

# ATTITUDE

## ADJUSTMENT MANUAL

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PCO MASTER CLASS



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# Introduction

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**T***here is an old asian saying:*

***“When the pupil is ready, the teacher will appear!”***

The information I have for you here, will fall on deaf ears for some people.

Many people do not feel they need to change, improve and grow.

They are not ready for this information and will not fully understand or take advantage of it.

For you to have success, you must be mentally ready, capable and prepared to do all the things required of you. True success rarely comes easy.

Many people will look for shortcuts or will fail to see the full value contained in this information.

These people will cheat themselves out of success!

So if this information does not make sense to you right now, hang on to it and read it over again in the future. It will make sense to you at some point, when you are mentally ready for it.

If you are already fully aware of all or most of these things, refresh them in your mind and move forward. Read through the material and look for any nuggets you do not yet know, or have not yet accepted as fact.

## My Story

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When I was 28 years of age I was sick and tired! I had been working hard for 10 years and was getting nowhere. I would work hard and save a few hundred dollars and something always came along to take it. My car would break down, my child would get sick or some other issue would arise.

I was frustrated and angry with life!

My wife was angry with me because we had no money, and I was angry with her because on payday we did. Many times my income was spent before I even earned it.

I would see others that seem to be doing much better than I! They drove better vehicles, they lived in better homes, they traveled and bragged about their trips. They had all these great things and I was struggling mightily.

I was convinced that they were just born lucky and I was cursed.

I was not comfortable in social situations. I have never liked large gatherings or parties. My wife tells me that she thinks I have social anxiety disorder, though I have never been officially diagnosed. I never made great grades in school, I didn't go to college, I was not overly handsome, I was not a great athlete, I lacked confidence, I have no artistic or musical talent, I was a negative thinker and as a child my parents struggled financially from time-to-time. I had come to the conclusion that I was doomed to mediocrity and there was nothing I could do about it!

Wealth, success and happiness were destined for others, but not me!

But, just before I gave up and settled into a life of negativity and mediocrity, I met a man, who changed my perception of life.

This was an older gentleman that was very successful. He was a real estate developer and lived in a large home on 13 acres with a large lake that was located inside the city limits.

He had called me to his home to quote a termite treatment.

When I arrived we discussed his problem and I sold him the treatment. He noticed me looking out at his lake and asked if I would like to walk down to take a closer look. I said "I sure would!" He then walked me around the property and described different things about it. He told me the lake was 10.5 acres and was stocked with fish. He stated that geese and ducks regularly came to visit. He stated that each evening deer came to drink from the lake and wild turkeys roamed the property. He explained how he had privacy and seclusion with only a 5 minute drive to town. It was a secluded enclave in the middle of the city!

I thought it was the most beautiful home and property I had ever seen! The place seemed just about perfect.

During our conversation I happened to mention to him that I was just about tired of trying to build my business and failing. No matter what I did I failed.

I complained to him how sometimes I felt I was doomed.

He smiled, shook his head and said "Son, that's ridiculous. Nobody is doomed to failure."

"Failure is a choice!"

I said "I'm not choosing to fail. It just keeps happening!"

He smiled and said "Well, if you're not choosing to fail, then it has to be a short-term situation to teach you how to do it better next time."

I thought about that for a minute. He walked over and sat down under a shade tree on a bench overlooking his lake. He patted the bench beside him and said "Have a seat." I walked over and sat down beside him. I looked around this idyllic setting and dreamed that one day I might have a place half as nice as this.

He looked out over the lake with the sun glistening and watched the geese swimming and the fish jumping and he said “When I was a boy we were very poor. I never envisioned I would one day own this property.” He leaned back on the bench and sighed. “But a teacher of mine told me that I could achieve anything I wanted, if I was willing to put in the necessary effort. I trusted that teacher and believed him. I put that statement to the test. I figured that God gave us all talents and skills, including me. I just needed to find out what mine are and develop them. I found that if I set a goal and worked toward that goal every day I could reach it.”

He looked at me and said “The same thing is true for you! You find the things you are good at and work to improve them even more or find something you want to be good at and begin working toward that! Set a goal, find the things you need to do to reach the goal and get to work. I guarantee you will stop failing and start winning!”

He stood up and walked down to the waters edge. He picked up a small stone and skipped it into the water. He said “My goal was to own a home of my own for my family and have it paid off and debt-free. I went to work with singular focus and achieved that goal and kept building from there.” He turned and faced me and said “How much money your parents had has no bearing on your potential, you must find or develop your own talents and get to work. I am sure there are many things you are or will be great at!”

He walked back to me and put his hand on my shoulder. “The winners I know, never make excuses and never whine about their lot in life! They get to work and change their lot in life!” He smiled and whacked me on the back and we walked back up the hill to his home. From that day forward I looked at life differently. I no longer felt left behind. I knew I needed to find my skills and my talents, develop them and start using them.

I trusted him, took what he had to say to heart and I did just that.....

## The Lucky Few

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**M**any believe that some people are just born with talents and abilities and some people are not!

Those that are born into wealthy families, or are born with great intelligence, or are exceedingly handsome or beautiful, or have a great, friendly personality, or have artistic or musical talent or mechanical ability are just lucky! Those that are not born into wealth or do not possess these abilities, traits or talents are unlucky and are doomed to a difficult life of failure!

Those people that truly believe this, typically are those that are not endowed with these obvious great talents, traits or abilities and over time become negative and live out their lives bitter and disillusioned, blaming their lack of success on the bad hand they were dealt by life.

**However, this could not be further from the truth!**

I have known many people who have been born into wealth, or endowed with great intellect, a great personality, musical talent and many with great athletic ability but never achieved any level of success due to laziness, bad choices, pessimism, procrastination, drug or alcohol abuse or other excesses or distractions. I am sure you know of some people like that, as well. Being born with these positive traits and abilities is no guarantee of success!

**Each person has the opportunity and the ability to learn and to improve themselves!**

Even if they have no obvious ability or talent they can find and develop the needed abilities and talents by their sure force of will! Each person has the opportunity to improve themselves, to learn and to grow! They can also fail, learn from that failure and try again.

**There is no limit on how many times a person can start over and try again!**

Each person must set their own goals and aspirations and work toward them. They must commit themselves to learn what is necessary, continually improve themselves and to complete whatever tasks are necessary to reach those goals.

The timelines for success are different for everyone!

Some succeed after only 1 year or 5 years or less! Some may take 15 years! Some may take 40 years or longer to finally succeed! But at the end of the day does it really matter?

I finally reached my goal of semi-retirement at the age of 52 after only 36 years of labor. Does that mean I shouldn't be happy because it took so long? Absolutely not!

I was thrilled because I made it!

I enjoyed my work and the journey to get there!

Yeh, it would have been great to semi-retire at 34, but that wasn't in the cards for me. It may be for you and if it does happen I'll be thrilled for you! The point of this is, reaching your goal is the important thing, it doesn't matter when you get there, as long as you get there!

**Success is not reserved for the lucky few! Success is available to all who strive to reach it, who are willing to learn and improve their skills, who put in place the correct habits and those who refuse to give up and quit!**

**I have found the following statement to be largely true!**

*“A students become teachers and professors, while B students go to work for C students.”*

While this statement is not absolute, I have witnessed it being correct many times. I have seen many below average students, that a high school counselor might assume would never have success, wind up to be very successful in their own business.

(I am living proof of that!)

What I am saying is this:

If you are born with many talents and abilities or you have been born into a wealthy family, good for you! You have a much better opportunity to achieve success, but you still must improve yourself and refine your talent and abilities and refuse to give up until you reach your goals!

If you were not born into a wealthy family or you do not have certain skills, abilities or talents, do not be dismayed. You can develop the needed skills and abilities and you can still develop the mindset to never give up and never quit!

So where you start does not matter! The only thing that matters is where you end up.

**Rule #1: Never assume that success is destined only for someone else. Success is destined for you, but you have to learn new skills, improve yourself and earn it!**

## Expanding Your Comfort Zone

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Everyone has a comfort zone. This is the area of life where we can operate in comfort. Some people have a small comfort zone, while others have a huge comfort zone. Comfort zones are comprised of things we do, that we do with ease and no mental stress. Things that bring us stress are outside of our comfort zone. Things like public speaking are outside most people's comfort zone. Things like meeting new people are outside of some people's comfort zone. For some people handling a snake would be outside their comfort zone. Everyone is different so no two comfort zones are the same.

**This is a part of the personal growth and improvement I spoke of earlier!**

In order to build my business I had to challenge my comfort zone daily. When I started my comfort zone was very small. As I stated earlier I was very uncomfortable in large crowds. I avoided parties, weddings and other large gatherings. I am an introvert by nature. My parents were introverts and did not socialize during my childhood.

I am a task-driven introvert who would generally be more suited to factory work or some type of repetitive task without much interaction with the public. (As I was told by an expert after taking a personality profile.) However, I made the decision to work with constant interaction with the public and constantly push my comfort zone.

To operate my business, I needed to meet new people and interact with customers constantly. I needed to speak to my employees as a group at least weekly. (It started small with only 2-3 guys, but by the end we had 35-40 people in the room.) I needed to make TV and radio appearances, so I had

to overcome my fears and go do it. I needed to push myself to do uncomfortable things in an effort to overcome my fears and expand my abilities.

I remember when I first became aware that I needed to grow and change to reach my potential.

I was scared to death!

Change is difficult! It was far easier to keep doing the comfortable thing I was doing. But those comfortable things would never get me where I wanted to be!

Change was difficult, but necessary!

Don't allow yourself to get bogged down by fear and begin procrastination. This is the time for courage!

**Courage is not the absence of fear! Courage is doing what is needed in spite of the fear!**

I found that our minds are just like a muscle, the more you work it the bigger and stronger it gets. The more you challenge it to do things it fears, by doing those things over time, your mind overcomes the fear!

I was asked to serve as President of my local chapter of the Lions Club. Our chapter had about 30 members and I would have to run our meetings and speak in front of them twice per month. I was nervous about it, but I knew I needed to do it!

I desperately wanted and needed to overcome this fear.

I agreed to do it. This helped me greatly in overcoming my fear of public speaking.

This also helped with my fear of appearing on the radio and TV.

Whenever I was invited to do either I said "Yes!" without hesitation.

Every time I did it, I got more and more comfortable with it and actually found ways to keep the interviews on track. (I would make out a list of 4-5 questions for the interviewer to ask me, so I could better control the flow of the interview and make sure I knew the answers to questions I was asked.)

When I started my comfort zone was tiny, but by the end I had stretched it beyond my wildest dreams. I have spoken in front of crowds of hundreds of people, I once introduced the Governor of Tennessee to a large crowd of over 500 people! I have made hundreds of radio and TV appearances and actually have become pretty good at it.

My competitors were too afraid to do it and they got left behind. (They let fear win!) When I sold my company I dominated my market. I became the local pest control expert! I was the go to guy! I highly recommend that you do that too!

Think about your current comfort zone and begin to challenge it. The more you challenge it, the easier it will become and the more you and it will grow. After a while, you will not dread it at all. You will be surprised how easy it is to overcome your fears!

If you have already mastered this and have a large comfort zone, then you have one less thing to work on.

**Rule #2: Attack and challenge that which you fear the most, and it will become your greatest strength!**

## Self Discipline

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One of the largest obstacles that you will ever face is this. To be successful you have to master the ability to do the things that you need to do every day to reach your goals, even though you don't want to do them.

Those tasks are different for everyone.

It can be something like getting up early in the morning. (On a cold winter morning, everyone would prefer to stay in that warm bed.) However, to be successful you need to get up at 6:00am and jump in the shower and be at a customer's place of business at 7:00am. Will you consistently do it?

It could be confronting a person or situation that is detrimental to your business. Will you consistently do it?

It could be studying on your own time to master a skill that will lead to a promotion at your work. Will you consistently do it?

It could be working out or running daily to build stamina. Will you consistently do it?

It could be reading or studying to improve your mind. Will you consistently do it?

It could be spending less time on your phone, less time chasing the opposite sex or reducing your consumption of alcohol. Will you consistently do it?

My youngest son was a great high school baseball pitcher. He wanted to continue playing baseball in college, but he only threw around 85mph. This worked great in high school but in college he needed to be around 90mph or

higher. His coach “redshirted” him his freshman year. (This means he was on the team and practiced but did not play, so he wouldn't lose a year of eligibility.)

His coach gave him a daily throwing program and a daily workout routine to increase his strength, endurance and pitching velocity in 6 months. This included leg workouts, running sprints, flexibility and mobility exercises, all things that he hated!

My son had one of 3 choices.

**Choice 1:** Find the time and commit the energy daily to give his maximum effort to reach this goal.

**Choice 2:** Work at it sporadically with minimal effort and come up short.

**Choice 3:** Just give up, never make an effort and quit.

He picked Choice 1 and made the decision to put in the hard work!

He got up an hour earlier and met a team mate at the baseball field and they threw together. They worked out together doing deadlifts, squats, split squats, ran sprints and pushed each other. They both wanted to improve their strength and increase their velocity and they competed with one another.

They would use a radar gun to clock each other's progress weekly. If one made a gain in velocity the other would work harder the following week to catch him.

After 6 months of hard effort they both had improved their velocity to over 90mph.

Needless to say, I am looking forward to this upcoming baseball season!

Depending on your goals there are certain things you must do on a daily basis to achieve success! Some of these things will be uncomfortable, some will be difficult, some will be boring and tedious.

The successful people get them done no matter what!

There are also things we should not do, if we want to be successful. Again, these things can vary greatly depending on your goal.

If you want to run a marathon you cannot eat unhealthy foods!

If you want to be on the Dean's List you cannot spend all of your free time playing video games or doomscrolling on your phone.

So to be concise, you must be willing to do the things you know you need to do, even though you don't want to do them and you must avoid doing the things that you should not do, even though you want to do them. It is very simple, but also very difficult and takes thought, planning, commitment and self-discipline.

To out perform my competitors I had to wake up earlier, get to the office earlier, attend chamber of commerce meetings, attend networking meetings and push myself to get more done by noon than my competitors got done all day. I didn't particularly want to do this everyday, but I knew that I needed to do it, my family needed me to do it and I wanted success, so I did it.

I am an introvert by nature and did not want to attend networking meetings or Chamber of Commerce meetings. However, to reach my goal I needed to do both. So I forced myself to go, even though I was uncomfortable and didn't want to. After a short period of time I began to get to know the people in the membership and became more comfortable with them and actually became friends with many of them. I stopped dreading the meetings and over time I actually enjoyed going and I did gain quite a few new customers.

Within 5 years, I was pulling ahead of my main competitors because I worked harder, worked smarter and longer than they did.

You must discipline yourself to get the things done you need to do and to avoid the things that will hold you back.

## Social Media

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**S**ocial media can be positive or negative depending on how you manage it. It can be a great place to advertise your business. But it can also be a huge distraction for many people who have bigger goals.

There are some very good educational videos that can be viewed on Youtube and some other sites, but you need to be very careful to avoid it consuming too much of your time. These sites are designed to capture your attention by sending you more videos or other content that you will watch and keep you online as long as possible. This can turn a 5 minute video viewing into a 30-45 minute (or longer) social media session.

It has even happened to me!

This can be a huge distraction and a waste of your time. You need to be focused and spend your time on the things that will build your business and lead to your success.

You can go to the settings on your phone and go to “Screen Time” and it will reveal to you how much time you spend each day, on average. It is broken down further by which sites you visit and how much time you spend on each. (Some of these may be work related such as Google maps for directions or text and emails.) It is amazing how quickly 5 minutes here and 10 minutes there will add up. I challenge you to go to your settings and take a look. You may get a surprise!)

I had a technician that was not as productive as I would like him to be. I noticed on my GPS report that he spent an unusual amount of time parked in church and commercial parking lots. I called him in for a meeting and asked him about it. He at first denied it, but my GPS report proved otherwise.

I asked him “Exactly what are you doing while you idle there?” He admitted that he was looking at his phone. I asked him to pull out his phone and go to his settings and take a look at his screen time. He was surprised to see that he averaged 7 hours and 41 minutes per day on screen time. I knew he had a wife and 2 kids, so I asked him “Do you look at your phone much in the evening?” He answered “No, I stay pretty busy with the family.” As he said this the realization of what that meant came across his face. He was spending a big part of his work day, for which I was paying him, on his phone, wasting time. It turned out he was watching Instagram videos, Facebook reels and playing “Candy Crush.”

I told him that moving forward I would be watching him more closely. I did not want to see him sitting in any parking lots for more than 5 minutes and that was just long enough to run in and use the restroom or purchase food or drink. I did watch him more closely and he did eliminate all these long parking sessions. He also completed 2 more work orders per day, on average.

2 weeks later I asked him back in to discuss the issue. I congratulated him on making the correction and asked him to once again take a look at his screen time. He proudly showed me his daily average had been reduced to 2 hours and 17 minutes. This may still seem like a lot, however as I stated earlier, the phone measures all screen time including using maps, responding to text messages and emails and other apps that may be required for the performance of the job. So some screen time is normal and necessary, however more than 2-3 hours per day is typically indicative of wasting valuable time.

His daily productivity also improved which is the most important part. So be vigilant over how you and your employees spend your time! Get in the habit of monitoring your daily screen time! Keep it at or under 2 hours per day and keep your non-essential screen time to an absolute minimum.

Keep in mind, time is your most important commodity. You can always earn more money, but wasted time is gone and lost forever! You can't ever get it back or be able to earn more!

**Rule #3: Take advantage of each day you are given! Plan and use the time contained in each day to its fullest!**

## Goals versus Actions

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Goals are extremely important to achieving success. However, there is one thing that is more important than a goal and that is action! Your well thought out and planned action or actions will take you to your goal!

I learned many years ago to start at the end goal and think backward to find the needed actions to get there.

If I want to sell 52 termite treatments per year, I must sell 1 termite treatment per week. I cannot control how many people will purchase a termite treatment from me, but I can control how many homes I inspect.

I know from past experience that if I inspect 10 homes, on average 4 will have some sort of termite, moisture or fungus issue. Of those 4 homes - 2 will purchase some sort of treatment or corrective measure. So based on that, to sell 1 treatment per week I need to inspect at least 5 homes per week. (If I inspect more than 5 my odds of success increase!)

My plan of action will be to inspect 5 homes per week or 260 homes per year.

My focus will not be to sell 52 treatments or to inspect 260 homes per year! That is too big and daunting!

I will instead narrow my focus to 1, maybe 2 homes per day. That effort will lead to 5 or more homes per week being inspected, and that effort will lead to my inspecting 260 homes per year! That will lead to my finding 104 with issues requiring a treatment or other corrective measure. I will then quote those services and at least 52 will purchase a treatment or other control measure from me. (Probably more !)

You see, my action (inspecting homes) will lead me to my goal! (52 sales)

If you need to sell 10 quarterly pest control agreements per week to get your business off the ground and you know you need to contact 150 people per week to do it. (Again that may seem like a daunting number.)

You need to speak with or meet 30 people per day. That's 15 people before lunch and 15 people after lunch or 3-4 people per hour - each day.

You can network, you can go to lunch and be friendly, you can meet people at the gas station, you can ring doorbells in neighborhoods and use door hangers. You can speak with your customers and ask for introductions or referrals to their neighbors.

You must focus on the here and now! Who can I meet and offer my card to right now? By doing this small action every hour you will be surprised how easily you can contact 150 people per week or 7,800 people per year. It is much easier to look at it as 30 people per day - 15 people before lunch - 15 people after lunch - 3-4 people per hour.

Keep in mind, as with everything else in life the more you do it, the better you will get at it! Your numbers will improve and you will make more sales with less effort!

*(It is doable because I have done it for many consecutive years!)*

When you follow this process daily you will meet and make contact with 7,800 people in one year most likely more and 520 will become your customer right away, with many more to follow.

During this process your actions are planting seeds! These seeds will germinate and grow! Some immediately, some months later, some years later.

Your action is contacting people - not trying to sell anything! Just meeting people and building relationships. Which is actually like planting seeds! In any garden the more seeds you plant the more seeds will germinate and grow.

Plant just a few, you will harvest just a few! Plant a lot and you will harvest a lot!

**Goals are necessary but without the appropriate daily action they are useless!**

## Dream Building

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**T**o be successful there are certain things you must do daily. These are typically not fun things. To be a successful termite salesman you must crawl under and inspect a lot of homes! (This is not most people's idea of fun!) However, if you make it a priority to get these inspections scheduled and completed you can guarantee your own success. (I certainly did!)

But to mentally be able to do this, even when the sales are not coming, you must have a “WHY”

This “WHY” is different for everyone. You need to determine why you want a high income. What will you do with it? Will you improve your family's standard of living? Will your spouse be able to come home and stop working? Will you be able to help the less fortunate in your community?

Why do you want a large company?

For the status of it?

For the respect that you will have in your community?

To be able to help individuals by giving them a job and teaching them new skills?

To have the ability to create jobs?

Personally, I wanted to be able to go into an auto dealership and buy the vehicle of my choice and write them a check. I didn't want to have to deal with financing. I also didn't want to have to settle for anything less than exactly what I wanted.

In the past, I had to settle for what I could afford, not what I wanted! But not anymore! Now I get exactly what I want and I pay cash!

Another part of my reason “Why” was I wanted my wife to be able to stop working an outside job and be able to stay at home and take care of our kids and our home and not struggle financially while doing so. We were able to achieve that goal in 2006.

Your “Why” is probably much different than mine but these are just a few examples. Take your family on a ski trip!

Take your family on a European vacation! Take your family on a Caribbean Cruise! Buy some land and have a place to ride go-carts, trail bikes and camp out.

Own a second home!

Your “WHY” is the reason you get up early every morning! The reason you go out on cold winter days and hot summer days and push forward. It is the reason you learn new skills, improve yourself and expand your comfort zone and it is the reason you refuse to quit!

In short, your “WHY” is extremely important in your journey to success!

Once you have established your “WHY” you begin to mentally build your dream.

Every skyscraper in New York City began as a thought in someone’s mind. He or she then had to think it through and hire an architect to design it in his or her mind and then put it on paper. Then he had to revise it and change it as problems developed. Then he had to mentally develop the material list that it would take to construct it. Then he had to find a piece of property to place it on. He then had to make sure the soil could support the weight of the structure. Years of thought and planning went into this building before they ever broke ground to begin construction. Then years of work and revisions and more work would follow until it was complete.

The same will be true of your business. You need to dream of what it will be like when you hit 1 Million Dollars in annual sales! How will your life

change? How will your family feel? How will your community view you? How will it feel to have financial security?

You must envision the completed project before you can ever attain it! Dream of the car or truck you will purchase when you get there. Dream of the home you will live in when you get there! Dream of the office you will build or purchase. Dream of the trips you will take when you get there and the places you will see! Dream of the people you will be able to help!

How about that family that is struggling and needs \$9,280.00 to keep from losing their home. You can send them an anonymous cashier's check to save the day!

How about the single mom you heard about, who had her car break down and needed a new transmission that she cannot afford. You can call the dealership and anonymously pay for it, so she will have safe, dependable transportation for her and her kids!

How about the server at your restaurant who always does a great job! You are able to leave him or her a hundred dollar bill that you will never miss!

How about the family who just found out that dad has cancer. You can anonymously donate monthly until he is better, to assist with their household expenses.

How about the single mom at your church, whose air conditioner went down in the middle of July and she and her kids are suffering. You can send your HVAC guy out to repair or replace the unit and anonymously pay for it.

How about the young couple that is \$2,700.00 short on the downpayment for their starter home? You can anonymously give them the money they need.

Dream big and 1 Million will just be the first goal on a much larger journey!

Also, it is important to understand that the journey from where you are to where you are going is equally enjoyable! Don't just wait until you arrive to take a look around. Enjoy the small victories and incremental goals along the way.

Will it be easy all the way through? No!

Will it be worth it when you get there? Absolutely, Yes!

**Rule #4: Determine your reason “Why” as soon as possible and keep it in the forefront of your mind everyday!**

**If you are ever discouraged, remember your “Why!”**

## You Are The Driving Force!

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**B**uilding a successful business is like pushing a snowball up a hill. The farther you push it up the hill the larger and heavier it gets. It becomes more difficult to push, but you must keep pushing until you get to the top or it will roll back over you. However, once you get it to the top you can easily roll over to the other side and it takes off downhill and will get huge.

Unfortunately, many business owners fail to keep pushing. They think they can push it so far and then they can hire an employee or two and they will push it the rest of the way.

### **They will not!**

You must keep pushing with them. They will help, but you must keep them on task and set the standard. Some business owners think the employees will take over and run with it while the owner goes fishing or pursues some other leisure activity.

Trust me on this, no one will work as hard as you will! (The person with the most to lose.) If you are not there working, keeping everyone on task, the employees won't be working very hard either.

You may have great employees, but they have no interest in making you wealthy. They don't mind working with you, but they don't want to work for you, while you disappear. If they are capable of running your business, they will most likely quit and start their own business and compete against you.

The owner of the business must always be pushing for growth! Experimenting, trying new things, training, coaching, and encouraging others to excel. He/she must set the example for those they lead.

- You arrive late, they will arrive late.
- You go home early; they will go home early.
- You cut corners; your employees will cut corners.

### **The hardest working person in your company must be you!**

I knew two brothers that owned competing auto sales businesses. One was very successful while the other was only moderately successful. I was speaking with the more successful brother and this topic came up. He stated that his wife was very supportive of his business and she took care of the children and the household. She knew that he needed to devote the majority of his time to operating the business and managing his employees. He would earn the income for the home and she would manage the home. They were a great team and together had a lot of success.

He then told me that his brother had a wife that wanted him home by 5:00pm everyday for dinner. She did not allow him to work on weekends and she insisted he take days off to spend with her on a regular basis. He mentioned that at a family gathering, she stated that he was lucky that his business was doing so much better than theirs.

He quickly informed her that there was no luck involved.

He stated “My wife understands most car deals are closed after 5:00pm when people are off work and I need to be there to make sure they are closed. She also knows that a lot of deals are closed on Saturdays. She lets me do what I need to do to be successful in business, while you pull your husband away at the very time he needs to be there. You think that your sales team will build your business, but they won’t. Your husband needs to be there to make sure it happens or it will not happen!” A hush fell over the room, but his point was made. You cannot negotiate with success! The price is not negotiable and it must be paid in full, before the prize is won!

The price of success is also different for everyone. I cannot tell you exactly how long it will take you, because I do not know how much effort you will put in. I do not know your current skill level. I don't know your level of determination.

However, the simple truth is that success is available to everyone who will learn the things they need to learn, develop the skills that are needed,

develop the work ethic that is required and stay with it as long as needed and refuse to quit no matter what!

There may be many things that you do well with only a few things that need improvement. If you apply yourself you can achieve success quickly. If you have many areas that need improvement (like I did) it may take a little longer. Success will take place once you are ready for it, by building the necessary skills to make it happen.

**Never forget; Success is not accidental! It is always a planned event!**

As you start your company, you must also start the work pattern that you want continued as your roles change.

Please understand that you cannot compress success into a neat little package. Some naive people think that they can build a successful termite and pest control business in a 40-hour work week, wearing a white, pressed shirt and never getting dirty. Start at 8:00 am and go home at 5:00 and all will fall into place. In my situation it did not work that way. I worked past 5:00pm many times and on Saturdays quite often. Many customers find the pest problems at inconvenient times (evenings and weekends) and I found that if I respond first I would get the business most of the time and I almost always went home tired and dirty. (At least in the early years.)

You must set the annual growth goals and determine the daily habits to get you there, put in the daily work and hold your employees accountable to do the same. Every successful business has a driving force behind it. **That driving force must be you!**

**Rule #5: You cannot hire someone to build your business and make you successful! That responsibility is yours alone. Employees will help, but you must lead from the front!**

# You Must Have a Positive Attitude (or find one quickly!)

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One of the most important things you need to be successful in any business or just about anything in life is a positive attitude. I have spent a lot of time working on my attitude to get it right!

*Famous Quotes From Highly Successful People*

One way I have done this is to study successful people from history. Some of them had great quotes that sincerely motivated me!

I will share a few with you now, but I ask that you read them and think about them. Don't just let them pass through without fully contemplating what they are saying. These are all very successful people and their attitudes are one of the driving forces for their success!

*"A man that is good at making excuses, is rarely good for anything else!"*

Benjamin Franklin 1767

Think about what he is saying. A person who always has a reason ready to explain why they failed to complete a task. This seems to be the thing they are good at. Do successful people make excuses? No. They don't need to.

Unsuccessful people make excuses. Some of these people are unsuccessful so often that they become masters of the excuse. They are so good at it, they believe their own excuses.

Nothing is ever their fault!

Their failure is always caused by someone or something else. Because it is beyond their control, in their mind there is nothing they can do about it. They will continue to fail!

**Losers make excuses! Winners never need to make an excuse, they just won.**

### **If You Fail, Let It Be Your Fault!**

Never make an excuse! Search for the real cause of your failure and correct it!

You cannot control other people's actions. You cannot control the weather. You cannot control most other aspects of life. If one of these things is causing your lack of success there's nothing you can do to change it.

There is one thing in this universe you can control.

That one thing is you!

If it is your fault, you can learn from it, correct it and prevent it from ever occurring again.

If you convince yourself that the cause of your failure is someone or something else, it is beyond your control and you are eternally doomed to failure!

So if and when you fail, always assume it is 100% your fault. Look for something you could've or should've done better. Look for a mistake you made that you could correct in the future. When you let the failure be your fault, you can always correct the problem and assure it doesn't happen again.

### **Rule #6: When you fail, let it be your fault!**

*"I believe that opportunity presents itself to everyone on an almost daily basis! Unfortunately, most people fail to recognize it because it comes dressed in overalls, disguised as work! Success is 1% inspiration and 99% perspiration."*

Thomas Edison - 1897

Most people go through life with a negative attitude. When an opportunity comes along they don't even see it!

Even if they see it they talk themselves out of it. "That might be good for someone else, but that will never work for me!"

Many people look for the get rich quick scheme, because they feel it is fast, easy and doesn't require much time to get the riches they want. When they see a business opportunity that will take multiple years of hard work to get wealthy, they take a hard pass!

What Mr. Edison has to say is 100% correct! Opportunities are everywhere!

Those with a positive outlook and a strong work ethic will recognize and find them and take full advantage. A man asked me many years ago when I was in my 20's. "If I guaranteed you that if you worked hard for 30 years and that you would become a multi-millionaire by the time you are 60, would you do it?" I hesitated with my answer because 30 years seemed like a really long time and I wanted to be wealthy right now. He said "So you would rather be a broke 60 year old?"

Wealth is a good thing at whatever age it happens, so find the opportunity and get started and get it done!

*The man who thinks he can, and the man who thinks he cannot....  
are both right!*

Henry Ford - 1922

If you believe you can achieve a goal, you will get started on it, you will push hard to achieve it and you won't give up until you get there. You will have a much better chance of reaching it and being successful.

If you don't believe you can achieve a goal, it really never becomes a goal. You never get started on it or you procrastinate. If you ever get started you give a half-hearted effort. You give up before you ever get started.

Belief is the most important part of any goal!

The human mind is incredibly strong! It has taken mankind to remarkable places. The human mind has made remarkable discoveries and inventions but only the positive thinkers have done this! The negative thinkers produce nothing, achieve nothing and do very little in life.

The man who thinks he can, will get it done! The man who thinks he cannot, will do nothing!

The most important step on any journey, is the first step! You must get started! If you don't believe you can complete the journey you will never get started.

**You must see yourself with the victory and believe you will be successful before you can ever achieve it!**

*"It is painful to fail, but it is far worse to live your life in that gray twilight that knows neither victory nor defeat!"*

Theodore Roosevelt - 1907

So many people are afraid to fail! So much so, they never take a chance.

They never fail, but they also never succeed!

They live their life never venturing out. They get a mundane job and go to it every day, because it is safe and easy. They never look for a better paying, more challenging job, because they may get it and fail. They avoid additional responsibility, because it might be difficult and they may fail.

They never asked the pretty girl out for a date, for fear of rejection.

As a child they never tried out for the team for fear they would be cut! They never reached for more, so they would never experience the pain of failure.

However, they will also never experience the thrill of victory.

They will never have the excitement of hearing her saying "Yes!"

They will never have the thrill of making the team!

They will never experience the thrill of getting that new job, doing it well and getting a promotion!

They will never have the excitement and satisfaction of reaching a difficult goal, all because they never tried.

They live their life in that gray twilight.

You cannot build a million dollar business living in a gray twilight! You have to take some chances! You have to be willing to possibly fail!

But keep in mind. If you adopt the correct mindset and follow this plan you will not live in a “gray twilight” and you will not fail.

You are going to be a huge success under a bright blue sky!

## Positive Input

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**T**here is an old phrase “GIGO” which is an acronym for Garbage In = Garbage Out

As I mentioned earlier, in this universe you can only control 1 thing.

That 1 thing is.... you.

You can control what you eat and drink, what you read and listen to, what time you wake up in the morning and what time you go to bed at night. You control if you work out and exercise or if you choose not to. You can control if you constantly pursue learning new things or if you shift your mind into neutral and stop pursuing knowledge. You control the type of people you associate with.

You control the input and you will also control the output!

You must cautiously guard your attitude!

Hearing and/or reading or hanging out with negative people, makes your thoughts negative. However, inputting positive thoughts and hanging out with positive people who are going places, keeps you positive and makes all things possible.

I recommend the following books to either read or listen to.

**The Power of Positive Thinking** by Norman Vincent Peale

**Think and Grow Rich** by Napoleon Hill

**Seven Habits of Highly Effective People** by Steven Covey

**How to Win Friends and Influence People** by Dale Carnegie.

**As A Man Thinketh** by James Allen

**Reframe you Brain** by Scott Adams

All of these books have greatly helped me with personal growth and have improved my attitude and pushed me toward success.

## My Positive Attitude Story

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One day in 1994, I was driving down the road and saw a sign that read “Absolute Auction.” It had a photo and the address of the home for sale on the sign. I stopped and turned into the neighborhood and drove past the house. The house looked pretty nice and I wondered why it was being auctioned off in an absolute auction.

(Absolute Auction means that the property will be sold regardless of the price! A typical auction has to meet a minimum price or the property doesn't sell.)

Now, by this time in my life I was a positive thinker! As I mentioned earlier, I am a full believer in the concept “If that guy can do it, so can I!”

I have heard of people getting great deals in auctions, so as I drove past I saw an older gentleman in his yard across the street. I stopped and asked him about the house. He stated that the homeowner and builder had gotten into a disagreement and lawsuits had been filed. The homeowner had purchased another home and planned to sell that one and have the builder pay him damages for the difference. I asked the neighbor “So, no one lives there?” He said “No, they moved out about a month ago. The house has been empty since then.”

Being a positive thinker I got out and walked around it and checked it out. I saw a few small issues but nothing serious. I crawled under the crawl space and saw a few more small issues but again nothing too serious or expensive to fix. As a matter of fact I could make those repairs myself.

The neighbor, Mr. Brock walked over and asked if I found anything. I told him I did find a few things and he then told me everything that the

homeowner said was wrong with it. Again, a lot of cosmetic things with a few minor structural flaws that I could repair.

Mr. Brock stated “There is nothing really seriously wrong with the house, just 2 stubborn men refusing to compromise and settle the issue. They let their anger and pride get in the way!”

I went on my way, but I kept thinking about that house.

A few weeks went by and on the day of the auction I went out of curiosity, just to see who bought the home. When the auction started there were only 8-10 people there ( a very small crowd compared to most auctions) and several of them were just curious neighbors, not serious bidders. I estimated the house was worth \$95,000 to \$100,000.00. The bidding started and quickly stalled at \$47,000.00.

I thought to myself “If anyone is going to get a great deal on this house today, it's going to be me!”

I jumped into the bidding and went back and forth with 2 other bidders until they fell out and I bought the house for \$55,500.00.

There is only one small issue I failed to mention.....

I was 29 years old with two young daughters and did not have \$55,500.00. As a matter of fact, I had zero money in savings!

I wrote the auctioneer a bad check for \$10,000.00 and asked him to hold it for a day or so. I immediately started calling banks. The first 3 said flatly “NO!”

The fourth bank set up a meeting, but turned me down. I was running out of hope when I tried one last bank.

I called and stated the issue, but changed the way I presented it. I said I need to borrow \$55,500.00 using a house worth \$95,000.00 as collateral. The lady I spoke with said “I can't think of any reason we could not do that.”

I immediately drove over and completed the paperwork and within a few days I had a cashier's check to hand to the auctioneer.

Why do I tell you this story? To me it is a prime example of a positive attitude!

Many people drove by that sign, but kept going and never investigated further. Many people did inquire about the house, but out of fear of the unknown, they moved on from it. I asked Mr Brock how many people looked at the house and he said probably 40 - 50 people had been looking in the windows and walking around it. I asked him how many people spoke to him about the house. He said "Just 1 person!" as he pointed at me "You!"

Most of these people were afraid of that house! They felt something was wrong with it that they could not see. They had a negative mindset! They assumed the worst! They didn't understand the reason it was up for auction was anger and pride and not structural defect.

My positive attitude caused me to investigate.

My positive attitude caused me to ask questions.

My positive attitude caused me, even with no money, to bid on a home I could not afford, assuming it would all work out.

### **It did all work out!**

I lived in that home for 4 years, made the repairs that were needed and then sold it for \$114,000.00. I made a net profit of \$47,216.58 after all real estate commissions and other expenses were paid.

My positive attitude made me \$47,216.58 in one transaction.

By developing a positive attitude you will be able to see opportunities most people miss. You will pursue opportunities after others give up. You will find ways to make those opportunities work while others will find reasons to quit.

Positive thinkers move the world forward, while negative thinkers sit and watch it be moved, doubting it as it happens. Positive thinkers figure out ways to make things work, while negative thinkers look for reasons it can't work and give up and quit before they really give it a chance!

Positive thinkers create jobs for the negative thinkers!

**All of the major developments, discoveries and inventions in our world were created by positive thinkers!**

*Most of the people in this world are negative thinkers. Make sure you are not one of them!*

**Rule #7: Develop a positive attitude in all you do. Every part of your life will improve and you will be far happier and far more successful!**

## Procrastination

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**P**rocrastination is the enemy of success! Many people are procrastinators. They have great intentions, but never seem to get started! Any little thing that they need to do, they push back until later. They put it off either until later that day or until tomorrow or most likely, until never.

### **People who do this consistently, never have success!**

Most of the pest control company owners that I competed against were procrastinators. They were slow to return phone calls from potential customers. They were slow to get out and start new services for their customers. They adopted the attitude “I’ll get to it!” They were slow to respond to customer complaints! They were slow to see business trends change and make moves to change with them.

This worked perfectly for me. I am not a procrastinator. I followed the old axiom - “Never put off until tomorrow, that which you can do today.”

Even if I had to do it after 5:00, I still got it done so that I would have more time tomorrow to do that day's tasks.

You must look at it that way.

Get as much done as you can today so you have more time tomorrow for tomorrow’s work, then get it done.

The truth is, procrastinators don’t want to do very much. They put things off because they are basically lazy and don’t want to do it at all! They are easily distracted and have multiple projects going without finishing any of them. Then the next day they do the same, and the third day they do the

same, and at the end of the month, they will have completed far less work than the person who completes each day's work as it is presented to them.

Procrastinators are always making excuses, always pointing the fingers at others, and they will never achieve much in their working careers or their lives.

**Be careful about hiring a procrastinator!**

They will cost you money in the short term and the long run and many times their bad habits will rub off on others. If you find that you have hired a procrastinator, give them an ultimatum. Correct this trait immediately or turn in your gear.

**Establish the rule: Procrastination is not tolerated here!**

Most important of all, make sure you are not a procrastinator. I personally do not know any successful business owners who are. Again, procrastinators are always 2 to 3 steps behind their competition. Whenever I went head-to-head with a procrastinator, I won easily because I was always pushing to get the most done in a day and they were always putting off things to avoid the unpleasant tasks that are required of them.

Also, as I stated earlier, the people you lead will follow you. If you have good habits, they will slowly, with encouragement, emulate those. If you have bad work habits, they will readily follow and emulate those.

**You definitely do not want a company full of procrastinators!**

**Rule #8: Avoid procrastination at all costs!**

**If it needs to be done, the best time to get started is always ...right now!**

## Show Them Respect

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When I was a young boy about 5 years of age, I went to my mother and said to her “Mama, I know what I wanna be when I grow up!” She looked at me with her big green eyes and smiled as she said “What, Erik? What do you want to be when you grow up?” I said “Mama, I want to be a ..... garbage man!” My mom backed up and looked surprised and laughed slightly and said “Oh no, honey, you don’t want to be a garbage man! That is a difficult, stinky job. It doesn’t pay much and you will be outside in all kinds of weather. Oh, no,no,no you don’t want to be a garbage man!”

But she was wrong! I did want to be a garbage man!

A few days earlier, we had been driving through town and we were behind a garbage truck. I watched from the back seat as the big, burly garbage man stood on the little platform and held on as the truck careened through town. I watched him as he jumped down and picked up the big steel cans and dumped the contents onto the truck, with his big muscles flexing. That guy looked like a superhero to me and that looked like a fun job! I wanted to be a garbage man!

Well, my career took a different path and wound up in pest control, however to this day I still have a lot of respect and admiration for garbage men!

Now some of you may laugh, but think about it. If you don’t feel your garbage man is very important, you just let him skip you a couple of times. You will find out quickly just how important he is in your life!

To this day my wife and I still give our garbage men Christmas gifts. When we first moved into our home, my wife went out and spoke to our

garbage men and thought they were nice, polite young men and said “Next week when they come back, I want to give them each a Christmas gift.” I said “OK, that’s fine.”

My wife went down to the hardware store and bought a couple of little tool kits for about \$20.00 each.

Our garbage guys always come on Friday morning. Early that morning my wife had two neatly wrapped gifts, one in green, shiny paper and the other in red, shiny paper and gave them to me. She said “When the guys come I want you to give these to them.” I had my orders, so I waited around outside and I heard the garbage truck coming up over the hill and finally it came around the curve, worked their way around and came to a stop in front of my house.

I walked out toward the garbage truck as they were busy emptying the can and I said “Hey fellas, I have something for you.” I stepped out into the street and handed a gift to each fellow and said “Guys, we really appreciate the job that you do serving our community keeping our neighborhood neat and clean. You have a very important job and you do it well. I just wanted to give you these gifts and say Merry Christmas.”

Both of those boys looked at me as if they just had a Bigfoot sighting.

They looked at each other, then down at the gifts they held, then back at me, then back at each other. They both muttered “Thank you!” and jumped back in the truck and took off.

I drove down the hill to work and felt I had done my good deed for the day.

On the next Friday following Christmas, I was driving down the hill to work. Most mornings are uneventful. I pass the garbage truck as it comes up and I go down and neither notice one another. However, this morning it was much different as I drove down the hill. I saw the blue garbage truck coming up, but I heard the horn blow, and I saw both the young men with their arms out the window waving to me. They gave me the thumbs up. As I descended the hill, I thought “they must’ve really liked their gifts” I went on down to the office and got on with my day.

Typically when I get home from work on Friday afternoon, it was a part of my job to collect the garbage can and place it in its designated spot by the garage.

However, today it was different when I pulled in the driveway and noticed the garbage can was already returned to its designated spot. I went into the house and asked my wife if she had brought it in from the street and she said “No, the guys did it.”

I said “What guys? Who brought it back up?” my wife said “The garbage guys, they brought the can back up to the house.”

Over the next several years, our can was always in its designated spot. The young men working changed over time but the level of service did not.

Apparently garbage men talk to one another.

I noticed my neighbors cans were still on the street, tossed about but my can is always returned to its proper spot and is pristine. My wife and I have had the same can for about 20 years.

Now, I'm not saying that if you give your garbage men a Christmas gift they will take better care of your can.... but it's worth a try.

At first, I was extremely surprised. I got to thinking about this and determined that it probably was not the relatively inexpensive gifts that we had given them. I think that morning I gave those young men something far more valuable. Something they rarely if ever received.

I showed them some respect.

Isn't that what we all really want, just a little respect. A little respect for the job that we do, a little appreciation for the effort that we put in.

Some people may say “Aw, he's just a garbage man!

But he is not just a garbage man!

Something you must understand!

Whether it's the garbage man that keeps our community clean and sanitary, or the truck driver that brings the groceries to your store, or the clerk

at your drug store that helps you with your prescription or the young lady at your doctors office that sets your next appointment.

They are all somebody's son or somebody's daughter, somebody's husband or somebody's wife, someone's brother or sister or maybe even somebody's mom or somebody's dad.

But who they are, they are all Americans doing what they can do at this particular time in their life to provide for themselves and their families.... and serve their community. Their job may not pay a lot of money or have any prestige, but they get up every morning and do it anyway, for one simple reason. Because it's the right thing to do!

I'll tell you one thing they are not doing, they are not laying around waiting for the government or someone else to solve their problem. They are out there everyday pursuing the individual solution to their problem.

They are working a job!

I believe that makes them both worthy and deserving of our appreciation and more importantly, they are worthy and deserving of our respect!

Make it a habit to show all people respect regardless of their station in life!

You will see as I have, that these stations in life shift.

People that struggle financially today, will find wealth later in their lives. While some of today's high-rollers wind up in bankruptcy.

Show respect to everyone and it will serve you well!

# How to Move Yourself and Your Business To The Highest Level

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**I** read the following verse many years ago and after careful consideration, I understood the power of those words!  
I began to implement it daily, and it changed my life and helped fuel the growth of my business!

Read this through slowly and think about the meaning of each sentence and it can change your life as well!

Here it is:

**I am your constant companion...**

**I am your greatest helper or heaviest burden...**

**I will push you onward to success or drag you down to failure...**

**I am completely at your command...**

**Half the things you do you can turn over to me and I will be able to do them quickly and correctly...**

**I am easily managed – you must merely be firm with me...**

**Show me exactly how you want something done and after a few lessons I will do it automatically...**

**I am a servant of all great men, and of all failures...**

**All great men, I have made great. Those who are failures, I have made failures...**

**I am not a machine, though I work with all the precision of a machine plus the intelligence of a human...**

**You may run me for a profit or run me for ruin – it makes no difference to me...**

**Take me, train me, be firm with me, and I will place the world at your feet.**

**Be easy with me and I will destroy you...**

**Who am I?**

**I am HABIT!**

This is another passage I want you to read over and over again and think through.

Go back over it and analyze it line by line!

Print it and affix it to your bathroom mirror so you see it everyday!

Please do not read it and move on. This can greatly improve your life and your chance of having great success, if you think it over and fully understand the power you will have by implementing the correct habits in your daily life!

Most men never take advantage of this knowledge. They allow habits to drag them down to failure. You now have the knowledge to use good habits to take you to unimagined heights!

What will you do with it?

There are two men.

One sets the habit of getting up early, working out daily and getting to work 1 hour early to plan his day for maximum efficiency. He chooses not to drink alcohol and to eat only healthy, nutritious food.

The other man prefers to sleep in as late as possible, he does not work out at all and does not arrive at work early. He does drink alcohol daily and eats unhealthy foods.

After 10 years, the first man has built a successful company, he is highly competent at his profession due to repetition and is in excellent health. He is well respected in his community!

The second man has lost several jobs due to tardiness, missed time due to illness and poor job performance. This man has chronic medical conditions and has difficulty holding a job. His wife left him many years ago due to this inability or unwillingness to provide for his family. He is not respected in his community.

The difference between these two men are the habits they chose to create or avoid.

Some habits lead you to productive outcomes, while others lead you to destructive outcomes.

The good habits and bad habits are actually pretty easy to differentiate.

You must determine what habits will make you successful!

Start immediately implementing these habits!

What habits can lead toward your downfall?

Start immediately working to avoid or eliminate these habits!

**Rule #9: Determine the habits that will lead you to success! Implement them and follow them daily until you are on auto-pilot!  
Your success will be assured!**

## Failing To Plan, Is Planning To Fail!

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A very wise man once told me that “Life goes better when you have a plan.” I took that advice to heart and I began planning out my day the evening before. I was amazed at how much more I got accomplished. I learned not to allow little less important things to distract me from completing my most important tasks for that day.

I found that when I planned and reached for a certain goal, I may not reach the goal, but I moved much closer and made positive progress.

If you set a goal for 25 new quarterly pest control sales in a month. (Which may seem like a big goal for a startup company.) You simply break it down by the week and then by the day. ( $25 / 4 \text{ weeks} = 6.25 \text{ per week}$ )

$(6.25 \text{ sales per week} / 5 \text{ days} = 1.25 \text{ sales per day})$

So you will need to make 1 or 2 sales per day to reach this goal.

**This is an example of a simple plan.**

Some sales will come from networking, some will come from office calls from your advertising or referrals, some will come from your cloverleafing and knocking on doors. You must set the goals and then put in the daily activity to make it happen. You set the daily habit of activity and the success will come a little at a time.

If you make two sales in one day, keep moving and do it again the next day!

If you make 2 sales in one day, don't slow down, keep pushing!

If you make zero sales in a day, don't be discouraged. Push even harder and make up for it the next day. Never get discouraged! Always keep fighting!

Keep working the daily habits and your success is guaranteed!

## Normal = Average!

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If you do what everyone else does you're normal. There is nothing wrong with that, but you will have exactly what normal people have. The average personal income in the United States is \$45,140.00. This is average! If this is where you want to be, be average.

You will have an average business, nothing less, but nothing more.

Average people are good people! Nothing wrong with them, but they are average and I assume you don't want to be average!

In the United States, the average termite pest control business has 2.7 employees and has a gross revenue of around \$310,000 per year. After expenses the owner will net around \$60,000.00. (While this is not bad, it definitely will never make you wealthy.)

To have great success you must go above and beyond normal.

If you want to achieve great things you have to be above average and expend greater effort to be able to get there.

You must always be looking for ways to stand out above your competition and never be too lazy or lack the confidence to take action.

Keep in mind, if you do the same things as your competition you will always be like your competition.

## Eliminate The Possibility Of The “What If’s?”

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**H**ave you ever thought back over an event in your life and thought? “what if” I had done this or “what if” I had done that? Would things have turned out differently?

Things done differently would have definitely affected the outcome!

I learned many years ago when I had an opportunity presented to me, to pursue it as hard as I could and do everything in my power to make it work. Then if it failed, or if it didn’t work out at least I knew I had done my best. I had no reason to think. “What if?”

Many people at the end of their days look back over their life and have a long list of “What if’s?”

What if I had married someone else?

What if I had taken that other job?

What if I had started that business?

What if I had pushed harder in my business?

What if I had worked out a little harder?

What if I trained harder and practiced more?

What if I had put in more effort?

What if I had tried a little harder and stayed with it a little longer?

What if I hadn’t given up so easily when things got tough?

Many people have these questions as they look back over their life.

I am giving you some simple advice.

Make sure you're not one of them. When you start something, finish it. If it doesn't turn out the way you want, learn from it and start over!

Give your best effort in everything you do.

If you don't know how to do something, find somebody that does and seek their advice. If you feel you're failing at something, don't give up! Push harder, seek counsel and advice and make changes. Stop, adjust and start over again and again!

Just don't ever give up and quit.

Once your working days are over, you can look back with pride and say "I gave it my best effort, I never gave up and I never quit!"

## Definite Goal or Coasting Along

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**D**o you have a definite goal or are you coasting along? Most people live day-to-day and don't really have a long-term goal or major purpose in their life. They make major decisions as they are forced to by circumstance. They stay in dead end jobs until they are forced to make a change. They live in the same house and fail to properly maintain it, until they are forced to due to something breaking down.

I have known business owners that flounder for years, because what they are doing isn't working but making changes takes effort and costs money, so they continue down the same path. Coasting along through life is easy and most people do it. However, it never leads them to a good place where they really want to be.

In your business you need a definite goal or major purpose and you need to take positive steps toward that goal everyday. If you do that you are not coasting through life. You are taking definite steps toward the short-term and long-term goals you have set. That is the only way to achieve them! You must make a daily effort to move toward your goal no matter what.

# The Worst Possible Thing That Can Happen

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**M**any people constantly worry. They are afraid to venture out away from their comfortable life to try new things due to worry and fear of the unknown.

Many people live in fear of the worst possible thing. That “thing” is different for everyone.

It may be the death of a loved one. It may be divorce. It may be estrangement. It may be a financial loss.

Like I mentioned it is different for everyone, but two things are pretty constant.

Most of the time the worst possible thing doesn't ever happen!

If the worst possible thing does happen, it's never as bad as you imagined!

That has certainly been my experience.

A very financially successful fellow recently told me that during his working career he had been fired from 3 jobs. He said each time it happened he found a better paying job with more security and room for advancement and he learned new skills. He said that every time in his life something bad happened, it was quickly followed by something good.

He stated that if he had not been fired from his first job 30 years ago, he most likely would still be there, stuck in a rut

Life is like that, many times a painful thing happens to you that makes you move to something better.

It makes sense to think ahead “What will I do if this thing happens?” Then formulate a plan of action that you will carry out if it happens and then forget about it. There is no need to worry about it, because it is out of your control but you know what you will do if it does happen.

## Your Most Important Decision

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**Y**ou will make many choices and decisions in your life. Just about all of them will have important consequences down the road. By far the most important decision you will ever make will be who you marry and choose as your life partner.

The person you choose will either make your life happy and magnify all of your abilities and successes or make your life unhappy and limit your abilities and your success.

A great spouse will love you, assist you and work to make your life easier and better. This person will work alongside you to reach your common goals.

This person will be your cheerleader and give you confidence. This person will do whatever they can to assist you in reaching your goals and encourage you along the way.

The wrong spouse will make your life more difficult and refuse to assist and work alongside you. This person will detour you from your goals.

The right spouse will make you look forward to returning home at the end of your workday. The wrong spouse will make you dread your time at home.

The right spouse will make your home a warm, peaceful and pleasant place to be. The wrong spouse will turn your home into a battlefield.

When you marry the right person, he/she will always give you the benefit of the doubt, assume you have the best intentions and will always believe what you have to say. When you marry the wrong person, you will constantly find you are having to explain your actions and defend yourself against false accusations.

When you find the correct person, he/she will work alongside you to plan for the future, stick to the plan and help you accomplish your financial goals together.

If you marry the incorrect person, they will make promises they don't keep, they will spend money you don't have, and they will work their own agenda and never follow through on building a strong financial foundation.

It will be difficult if not impossible for anyone to build a successful business if they are married to the wrong person that refuses to cooperate.

Early in my working career, I was married to the wrong person and lived through all that. I was unable to gain any traction! When I saved money, it was quickly spent on things we did not need. Some payments were made late which hurt my credit rating. When it came to borrowing money for equipment and vehicles, I was turned down several times.

I went through a divorce and several years later married another young lady and this time things were much different.

When I was in the process of building my business, she was a very supportive wife and maintained a very peaceful home. She was taking care of our children, she was taking care of our home, she was working part-time in our business and running errands for me during the day. She made our home a very warm, loving, peaceful place to come home to in the evening. While I was out fighting my battles in the business world during the day, I always had a calm, restful place to come home to at the end of the day.

I was very fortunate to have a wife that was asking me what she could do to make things easier for me and help me.

If I had married the wrong person, she would never have offered to help me. As a matter of fact she would've done things to make building a business much more difficult. She would spend money on foolish things, when that money could've been used for advertising or equipment. She would create unnecessary debt that could lower my credit score and make it impossible to get a car loan to expand the company fleet.

Hopefully, you currently have a great marriage and a peaceful home that you look forward to returning to every evening. If you do not, I suggest you try some marital counseling to try to get that corrected.

You and your spouse must work together. Two people working together accomplish far more than double the amount one person could accomplish. Two people working together toward a common goal are impossible to stop!

Having lived through this myself, I can definitely give you some sage advice on how to proceed to get yourself into a better position, so you can build a successful business and have a happier life

## Limiting Stress

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**T**here is no dependable way to completely eliminate stress. But there are ways to reduce it and control it to a degree. As a young man, I was stressed in the morning trying to get ready and out the door and to the office on time. It seemed everything that could go wrong, did go wrong! I needed to be at my office by 8:00am so I awoke at 7:00 am and got in the shower and dealt with my kids and all the other things the early morning minefield had to offer. I decided one night that the next morning I was going to rise at 5:30am. My alarm went off and I got up. I made my coffee and checked my email. I shaved, jumped in the shower and got dressed. I was in no hurry and had plenty of time. I arrived at the office at 7:15 am and had time to plan out my day. I got more work done than any other workday in my life up to that point and had zero stress. I continued this practice over the next 30+ years and it still works today!

Find out what stresses you and work around it. Confront it head on! If there is a problem or issue in your business or in your life, don't ignore it and hope it goes away. Confront it and make it go away!

Find a way to reduce the time pressure, the money pressure or whatever pressure you are feeling. There is a way to reduce it and relieve the tension and the stress.

## You Don't Know ... What You Don't Know.

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**W**hen I was a young man, I thought I knew it all. I thought I had the world all figured out. I found later that it was a dangerous place to be. When you think you know it all you stop learning. You make decisions with incomplete information, but you don't know it. Because, you don't know what you don't know.

But when you have an open mind and you learn something new, you will think to yourself "I didn't know that."

A person who is uninformed or doesn't know very much, but is unaware that they don't know very much and they think that they know it all, can be a dangerous person. Mostly dangerous to themselves because they're gonna make a lot of uninformed, bad decisions.

Making an uninformed decision is almost always a bad decision.

My advice to you is always assume that you don't know everything. I am now 62 years of age and I know there are a lot more things that I do not know, than what I do know.

So if a decision comes my way on a topic, I am not 100% informed on, I get informed before I make any decisions.

Determine yourself to always be willing to learn more. Find experts and ask questions, read books on the topic, listen to podcasts from people that you know have true achievements to prove that they are experts. Don't listen to self proclaimed experts! Make sure they actually have the achievements making them an expert in the field.

Never be ashamed to admit that you don't know everything. When I was building my business, I admitted all the time that those that were more

successful than I knew something I did not know and I made it my mission to learn that very thing that they knew that I did not yet know.

Once I had the same knowledge as my competitor that was farther along than I, it was not very long until I was matching or surpassing them.

## Winners never Quit ... and Quitters never Win!

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**W**hen Thomas Edison went to work to create a practical electric light bulb, he knew he needed to create one that would produce enough light to illuminate a typical room and one that would last at least 90 days or longer.

The bulb would need to allow electricity to pass through a filament that would glow brightly enough to produce light but would also be durable enough to last without burning out. It also had to be cheap to produce.

Edison came up with his initial design and began to experiment with different materials to serve as the filament. He found some material that would glow brightly enough but would burn through within minutes. He would find some that would last for weeks but did not burn brightly enough. After approximately 18 months he had tried over 4,657 different materials until he found the one that finally worked.

He tried a carbon monofilament that glowed brightly and then let it go, giving off light. It lasted for a couple of hours, then a few days, then a few weeks and then after 6 weeks he knew he had the answer. This carbon monofilament lasted for over 3 months before it burned through.

What if he had given up after the 150th attempt?

What if he had given up after the 300th attempt?

What if he had given up and quit after the 1,000th attempt?

If Edison had given up humanity would never have the electric lightbulb or someone else more determined would have invented it.

When asked after how many attempts he would have given up, Edison replied “Never, I knew there was a material that would work, I merely had to find it.”

You see Edison was not born a technical genius. He developed technical knowledge and expertise over time, but the qualities he had from day one was a positive mindset, determination and a refusal to quit.

How many other people would have given up in frustration just before they reached success?

How many other people with a negative mindset would have never attempted it?

It happens so frequently that people give up and quit just before the victory occurs. Had they held on a little longer the victory would have been theirs!

**So keep in mind, winners never give up and quit!**

**Quitters never follow through and win!**

## The Law of Reciprocity

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**T**his is a theoretical idea that when you give someone a thing of value or a favor that the person that receives it will feel indebted to give you something of value or a favor in return.

I believe it is really much larger than that.

I believe that the Law of Reciprocity actually works like this. If you make it a habit to give to others, others will give to you. It may not be the same person that you helped. Your assistance may come from someone else totally unrelated. In this universe in which we live, the overall act of giving triggers more giving.

I have helped and done favors for many people and never expected anything in return. Many of these people remembered my act of kindness and did something for me. Not everyone can be relied upon to do that, but most fair minded people will.

In building your business, this is a valuable tool. As you show your customers that you are a giving, fair minded, honest person, many of these people will feel indebted to do you a favor. The best favor they can do you is refer you to a friend, neighbor, coworker, church member, or especially their family. (This is also a favor to the person they refer you to.)

Getting something in return is certainly not the reason you should be good to other people, but it is nice to know that as you are doing good for others, sooner or later, it will come back to you.

As I worked on my route, I would do small favors for my customers, especially my elderly customers. Not because I wanted anything in return, but because I saw a need and I knew I could help.

Little things like changing lightbulbs they couldn't reach, rolling their garbage can out to the street or back to their house. There was even one lady, who every year during the first week in December, I would carry her Christmas tree up from the basement, and assemble it for her so she could decorate it. I offered to do it one year and it became our annual tradition for over 10 years. The funny thing about that, without me ever asking her, she recommended me to many people from her church, from her family and her neighbors. Over time I could attribute 17 different customers to her recommendation. Again, that was not my motivation for helping her, but it certainly came back to me.

The law of reciprocity is real and you should put it to the test!

## Innovative Thinking

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When Henry Ford came out with the Model A, he sent out bid request sheets to a number of engine manufacturers so they could bid on building his engines for this new automobile. These bid sheets were very specific. Not only did it give all of the specifications for the engine. It also gave very detailed specifications for the crates in which they should be shipped.

This was a huge opportunity that could make the company winning the bid quite successful and the owners quite wealthy.

The bid sheets stated that the crates should be made of maple boards. The boards should be exactly  $57 \frac{3}{4}$  in length,  $3 \frac{1}{4}$  inches in width and  $1 \frac{1}{4}$  inches thick. The crates had to be held together with  $2 - 1 \frac{3}{4}$  inch screws made of stainless steel securing the end of each board using pre-drilled holes. The engine manufacturers felt this was very strange. However, they knew Mr. Ford was a little bit eccentric and they wanted this valuable contract, so the companies factored this in and turned in their bids.

A winning company was chosen and they went to work building the engines and making these crates. After several months the engines arrived at the Ford plant all in these custom made maple crates.

The Ford employees gathered around as the cars began rolling off the assembly lines, as the crates of engines were sitting there ready to be installed. Mr. Ford walked over with a screwdriver in his hand. He began to take a crate apart with the screwdriver. He put the screws in his pocket and took the first board from the crate.

He then walked over to the Model A, sitting on the assembly line, and dropped the maple board into the floorboard of the car. He then removed

the stainless steel screws from his pocket and screwed them into the pre-drilled holes on the frame of the car. The maple floorboards and the stainless steel screws fit perfectly.

Mr. Ford then turned to his lead assembler and said “That is how you do it. There will be enough boards on the crate containing each engine to finish out the floorboards on each car.”

Now this is innovative thinking!

Henry Ford knew that the engine manufacturers would do just about anything to land this huge, valuable contract so he used it to his advantage. He had the engine manufacturers find, measure, cut, drill and deliver a necessary part of the automobile. Sure they charged extra for these custom crates, but it would have cost Ford much more to have to purchase the wood, have employees measure and cut them to size and take time away from their normal duties.

His employees focused all their time on building the cars, getting them ready for the engines and floorboards to arrive.

Hopefully this will inspire you to think of new and better ways of doing things in your business. Innovative thinking blazes new trails and creates new methods, procedures and streamlines processes.

## Creative Problem Solving

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**I** recommend that you view every problem as a challenge that you will win. Don't dread it and resent the fact you have to deal with it. Look at it as a way to creatively solve the problem and make all involved parties happy.

Whatever the problem or issue is, don't get mad or frustrated. Look at it as a challenge! Find a way to permanently solve the problem. If it is a recurring problem, think about it creatively. Don't necessarily find an unusual way to solve it, look for a new and different way that you have not tried before.

I had a customer many years ago who was always difficult to schedule, he was grouchy when I was at his home performing his treatment and he complained a lot. I had a choice to make. Dread every service visit or find a way to win him over and change the way he treated me.

I choose to challenge myself to find a way to win him over and make him like me and become friends.

In the past, I had always been all business and never asked him any personal questions. On my next visit I asked him about his family. I discovered that I knew his granddaughter from high school. I also found out that his wife had experienced a stroke and lived in a nursing home. He went 3 times per day to feed and visit her. He also told me that she could no longer speak, so he couldn't have a conversation with her anymore.

I told him I was sorry to hear about his wife's condition and hoped she would recover.

The next time we called to schedule his service he was much easier to deal with. When I saw him he said he had asked his granddaughter about me and she had good things to say. She said we had been friends in high school!

He talked to me much more and... he didn't complain at all.

What a difference!

For the rest of the time I serviced his house he was one of my best customers, and I always look forward to talking with him. As it turned out, he had a very good reason for being a little grouchy, but finding that out made me see him differently and also him getting to know me better made him see me differently, as well.

Instead of avoiding him and possibly discontinuing his service, which I considered, I instead went about the opposite way. I tried to turn him into a friend, instead of remaining an adversary.

I am a firm believer that every problem has a solution.

If you think about it in a creative way, with an open mind and the willingness to try just about anything and refuse to give up and quit trying, that's when you will find the solution.

## The Termite and Pest Control Industry is a Fantastic Business!

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**D**id you wake up this morning fired up that you are in the termite and pest control business? If you did not, allow me to give you a few facts that will change your mind.

- The pest control industry is one of the least expensive businesses to start up! You only need minimal equipment, a service truck, start-up insurance and bonding and state and local licensing fees.
- The pest control industry is a “Noble” business! (Which means it is a business that provides a service of value to the customer for the money they spend. It is not a predatory type of business.) This industry protects public health and property. This is a service much needed by industry, the food supply chain and the general public! This industry protects property from expensive damage, protects citizens from deadly diseases and families from aggravating and potentially dangerous pest insects!
- The pest control industry is one of the few businesses in which you can build ongoing residual income! Sell 500 new monthly or quarterly PC customers this year and 92% will stay with you next year and beyond. Sell 500 more next year and the next ..... you get the picture! You can build generational wealth!
- The pest control industry is one of the most sought after businesses to be purchased by private equity! Private equity wants recurring revenue, that's what they get with this industry!
- The pest control industry has strong market stability making it recession-resistant! Even in down times people don't want to live with pest-insects and rodents!

- The pest control industry has high barriers to entry, which include licensing, training, state regulations, and technical expertise which limit competition and protect established firms.
- *(The average guy off the street cannot legally start up a pest control business!)*
- The pest control industry operates on a recurring revenue model which has ongoing service contracts and maintenance plans which provide predictable cash flow and customer retention.
- The pest control industry was rated by Forbes Magazine as one of the 5 quickest ways to become a millionaire! The others are owning an auto dealership, owning a real estate company, holding controlling interest in a bank or owning a dot.com startup.
- Private Equity Groups and the strategic acquirers will pay 3-4 times annual revenue for companies that are properly structured.
- \$1 million in annual revenue = \$3-4 million in value
- \$2 million in annual revenue = \$6-8 million in value
- \$3 million in annual revenue = \$9-\$12 million in value
- \$4 million in annual revenue = \$12-16 million in value, etc.

Obviously, being in the pest control industry is a unique opportunity and now you have a lot of reasons to be fired up!

**Rule #10: Take the opportunity you have in your hands seriously.....and you will become seriously wealthy!**

## Honesty Is The Best Policy

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I see it all the time in this business. Sales people using scare tactics to make sales that are greatly over priced! I see elderly ladies being scammed! I know of one very nice lady that had a raccoon problem in her attic. She called a large pest control company and they priced her over \$7,000.00 to exclude the raccoons and remove all of her “contaminated” insulation and blow in new insulation. We priced the job for \$1,752.00. The raccoons were confined to 1 small area, so we removed the contaminated insulation in that area and blew in new. (approximately 50 sq feet.) She was thrilled and sang our praises for years. At last count she has referred over 15 new customers to us, all because we were honest with her and treated her fairly. I could have charged her \$6,000.00 and that would have seemed like a good deal compared to \$7,000.00. But I charged her what the job was worth and didn't remove the good insulation just because I could. I see single moms being scammed! I see struggling families being scammed by dishonest sales people, in similar scenarios to the above story. These salespeople see it as a victory to take advantage of these people! I see it as an outrage! I took great pleasure in taking customers from them, saving them from being cheated and showing them how it feels to be treated with respect.

My father told me this next statement over 50 years ago and today his words are still ringing in my ears.

**“If you have to tell a lie to make a sale, don't make that sale!”**

I have followed that policy my entire career. I have never made a sale based on false information. I have never exaggerated a problem to close the deal. I told them exactly what I found and showed them photos.( I used to use a Polaroid camera with a flash bulb, before the camera phones came out.)

I am sure I missed a few sales that I could have closed, and I am sure I could have charged more than I charged many people.

***I built a strong company based on integrity!***

I have sold preventative termite treatments to many people, but they knew it was preventative. I told them I saw no sign of activity but convinced them the best time to have your home treated for termites is BEFORE you have them. They agreed. I always wanted my customers to feel good about hiring us to do the job. If I detected some reluctance, I backed off. I wanted them to feel good about their decision!

I have seen several dishonest people compete against me in my market. They come in by cutting my prices, just to steal a few customers. One hired away one of my technicians and began stealing customers. I know this because several loyal customers called and told me! "I'm just letting you know that I got a call from Jackson and he asked me to come over to use his pest control service. He said he would do it for \$70.00 instead of \$85.00, I am paying. I told him to forget it!"

These people will have some success but typically when things get tough they fold up and quit. They can only cheat and steal so much before it catches up to them. Their reputation will take a hit and the community will know they are dishonest and will steer clear of them.

I always slept well at night knowing I had nothing to dread and there was no dishonest action that may come back to bite me. My customers felt that I had treated them fairly and referred me to their friends and family and I treated them the same way. I am a christian and I believe in the golden rule "Do unto others as you would have them do unto you!"

This has served me well and I have always had a happy life and a successful business. I believe that the good Lord has blessed me because I have blessed others!

**Rule #11: Always do the right thing! Doing the right thing may not always be easy, but it will always be right!**

## And Now The Rest Of The Story

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**A**t the beginning of this manual I told you the story of my elderly friend that helped to change my attitude. He spoke with me on his manicured lawn alongside his 10.5 acre lake. Through the years he became a mentor to me and a great encourager. He passed away a few years ago and his wife and family lived in that home for several more years and I and my company continued to provide their pest control service.

Recently, the home and property came up for sale.

When I was a young man I loved that property and would have loved the opportunity to live there, but I knew that was out of reach and quite impossible.

***Well, fortunately circumstances change!***

I was fortunate enough to have the opportunity to purchase that property and actually paid cash for it! His wife and adult kids told me that they were so happy I was the person to buy it. They said that their dad thought very highly of me and they knew I would take good care of it.

That property is now my home and my family and I enjoy it very much. The geese are still flying and the fish are still jumping!

The day we had that encouraging conversation many years ago, I never dreamed I would one day own that property. That shows that big dreams can come true, even if the dream was, at that time, too big to imagine!

*(If I can do that, so can you!)*

## Jesus Saved Me!

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**T**his section will not necessarily determine your success in business. Actually, it is far more important! It will determine your ultimate destiny.

I know where I will go when this life is over! I know that Jesus is the son of God and he saved me from my sins here on earth. When my life on earth comes to an end he will welcome me into heaven.

He wants to do the same for you!

If you have not already asked him, just pray to God Almighty and say to him:

“God, I have sinned in my life and I am sorry! I want to be a better person. I will turn from my sins and ask that you forgive me. I believe that Jesus is your son and was sent to die for me, so that I can be forgiven and saved. Amen.”

Just ask that prayer and God will do the rest!

Then just one more thing you need to do, spread this message and tell others about Jesus and how they can change their heart and ask the same prayer.

At this point in my life, I have two primary goals.

1. Help you to create jobs and build a successful multi-million-dollar business!
2. To help as many people as I possibly can to make it to heaven!

I hope your attitude has now been adequately adjusted and that you now know that all things are possible if you have a positive attitude, a willingness

to learn, grow and improve and a refusal to give up and quit. With that mindset, you are guaranteed to accomplish all of your goals!