



ARNOLD KEISER

CLIENT DEVELOPMENT CONSULTANT

Discover The World Of Unlimited Business Development Through....

The RE-CONtextualization™ Re-Programming Process

RE-CONtextualization™, a process many years in development is for those who believe, know or hope they can produce infinitely more business and are serious about getting there. This process is for those willing to step into a new world of breakthrough development possibilities. It is for those who believe as we do, that everyone deserves a prosperous life, not just the privileged few.

Introduction

The RE-CONtextualization™ Re-Programming Process is based on the principle that early life experiences and our interpretations of those experiences later determine or program our business development effectiveness. Whether the individual is an exceptional business developer or not, early life beliefs, decisions and behaviors determine our results within a fixed range of revenue possibilities.

The purpose of this process developed over 18 years, is to give the client the ability to re-program those aspects of their thinking and behavior that interfere with their natural ability to develop business without limits.

Process

Our counseling techniques, productivity processes and communication exercises are like none other. We researched and developed RE-CONtextualization™ through studying the behavior of highly successful business leaders, methods in the human potential field, counseling techniques, comparing highly productive and less productive business developers and observing a variety of "cause and effect" behaviors.

The process is executed in one to one consulting sessions and also involves weekend programs. The process focuses on re-programming: Interpersonal, group and public communication, coachability, risk taking, urgency, tenacity, self-awareness, business development responsibility, client service, community service, abundance and scarcity issues, integrity and trust.

We utilize a contextual form of consulting that is executed through unique communication and productivity processes, creative visualization and unique forms of homework assignments.

In addition to the re-programming aspects of our counseling, we also provide important coaching on sales methods and principles, networking, referral generation, leadership, teamwork, impacting pro bono projects, etc. We also make referrals to other professionals when needed.

Fees

Consultations are executed in person and by telephone. Initial 30-45 minute consultations are \$50.00. Standard one hour consultations thereafter are \$125.00

Other Resources

See www.landmarkworldwide.com See "Landmark Forum" (3 ½ days), "Landmark Advanced Course" (3 ½ days), "Self-Expression & Leadership" (12 2 ½ hour sessions and 3 Saturday all day sessions) "Communication-Access to Power" (2 ½ days) and "Communication-Power to Create" (2 ½ days) and "Money-From Concern to Freedom. (10 3 hour sessions over 3 months)

Payment for these programs is between the client and Landmark. Note: We are not compensated in any way by Landmark. Its has never been their practice to do that with anyone.

Results Possible

- Prospective clients previously thought to be unattainable become clients.
- Revenue levels can continually expand over time.
- Many new business opportunities arise.
- Development breakdowns become more apparent and more easily corrected often resulting in breakthroughs.
- Unprecedented breakthroughs in client acquisition, client retention, client affinity, market visibility, profitability and referral generation.
- Cooperation, acknowledgement, recognition, personal revenue and client affinity expand.

Common behavioral results

Our clients will demonstrate expanded levels of tenacity, a grounding in abundance related thinking and behavior, new levels of client and community service, major breakthroughs in communicating and relating, high levels of client affinity, a greater sense of urgency, expanded and effective leadership skills and an increase in sensible risk-taking. They also experience more enthusiasm for their work and for the people they work with and for.

Process Clarity

For a clear understanding of our work, it does require that prospective clients speak directly to us. Learning about our work by reading alone or by discussing it with third parties, will not give you more than 10% of what you will need to know to make an informed decision.

Client Responsibility

We have found that one of the reasons individuals do not succeed or expand in development or do not expand their practice or business, is the fact that they resist executing certain behaviors or resolving longstanding issues. They resist confronting their relating breakdowns in life and demonstrate minimal coachability.

Prospective clients who feel the need to excessively pick and choose the advice they will follow are advised to seek out other consultants. It is our policy to terminate our services to clients not following through on our advice as promised. Short of a devastating national or family emergency, accident or life-threatening illness we hold most other excuses invalid. Behaviorally, being excuse-driven is a major killer of new business possibilities.

Through this process, professionals or any other business developers can generate major business development breakthroughs irrespective of past performance and despite circumstances they believe to be beyond their control. However, our clients must put themselves totally on the court to reap the vast benefits of the process.

To those who are in the business of risk reduction such as attorneys, accountants or insurance professionals it should be noted that reducing risk in business development will reduce your financial possibilities dramatically by millions of dollars over time. By passing over our services fearing the risk of time and/or money, consider that you are risking the loss of a tremendous amount of business that you may never realize.

Advice

Don't let money pass you by because you are convinced that you have all the business you can handle. Expanded business can always be properly managed. Don't let money pass you by because you are of the opinion that you or others have little development potential based on your self-assessments or your belief about scarce opportunities in the market and/or competition.

Most people at all levels in business do not recognize their vast personal potential. Such clouded thinking is sourced from the past and can be resolved and eliminated. You can be a development star or rainmaker. You have the same potential as anyone else. We only see those high performance characteristics in noted developers because they exist within ourselves. Those who operate under the false assumption that some "have it" and some "do not" are simply looking through a filter of their own limitations and self assessments realized or not.

Opportunities to develop business or attain new clients is unlimited. Competition becomes a minor annoyance when prospective clients develop the perception or experience that you are more skilled than others and see you as someone they have great affinity and admiration for. Perception and interpersonal relating are far more critical than most realize..

Upgrading one's ability to relate and create high levels of affinity is a major benefit of CDA's services. An upgrade in relating can go to many, many levels effectively setting the groundwork for attaining the longstanding clients of one's competitors since the average person does not relate at high levels of communication.

Is Money Passing You by?

By Arnold Keiser

"A fool and his money are soon parted".....It's even worse than that!

Some of us spend money foolishly on things we cannot afford and do not need. Many make uninformed investments or simply mismanage their finances. There is unfortunately another problem that is even bigger. On a day to day basis, in a hundred different ways, we let money pass us by constantly, and I am talking about huge sums of money.

Some will react to that statement with such comments as....."What the hell is he talking about ? I have worked hard all my life and I do quite well" or "I know of ways to make more money but they are too risky"

or "My personal problems get in my way." or "I got screwed up in some deals which have made it a problem to get going together and the people that took advantage fo me "I'm doing the best I can with what I know" or "It takes money to make more money" or " I am not business oriented or sales savvy." or "Its who you know, not what you know" or "There is only so much money that people in my field can earn." or "Opportunities are limited to people with my educational or ethnic background."

I nauseated myself with my own lame excuses for years. I spent 32 years in a career I hated, that for the most part, gave me a meager living. Some years ago, I got fed up and set out to find something I loved to do in a new field with high income potential. Having found that career in legal recruiting, I have been pursuing it successfully ever since.I was hell-bent on discovering everything I needed to know or do in order to be successful. In my first 8 months I earned close to nothing but was determined that no matter what it took I would do what I set out to accomplish. I wasn't operating out of any lame excuses.

My mindset was "unstoppable". My thinking was that "it would happen sooner or later or I would just die trying. Quitting or giving up in the face of no results, was not an option I would permit. I would not in any way, shape or form give up on a career where people were commonly earning six figure incomes and more. Just a few years ago I exceeded all my previous revenue expectations by 1000% !

While money certainly isn't the only thing that is important in life, it is extremely critical. For those who do have a decent or better than average income, life is fine whether they appreciate it or not. But having a major increase in annual income can change your lifestyle, give you more freedom, travel options, more choices or protect you from unexpected major expenses such as a catastrophic medical emergency.

An increase in income can give you a better retirement, help you plan for a future business or assist you in donating to an important cause. Increasing your income can be an exciting endeavor. Many an entrepreneur can tell you that the process of creating and managing a unique and thriving enterprise is exciting. It is also exciting to help your firm grow whether you are an employee or manager.

How do we let money slip right past us ? Sometimes a friend proposes a business venture and we blow it off without thinking it through carefully. Some do not go after better jobs. Despite the news, there is always a better job to get, if one is willing to make the effort to find it instead of complaining about how hard it is out there. I've heard that one a million times. It's just an excuse not to make a serious effort to look.

Then there is compulsive spending. We are a society of people who want all sorts of things we don't need and often can't afford. If you combine compulsive spending with no effort to raise your income you are certainly setting yourself up for a financial disaster.

The heart of the matter, in my view, has to do with what we TRULY BELIEVE is possible in our lives. Many will say, "I know I could make more money." The problem is "how" we know things. If, we know we can make more money as a concept that has nothing to do with whether or not we will act on that concept. If you don't act on your ideas or plans nothing will happen.

And quite often, people do not put their visions into action. One might say that such people just don't have enough faith in themselves to actualize their dreams or possibilities. Or, they don't believe deep down that they deserve something better.

People have business, career or investing ideas all the time that they never pursue. So why don't people follow through ? Fear of the unknown, fear of taking risks and the deep seated belief that prosperity was not meant for them. This type of thinking kills off splendid ideas and the real possibility of wealth. It is a fact of life that not taking calculated risks can, in the long run, put you at greater risk.

Aside from the risk of not having future financial security, by not taking sensible risks one cuts off the possibility of being internally alive ! Nothing in life can diminish your spirit more than being stuck in a rut and hiding from new possibilities or ventures. It is very easy for a lot of people to rationalize their reluctance. Anyone can do it. I used to do it a lot.

This applies to many important things in life besides money. Love and health are equally important. You only go around once. People fear death but many are already spiritually dead.

The biggest culprits of all are just plain EXCUSES and boy do we have them. I call excuses or reasons not to pursue opportunities..."CONVERSATIONS FOR NO POSSIBILITY !" These statements keep one stuck in neutral and it applies to the well off and those not so fortunate.

To re-enforce self-defeating beliefs or excuses we seek out agreement from like-minded friends and associates and look for evidence to keep us comfortable with such thinking. The problem with excuses are, 1-They are costing you dearly in terms of happiness, security, excitement, self-fulfillment, a better lifestyle, dreams for your family, fun, peace of mind, etc. and 2-Every excuse-driven argument can be easily smashed with any real measure of awareness and honesty ! Many people are simply not honest with themselves. They are stuck in a box or rut of their own making.

There are those who will state that they are very satisfied with their income and I don't doubt that is true in many cases. However, in many more cases such statements simply do not hold up under real close scrutiny. They're a cover-up for denial and fear.

We are the source of all the positive and negative things in our lives. British Prime Minister Benjamin Disraeli once said, "Men are not the creatures of circumstances. Circumstances are the creatures of Men." Ladies, this does apply to you as well. There are many women in business who should be thinking about this.

God has given us all the capacity to accumulate wealth. We do have free choice in the matter. There is every reason in the world for most of us, no matter what our background, education or status in life to accumulate unprecedented wealth. One only needs to make the effort, drop the excuses and find out what you need to know.

The answers will be there if you are committed to finding them. And, to find them one has to be the kind of person that ardently seeks out and considers advice in a very serious way. Most do not, and that is why they stay stuck where they are. I call such behavior "being financially uncoachable".

The difference between a high growth individual or company and those that are not, is the degree and manner in which they listen and act. Self-defeating people always think they know better than those around them and live from excuses. Thus no matter how strong they claim they are open, in reality, they aren't at all.

For those who are acting on a substantial opportunity there are a few other serious problems to consider. Many great opportunities fail because some "would-be" entrepreneurs overspend, hoping against hope that their financial misbehavior will be reconciled with revenue not yet realized.

Money lives as an abstract entity that does not favor those who mishandle it. Beware, overspending is one of the most prevalent reasons why so many businesses fail early on.

In addition, excuses not only deflect opportunities, they also deflect possible deals from arising or closing.

I hear it all the time.... "I was too busy to get back to you", "A family or business problem came up", "My car broke down", "We just can't get qualified staff to take on new work.", "I will be away on vacation", "We don't work on Saturday", "I am just too overloaded with work to follow up on prospects.", "I'm not a good salesman and I can't find any", "My car broke down" or "I don't have enough money to push this enterprise any further".

I can hear the wheels turning. Some will say, "Yes, I do those things". Others will say, "So what ? There are valid reasons in that list !" Sorry, outside of a major accident or illness, there are no valid reasons for not following up with prospects, clients, critical suppliers or those who can refer business.

The choice is in your hands. You can choose wealth or excuses. The proverbial ball is always in your court. Anyone wishing to challenge my assertions should feel free to call me at 856-596-6679. Be prepared, you will not win your argument.

Principles and Techniques

Observation

To recognize and dismantle negative life issues, a process of comprehensive inquiry is used. Together with the Consultant, the professional explores the issues that have impacted his or her life that are directly related to business development behavior.

The revelations of the inquiry itself causes the reduction of negative development beliefs and behavior and is the basis for our subsequent techniques as well.

The inquiry is carried out by unique questions presented in various formats on an individual basis and in group interactive processes. Individual and group processes involve guided, creative visualizations, writing exercises and open group discussion.

Creative Listening

In the counseling and human potential fields this principle has long been used successfully as the basis for various techniques and coaching. It's a listening technique that goes beyond mere conversational listening.

The power of creative listening, used in various formats and applied to specific negative development related issues reduces the potency of past-based thinking. The result is more effective action, increased self-awareness, expanded coachability and many other benefits. Listening exercises are handled in one to one speaking and writing processes with the Consultant as well as in a variety of intergroup dialogues.

Appropriateness

We have found through extensive research that appropriateness highly impacts results. For example, we have found that those whose family relationships are not in good working order, inhibit their relationships with prospects, clients and co-workers. Often this can mean the difference between obtaining a client or not.

We have also found that those who handle money inappropriately either by compulsive spending, debting, under-spending or under-earning tend to deflect money in various ways including not closing sales and missing important opportunities. We approach the expansion of appropriateness through one to one inquiry, advice and through our outside resources when applicable.

Contribution

"The more you give, the more you get". Its been shown that those who give back to the community tend to increase their development capabilities. It is not just that they are exposed to more contacts, it's an abstract phenomena that causes greater attraction in general. Thus, we support the professional or business manager in reaching new levels of leadership in community service. On client service issues, we identify where the professional can enhance his or her level of service. Taking care of clients is always of critical importance. Service should go far beyond what is expected.

Reason/Excuse Reduction

Without realizing it many professionals as all individuals operate at different levels of excuses on various life issues. In our coaching we support the professional in identifying and reducing the dominance of this factor. Excuses or invalid reasoning to avoid effective development related action, is a powerful killer of opportunities, appropriateness and relationship building. Throughout the project excuse-driven behavior becomes more recognizable and participants will risk at a higher level. Group and individual exercises focus on discussions designed to illuminate excuse driven behavior.

Communication Expansion

Communication is our most powerful and important resource. Nothing would exist without it. Communication is more than merely a vehicle for discussion or a way to get our messages across to

others. It's a very powerful human resource in which many of its most valuable aspects go largely unnoticed. In addition there are certain critical myths about communication that cause relating breakdowns. Through powerful and highly effective modes of communication, new realms of opportunities emerge. New ways to access our own natural and most important communication capabilities are now available through CDA's advice, processes and resources.

A compendium of various person to person communication exercises are used to expand dimensions of communication. Processes involve rapid speaking, writing, general discourse, past-based relating analysis, guided meditation and exercises using creative visualization, etc. We also utilize certain outside resources to expand communication.

In individual sessions, situational relating and communication breakdowns are identified. Person to person and group relating strategies are developed to expand communication.

Coachability

We are all "coachable" to one degree or another on a variety of issues. For example we may be very intent on learning a new phase of our profession but not open to improving a particular relationship. We may be very slow at addressing our weight problem, while others may be very dedicated to weight reduction.

It is important to recognize that the more coachable you are, the more you will derive from our coaching and the more open prospective clients will be. Coachability is a prime characteristic of star business developers.

Summary Statement

Anyone can be an outstanding business developer or rainmaker. It is not the sole domain of a few privileged or gifted individuals. We all have what it takes. Its just a matter of uncovering what has been repressed or hidden from view.

There is no shortage of wealth or potential clients in the world. Money and clients are infinite. If you think there is a limit, just look at your competitors. They have the work you are not getting. Having a far greater market share is well within reach. And, it is available only to those committed to having it. Don't let excuses stop you from attaining the financial or personal satisfaction that we all deserve.

Key RE-CONTEXTUALIZATION™ Factors

RE-CONTEXTUALIZATION™ counseling is not a course of study designed to cover specific issues in specific hourly or daily sessions. Format-wise it is something closer to "business development therapy" in that critical development related factors are dealt with in the sequence that is appropriate to the individual.

However, all the elements or factors listed below are covered in order to cause breakthroughs.

LEVEL I

Level I factors are the most critical. Outstanding breakthroughs are simply not possible through RE-CONTEXTUALIZATION™ without maximizing these factors.

Our research has shown that without seriously addressing these Level I issues dramatic growth is not likely. In fact, it is even possible that without addressing these factors a client's business may even decline or fail in certain cases.

1-Sourcing outstanding business development breakthroughs requires that the individual expand the quality of their primary relationships.

This includes parents, children, spouses, siblings, important friends and any other highly significant person in their life. This even includes getting complete with the deceased. (Completion means to “make whole” with no outstanding issues unresolved.)

It does not mean to end a relationship. Ending a relationship with someone does not mean that one is “complete”. It also does not mean that one is incomplete.)

We have found that when one significantly upgrades the quality of their primary relationships their “context” or “framework of possibility” expands. Context is the source of all of our results.

When one causes a significant upgrade in the quality of their primary relationships, their relationship with their market significantly alters for the better. Any relationship however functional or dysfunctional can be substantially upgraded. In our view there are no bad relationships. All relationships can be expanded in depth, supportiveness or affinity.

2-Another key element is the elimination of self-destructive behavior. We have found that when one eliminates self-defeating destructive behavior such as addictions, breakthroughs will occur.

Examples of destructive behavior: Alcoholism, compulsive spending, compulsive debting, compulsive gambling, compulsive eating, drug addiction, sex and love addictions, all forms of criminal behavior, any form of relationship abuse, grudges, not maintaining appropriate facilities, putting others in harms way, low levels of generosity with others (This includes money and love), not caring for the community in which one exists, low levels of coachability, not taking appropriate risks, the avoidance of health issues, etc.

There are many forms of destructive behavior. The individual who will not eliminate their destructive behavior has a very low possibility of dramatically expanding their framework of possibility at whatever contextual dimension they are operating at.

Note: It should be noted that just because an individual makes serious gains, that does not necessarily mean that they have suddenly expanded their context.

Their current context may already be allowing for that gain. It should be also noted that there are those who gain expanded income only to lose it later.

Destructive behavior accounts for the fact that a very high percentage of new businesses fail in their first two years.

3-Expanding the abstract dimensions of communication is critical since all things happen through communication.

All aspects of the prospecting and sales process require highly effective levels of communication. Breakthroughs occur through expanding dimensions of communication.

4-Commitment- Commitment is a creative, power source that is necessary for the successful execution of any business and any training process.

5-Being at cause- To be at cause means to have a high level of awareness where one **recognizes** the fact that he or she is causing their own reality.

One of the most inhibiting factors that interfere with growth is to not see how one creates his or her own reality.

This goes beyond **believing** we cause our own reality. Many people **believe** that we do, but do not act in ways consistent with that realization.

LEVEL II

Expanding Level II factors are also critical and necessary components of the process but are somewhat secondary to the above factors. Expanding these factors without expanding Level I factors will not produce optimum results.

1-Acknowledgement (Acknowledgement is recognizing the positives of others. It is a form of attraction.)

2-Sensible Risk-Taking (Life in general is a risk. The greater non-destructive risks we take the greater the rewards.)

3-Tenacity (The quality of unstopability in the face of no results, moderate results and high level results. Tenacity is based on faith in what's possible, not on circumstances or proof.)

4-Abundance (Expanding one's dimension of abundance is a function of being open to increasingly new levels of growth in terms of relationships and revenue.)

5-Leadership (The quality of trail-blazing new pathways for oneself and others powerfully in a growth direction. Werner Erhard once said that, "Good leaders provide what's missing.")

6-Service (To serve means to take care of others in a meaningful and generous way going far beyond what is normally wanted, needed and expected. To serve at a higher level sets the provider apart from his or her competitors.)

7-Community Service (To give to the community in terms of leadership, finance and time. When one participates for the common good that level of generosity and contribution creates an abstract dimension of client attraction.

High caliber community service goes beyond simply meeting people and making good contacts.)

8-Generosity (Financial, time, deference, acceptance)

9-Urgency (To act with urgency vs. lethargy is a function of recognizing the value of one's products and/or services and the desire to support many people with that service. Urgency is not desperation.)

10-Vitality (Vitality for our purposes is to act with aliveness and excitement in one's market vs. going through the motions.)

11-Coachability (Coachability can be described as the willingness to seek out any and all possible advice and use it with high velocity vs. arguing about it, using it half-heartedly or not at all.)

12-Sharing (Sharing is the highest level of communication. To share means to effect a bond with another.)

13-Detachment (Detachment means a diminished need to "get the deal". Desperation is the opposite of detachment.) The fact is that the more one "needs" a particular deal the less likely they will close it. This behavior is indicative of an individual operating out of scarcity.

14-Appropriateness (This covers a wide range of issues too numerous to mention here. Appropriateness is an essential factor necessary for effectiveness.)

15-Integrity (Integrity for our purposes simply means keeping one's word and doing what one knows others expect especially when it is inconvenient or uncomfortable. This divides the men from the boys and the women from the girls.

This is a necessary characteristic of being a highly effective person. Without this form or integrity, not simply the moralistic form effectiveness is highly compromised.)

16-Reason Reduction (We have reasons why we don't take certain actions, why we are where we are and why we can't do x, y and z ,ad nauseum. Most reasons related to growth have no real validity. We critically alter that form of thinking.) Excuses disappear.

LEVEL III

Level III factors are the non-contextual aspects of RE-CONtextualization™ necessary or useful for growth.

1-Sales Methodology (Various sales philosophies, programs and methods abound in the market.

We subscribe to the philosophy that people know what they want, when they want it and will buy a particular product or service if they believe they can afford.

We also believe that buyers do not want to be "sold", they want the free choice of "buying".)

2-Marketing (Be it media advertising or mailings marketing campaigns are an important aspect of the business development picture.)

4-Referral generation (There are many ways to generate referrals. CDA develops referral plans for our clients.)

5-Resource referrals (CDA refers clients to public relations consultants, marketing consultants, advertising agencies, the media, financial planners, education companies, attorneys, CPAs, insurance agents, psychologists and others needed.)

Business Development Research Contributors

We wish to acknowledge the many individuals, friends and organizations who have graciously contributed their insights, experiences, ideas and opinions that have made our work possible. This is only a sampling of the hundreds who have helped us during the last 15 years.

Charles La Rosa, CEO at Pharmaceutical Formulations
Peter A. Benoliel, Former Chairman of Quaker Chemical Corporation
John C. Haas, Former Chairman of the Rohm & Haas Corporation
Frederic Heldring, Former CEO of CoreStates Corporation
Bart Winokur, Chairman, Dechert LLP
John Ferrell Esq. Morgan Stanley, Legal Dept.
Thomas Bender, Managing Partner, Littler Mendelson LLP
Frank Taney, Partner at Buchanan Ingersoll
The Late Robert Stewart, Former Partner at Dilworth Paxson LLP
Robert Krauss, Marketing Partner at Ballard Spahr Ingersoll
Abe Reich, Co-Chair at Fox Rothschild
John Cunningham, Managing Partner at Cozen & O'Connor
Ronald Panitch the Managing Partner at Akin Gump
Frank Farnel, Vice President, GE Energy, Paris
Yves Quintin, Partner at Duane Morris, Philadelphia & Paris
E. Donald Lass, President, Asbury Park Press Corporation
Jules Plangere, Publisher, Asbury Park Press Corporation
The Late Elaine Fox MSSW, Business Consultant & Family Counselor
Alan D. Keiser Esquire, Vice-President at LandAmerica Commonwealth
Michael Lame, Chairman, FME Communication
Leonard Bernstein, Partner at Reed Smith
Steven J. Rocci a Partner at Woodcock Washburn
Stephen Foxman, Partner at Eckert Seamans

Michael Eidel, Partner at Fox Rothschild LLP
Peter Tucci, Partner at Fox Rothschild LLP
and President of the Philadelphia French American
Chamber of Commerce
Samuel Dennis, a Partner at Fox Rothschild
Steven Greenberg, a Partner at Duane Morris LLP
Steven Williams, Former Partner at Schnader Harrison
Giandomenico Picco, Former UN Under-Secretary-General
& CEO of GDP Associates
Sergey Shestakov, Former Assistant to the UN Soviet Ambassador
Blain Banick, Director of Marketing, Ballard Spahr LLP
Edward Schechter, Director of Marketing, Duane Morris LLP
Hector Farina, Former Partner at Denton Wilde in Paris
Jeffrey Henderson, Partner at Duane Morris LLP
Jonathan L. Levin, Partner at Reed Smith LLP
Lloyd Birnbaum, Partner at Reed Smith
Landmark Education
Est Corporation
Hermet Corporation
Rutgers University-Board Member Institute
PA-Russian Business Council
Philadelphia Bar Association
Brehon Law Society

CONTACT US

Telephone: 1 856-596-6679
Fax: 1 609 228-4006
E-mail: contact@si-worldwide.com

DEVELOPMENT-BEING VS DOING

By Arnold Keiser

Most think that growing an enterprise or practice comes down to a list of things to do like business networking, building a referral base, doing lunch with prospects, advertising, organization membership, getting media attention, writing articles, public speaking, good service, community involvements, etc.

These are all good things to do. However, what most people do not realize is that the successful execution of these actions relies entirely on who the person is "being" in relation to these efforts. I may meet 10 people for lunch next month to discuss referrals or business, that doesn't mean that I will win over their cooperation. Even if I have a winning personality that doesn't mean I will win their support or business.

If I am being resigned, cynical, fearful or just not respectfully listening, the meeting may not go well at all. The "being factor" plays heavily moment by moment in every endeavor. If I go to a chamber of commerce meeting, talk to several people and don't ask for a business card to follow up with, I will have killed off a possible prospect. If I take the card and never call it's the same thing. If I am a professional and go to my association's networking event and only talk to those I know already, who am I being and what will not happen?

If I am a contentious person always arguing with people, I may win my arguments but I "may" also lose friends, loved ones, prospects and clients. Its no accident that some lawyers end up as litigators. There is a fine line between making an intelligent legal argument and being just plain contrary or self-righteous. Litigators who cannot separate a legal argument from being just plain argumentative are always

compromised in their development efforts. In sales or development winning a discussion or being adversarial often means losing the sale.

Some ask, "Why is development such an uphill battle?" "What does it take?" "We tried it all!", "Our marketing people haven't done it." "Our training programs only produce minor improvements."

It is "who we are being" that determines all of our possibilities. The decisions we make, the actions we take and how well we execute them all starts with the "being factor." Development is a real struggle for many simply because they are not focusing at all on who they are being. They are only looking at what they are doing or think they should be doing, never noticing that which sources it all. Some think that building development, sales or marketing knowledge or skills will win the day, but if the being factors are not optimized none of that will matter in the long run.

If I am overly cautious and scrutinize every new opportunity to death, speak in terms of all that can go wrong, create endless diversions and use endless invalid excuses to delay action, who am I being? A lot of things I suppose, but definitely not an entrepreneur. Acquiring new business or starting a new enterprise requires many kinds of risk taking. In my business endeavors I have been continually at risk.

I have risked a lot of money on a regular basis and still do. I have risked the disapproval of many for my ideas and plans. I have risked time that could have been spent on other, more definite, but less lucrative money making projects. I risked losing clients because I had to tell it like it is and not all have been happy with that. I have many times risked looking foolish and sometimes did, but in the overall scheme of things I have been far ahead of my own predictions. People who habitually avoid risk, never become rainmakers and are certainly not entrepreneurial. There are many who call themselves entrepreneurs when in fact they are really just business owners, managers or those who have simply inherited clients from partners.

In the last few years I met many law firm executives. Many of these men are considered leaders, yet it was clear that some, certainly not all, are desperately afraid to lose the approval of their executive committees to promote anything innovative.

I was told by a new friend who is the Director of Marketing at a large Philadelphia law firm on Market Street that he knew of other law firm Directors of Marketing who were hired from Fortune 500 companies who then lost their jobs because their Managing Partners and others on their Executive Committees were upset that they were implementing innovative marketing projects.

The point is obvious, growth is a function of risk. Being a risk-taker is critical to business development growth. The more you avoid risk, the more you avoid growth, not to mention your sense of aliveness. People who take minimal, over-scrutinized risks are not alive human beings. They are people who are forever going through the motions, just getting through life vs. really living it. They are in awe of people like Bill Gates or Donald Trump not realizing they can do it too, if they were to escape the prison they unconsciously put themselves into long ago.

If you concentrate solely on your list of things to do, you are missing the most important factors in business development. Its not accidental that people struggle with development or find themselves at the mercy of endless competitors. Another issue that interrupts growth is a diminished level of coachability. Those who will not take the time to learn about development or sales are always compromised in their quest for clients. The reason is simple. "What goes around, comes around." If you are the type of person who does not value the advice of others, you can be sure that you will be continually up against difficult prospects and clients who will not value what you are telling them.

Besides communication, risk and coachability which I have only slightly touched on, there are also factors such as client service, community service, tenacity, urgency, creativity, delegation, abundance and teamwork. In all these areas "who we are being" plays heavily into the development picture.

If you are being stingy in the level of service you give to the community or your clients, don't expect your market to be generous with you. If you don't act with tenacity or urgency many great opportunities will pass you by. If you want to do everything yourself and not delegate, you will accomplish far less than is possible. If you continually operate within a scarcity mindset, you will not have an abundance of clients or revenue.

Werner Erhard once said, "A real leader provides what is missing." If you just go with the flow, manage problems, seek constant approval from others all the time and bring nothing innovative to the firm, you are not a leader. You are living a lie. Leaders lead and followers follow. It takes more than a title and the agreement of others to be a real leader. If you are not out on the edge daily, you are not a leader.

Some think that leadership means having the authority to dictate to others. One Philadelphia law firm leader was described to me as a "malevolent dictator" by his Director of Marketing. This person actually has a city wide reputation for this apparently. Many business leaders I know have concurred.

The problem with this is that obnoxious, dictatorial behavior running rough-shod over others has a lot of negative fall-out. A person who dictates and who has a pathological need to control others, does so because they don't really feel important, effective or in control of their own life. A real leader never dictates or controls, they inspire. Inspirational leaders are the most successful in revenue generation and in other critical areas of life and business.

Given the obvious high importance that CDA places on the being factor, we created the RE-CONtextualization™ Re-Programming Process. This unique process allows the individual to reveal how the past has short-circuited their development capabilities. Going forward, the process gives the individual access to re-program past-based beliefs, decisions and behaviors that act as obstacles to intensify their development capabilities and untapped potential.

This essay is meant to be a wake-up call. Too many people in the professional services market and in commerce overall are ignoring these core issues. Too many are struggling needlessly and the costs are very high.

Exceptional business development is available to all who want it. It is not the sole domain of the privileged few. Those rainmakers who consider themselves exceptional or smarter than others regarding business development should know that it is more a case of being fortunate in their youth than being more capable, savvy or intelligent than others.