My rep in Mexico arranged for me to speak to Juan Carlos on the phone about expanding our business in Mexico. Because he and my rep were friends, Juan Carlos Barrios joined our business but never did anything. I flew down to Mexico City about a month later to meet with Juan Carlos Barrios and my friend. When I met Juan Carlos, I met a human being that was unlike anybody I've ever met in my life. He's one of the most pleasant, open, friendly people I've

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ever met, and we talked for hours and hours. We talked about where we came from, the similarities in our lives, etc. I forgot all about the business. During a four-hour conversation, I never told him about our business at all or the money I'd made.

We ended up building a really significant friendship in the coming months and years, and it all started from that one conversation. Juan Carlos, after that meeting, came back into the industry and went to work. Within six months, he had built the largest downline in Mexico in our company, and I was flying back and forth to Mexico every month to support him. This was the kind of mentor that I was looking for.

What you'll find is that mentors will come into your life at times and in ways that you wouldn't expect. I had realized that I didn't know how to love people. I never told Juan Carlos Barrios this, but he was all about love, and he built very strong allegiances in his groups. He taught me how to openly love and express yourself to others, how to show them that you really do care about them, and how to praise people and build the business through passion.

In my life, I had this devastating experience, I had these forty points to work on, and in a totally unconnected area, Juan Carlos Barrios comes along and begins teaching me about people and how to be a better person. Even though he was in my downline and I was his upline, he was always praising me and telling me what a great person I was. I observed how he interacted with people and how everybody loved him. He's just an amazing human being. He built a big business, we built an incredible friendship, and along the way, he taught me what love is all about.

Then on Easter in 2005, my wife (who I can never say enough about – and when she reads this, I want it to be another way for me to express to her how much I love her and owe her for sticking with

## My Journey

me through all these experiences) knew that I was making changes because of all this stuff going on in my life, and she bought me a stencil, a little thing on a piece of plastic with a Popsicle-stick-like device to rub it onto the wall. The stencil, the saying, was from Gandhi. I'm looking at it right now as I write this. I still look at it ten times a day. Gandhi's quote is: "You must be the change you wish to see in the world." That one quote, that one small gift – maybe she gave it to me as a sign of appreciation, maybe she saw it and knew I was changing and saw how relevant it was – whatever the reason, the fact that she put that into my life has done amazing things, and this is where my journey intensifies.

# 3

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## Three Types of Leaders

*“If I have seen farther than others,  
it is because I was standing on the shoulder of giants.”*

ISAAC NEWTON

**W**e are all born with leadership potential. In many people, that potential remains undeveloped. The real question to ask yourself is this: Do you want to be average, or do you want to be great? Do you want to be just okay, or do you want to be amazing? Do you want to be standard, or do you want to be exceptional? I see leadership as a continuum; at one end of the continuum, there is the biggest group of leaders, and at the other end of the pendulum, there are the leaders that I’ve profiled. I like to call the folks that I profiled “inspirational leaders” because they are inspirations to me.

### **We Are All Born Leaders**

You might say, “I’m a follower; I’m not a leader.” But here’s something to think about. Have you ever known a father who was in the military and his son joined the military (like me)? Or how about a parent who isn’t the most energetic person in the world, a parent who ends up on the couch every day after dinner? More often than not, if you take a look at complacency, complacency in a parent ends up being complacency in their children.

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My wife is a great example of leadership. She is my true inspiration in life. She's down to earth; she's very humble. She's not materialistic. (Thank God she's not, because I love buying cars!) But material things just don't matter to her. She's so grounded it's incredible. And our children are becoming just like that. I now tend to focus on loving the simple things in life because my wife has taught me that the emotions I experience during simple situations are what is truly important. We go for walks, something I never used to do. We enjoy just being with our kids, and I'm seeing my children developing these same traits.

Then there are parents that are lethargic and don't want to go anywhere. They don't have good eating habits. There's a better than average chance that their children will end up the same way. That's an example of leadership. If your example influences another person to do the same thing, you're leading them. This is why I believe that everybody is born a leader.

### **The Leadership Continuum – Three Types of Leaders**

As I began to study leadership, I discovered that there are three basic types of leaders, three basic leadership styles. Kurt Lewin, a psychologist, led a group of researchers in 1939 in a study designed to identify different styles of leadership. Over the years further research has uncovered more specific types of leadership, but this early study laid the groundwork, establishing three major leadership styles: *laissez-faire*, *authoritarian*, and *democratic*. As I continued to study, I refined the categories this way: *complacent*, *authoritarian*, and *inspirational*.

#### ***Complacent Leaders***

This is the biggest category of leaders, made up of 90 percent of the people in the world. These are leaders who just meander through

## Three Types of Leaders

life, nine-to-fivers, those who don't do any more than they have to. These are individuals that just sort of float along. You might not think they should be called leaders at all, but as I mentioned above, if others follow them and emulate their behavior, then they are leading others, albeit passively.

### ***Authoritarian Leaders***

Next there are authoritarian leaders. These are leaders who are very strong and aggressive. Their motto is "Do as I say, not as I do." An example of an authoritarian leader who has done incredibly well in life is Lee Iacocca of the Chrysler Corporation and author of *Where Have All the Leaders Gone?* He ruled with an iron fist. It was his way or the highway; he had a very authoritarian style. He has been quoted as saying that there is one word to describe a successful manager: decisiveness. He believed that you had to be able to think on your feet. He took risks and wasn't afraid of making unpopular decisions, with little or no feedback from his superiors, peers, or subordinates.

Really terrible authoritarian leaders are called dictators. Hitler was one of these, and Genghis Khan is another example. They are unrealistic in their demands, believe that all the decision-making power is theirs alone, and they do not allow others to question these decisions or their authority. These are the worst of the worst.

Authoritarian leadership is often appropriate in emergencies and extreme situations, but it tends to be disempowering and frustrating to those who must answer to this type of leader.

### ***Inspirational Leaders***

At the opposite end of the continuum are those leaders that are loved by everybody. They're not perfect. But these leaders embody the ten qualities of leadership, and their leadership comes from the heart. I call this leadership style inspirational leadership.

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As Green Bay Packers' coach Vince Lombardi said, "Leadership is based on a spiritual quality; the power to inspire, the power to inspire others to follow."

John F. Kennedy exhibited this type of leadership style. He had a keen understanding of people that was warm and affectionate, yet calculating at the same time. He respected those who worked for him and with him, but he was also quick to assess where each individual would fit best and be the most effective. He was a great communicator, and made it easy for others to communicate with him. Kennedy's speeches are some of the most inspiring of any politician, past or present. John F. Kennedy had a special ability to energize those he led.

### AUTHORITARIAN    COMPLACENT    INSPIRATIONAL

Dictator  
Ego-Driven

Demanding

Procrastinator

Indecisive

Excuses

Caring

Connector

Heartfelt

Inspirational

## The Ten Core Traits of Inspirational Leaders

As I studied each of the seven world leaders that I mentioned in Chapter Two, I saw that they each possessed these ten traits. It was amazing to me because they came from three uniquely different walks of life. When I started to look at the leaders in my own life that I admired, I saw the traits almost like musical notes jumping off the sheet. I knew that if I started to apply these ten traits, I couldn't help but be a better person, and I would start to achieve the success I was looking for in life. My heartfelt belief is that if YOU apply these ten traits to your life, you too can achieve whatever level of prosperity you desire.

## Three Types of Leaders

### **1. Have a mentor – be a mentor.**

Don't reinvent the wheel; seek out coaches and mentors who are where you want to be, and be open and humble enough to listen to them and do what they say. Make sure you choose trustworthy mentors – use the material in this chapter to assist you. When you achieve success, others will seek you out for mentorship, and you'll be able to provide them with a proven path to their goals and dreams.

### **2. Be the best at your core task.**

All the leaders I studied had a single focus that carried them from the early days of their enterprises into their successful futures. In network marketing, your core task is prospecting. This is your main focus, and like all top leaders, you don't want to deviate from it. Develop your skills, become a master prospector, and watch your business soar!

### **3. Have a why that makes you cry.**

Even after all these years, my why can still move me to tears. It doesn't matter that I've reached many of my goals – thinking about my own experiences as a child continue to motivate me to create a very different life for my children, no matter what! Your why should have this same intensity; if it doesn't, then dig deeper to come up with one that does.

### **4. Be an excellent communicator.**

Leaders communicate. In your own endeavor, becoming a skilled communicator is essential. Ours is a business of connecting with people, and no matter what your personality type, you can learn to create rapport and interact with others. Words are powerful – learn to use them effectively.

### **5. Be supremely confident.**

All the leaders I studied had a high degree of self-confidence. They each encountered many obstacles and lots of rejection along

the way, but they didn't let this affect their morale. Each in their own way was bold, courageous, unflappable, full of determination and tenacity. Your path to the top will require this as well.

**6. Be detail-oriented and learn to multitask.**

One trait of all great leaders is the ability to be organized, pay attention to details, and multitask. Life is full of interruptions, and the urgent will always be louder than the truly important. On your path to leadership, make sure you have a system in place that supports your focus and drives you forward.

**7. Have a strong gravitational pull.**

Leaders in every field have an incredible ability to pull people towards them; people are just naturally drawn to them. This comes from being congruent and living from the inside out – as well as having a deep sense of compassion for others. The more you connect with your own unique calling and abilities, the more others will just naturally be drawn to you too.

**8. Serve others; inspire trust and loyalty.**

Trustworthy leaders inspire others to trust them; they have many loyal followers. This is not because they exert control or power over others – it's because they have chosen to serve others. This type of leader has learned to leave his or her ego at the door and put others first.

**9. Live in the present moment.**

All leaders are visionary, but they aren't so future-driven that they can't fully enjoy the present moment. On the contrary, they experience the present in its fullness. When you are with one of these leaders, you sense that they are living in the now, even while they are working to achieve future goals. On your own journey, make sure you experience each and every day to the max.

## Three Types of Leaders

### **10. Be action driven.**

Achieving your goals involves knowing what you want and then taking the necessary action to make success happen. Be a “do it now” kind of person – learn from the examples of the powerful leaders I studied, and create the success you dream of.

### **Your Own Leadership Style**

Regardless of where you are on the continuum, you can begin to focus on your own journey toward inspirational leadership. Understanding the three types of leaders and the ten core traits of the inspirational leaders you want to model provides the roadmap to success that you can easily follow.