



Influence
Ecology

MAP STUDY PAPER 2

Welcome to your second Mechanics and Practice Study. This program is reserved for those members of Influence Ecology who have successfully completed the Fundamentals of Transaction program, or other prerequisite study, and participation is by invitation only.

This program is a study in the fundamental science and practice of transacting powerfully in the marketplace.

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THE MECHANICS AND PRACTICE PROGRAM – ORIENTATION AND METHODOLOGY

The concentration and focus of Mechanics and Practice is objective. That means that we intend to *adhere to reality by following certain rules of method, a method based on facts* and appropriate to the goals and intentions of the program. That being the case, you are well advised to prepare yourself now for inevitable breakdowns, agitations, and disappointments, as well as breakthroughs, excitement and surprising accomplishments that accompany the kind of study, work, concentration, focus and deliberate practice you are now undertaking. The design of the program will expose your most fundamental philosophies through reflection of your ethics, practices, and transactional behavior.

This program will only be valuable to you if you apply what you learn and do so deliberately. Unlike previous programs, application of what you are learning is difficult if not impossible to escape. If you apply yourself with ambition and with an attitude of willingness to learn what you must, you are guaranteed to come face to face with the philosophies, beliefs, notions, habits and practices that have kept your greatest and chief aims at bay. For those of you who apply yourself with courage and determination, and do so deliberately, you will complete this program able not only to articulate how to transact powerfully in the marketplace, but also armed to demonstrate and prove that you are already accomplishing it.

STUDY

If you have not committed yourself to the deliberate practice of study according to the recommendations we made in your first Study, please take some time to review the opening section of Study One, entitled 'Orientation to Influence Ecology Programs and Mechanics and Practice.'

Study Papers and the work associated with them vary a great deal from one study to the next.

Some Study Papers will include lengthy excerpts as well as exercises and additional reading, where others will simply serve as a study guide to lead you through books and other materials and worksheets.

STUDY WORKSHEETS

Study Papers will include Worksheets. Please download and save the Study Worksheets that accompany each Study and follow the *Submission Instructions* outlined in the Worksheet.

MATERIALS REQUIRED

We will inform you of any materials, books, or other purchases you will need to make in advance of assigning them for study. Materials you will need to acquire will be posted in **Bold Orange Print**.

The following books are required for this Study:

Focus by Al Ries

Influence – Science and Practice by Robert B. Cialdini (4th or 5th Edition)

The E-Myth (or) The E-Myth Revisited by Michael E. Gerber

The 22 Immutable Laws of Marketing – Violate Them at Your Own Risk by Al Ries and Jack Trout

The following papers are required for this Study. You can find the links to download these papers on the MAP Papers page of our web site:

Objectivity. Introduction to Objectivity (Part One): Reality and the Marketplace
Objectivity. Introduction to Objectivity (Part Two)

The following books will be required for your next Study. Please ensure that you have these materials prior to beginning Study Three.

Spark – The Revolutionary New Science of Exercise and The Brain by John Ratey,

Your Brain at Work – Strategies for Overcoming Distraction, Regaining Focus, and Working Smarter All Day Long by David Rock

DELIBERATE PRACTICE

Scientific evidence has shown the real key to world-class performance is linked to a kind of recurrent training that is designed to specifically improve performance and in turn requires that the practice is repeated ‘a lot’, accompanied by qualified and continuous feedback, highly demanding mentally and more often than not – not much fun. We call this specific style of training “Deliberate Practice.”¹

The more you practice, the better you get. *Practice perfects what you perfect in practice.*

Few people in business ever set out to deliberately practice their business skills in the same way they set out to learn a hobby or sport. A quality found in ambitious adults is deliberate study and practice. Ambitious adults hold the competitive advantage in the marketplace because they are prepared to act when most are prepared to react.²

In the previous Study we recommended that you set aside a specific time each day to do the work required of this program. The more consistent you become in holding a specific appointment with yourself to study each day, the more effective your study will become. You will learn in future Studies that the brain becomes conditioned to specific kinds of ‘work’ and (if you haven’t already) you will begin to notice your abilities and capacities improve the more consistent and deliberate you are in your schedule. You will notice your reading and comprehension improving. You will notice that what took you several days to accomplish in study, now takes only hours. You will begin to notice your moods changing and instead of your study occurring as something akin to ‘required labor’, it has begun to occur as something more like ‘important Work’.

Deliberate practice is characterized by five essential and necessary elements, which are:

1. Designed specifically to improve performance
2. Repeated a lot
3. Feedback is continuously available
4. Highly demanding mentally, and
5. Not much fun

¹ Geoff Colvin, *Talent Is Overrated* (Portfolio/Penguin Group) 2008

² K. Tibbels *A Learning Journey*, 2011- “The Current teaches and supports ‘reaction’ – not action; agitation, excitement, seduction, etc. The continuous training provided by the Current is brought to you by professional practitioners who understand and apply the science and practice of influence and they are at work constantly, compelling our compliance. We are always learning and if we aren’t learning something specific – on purpose and deliberately – to gain understanding for our own benefit, we are learning what is being provided to us by The Current and we take our chances each and every time we accept an invitation to find out more – about anything.”

This program is designed to support the deliberate practice of study and application of the Fundamentals of Transaction. It provides the specialized knowledge and feedback needed to do the Work required for the articulation of the “pathway” (*the coherent and objective measures and actions*) necessary to fulfill on your Chief Aims in Life. It is designed specifically to improve performance using a body of specialized knowledge that is relevant and proven in the discourse of marketplace transaction. Repetition and Recurrence are constant – which includes the course principles, distinctions and fundamental course content, mechanics, and program delivery, as well as the application of the Work required of the members. Feedback to and from members is continuous. The content and work of the program is mentally demanding and often ‘not much fun.’ But the structure and methodology only provide a framework and support for deliberate practice. This kind of study, concentration and focus will lead to understanding how to accurately invent, plan and apply the Fundamentals of Transaction, but the application of the work you must do throughout this Study is up to you.

Transacting

To traverse the distance between our current situation and the realization of our Chief Aims in Life requires that we articulate an *objective and strategic set of coherent and focused actions* that when taken recurrently and consciously ‘cause’ a *predictable set of responses, reactions, ‘effects’, etc.* These *actions*, when practiced deliberately over a long enough period of time, *produce recurrent, measurable results* that allow for a greater likelihood of satisfying our Chief Aims in Life. A much greater likelihood than leaving our ambitions to chance, belief, good fortune, luck, mysticism, etc., or the discretion of others such as organizations, governments, companies, the stock market, and the like.

Take the time during this Study to assess accurately your fitness. How well do you know the fundamental distinctions, principals and practices being offered in the program? What actions must you take to apply deliberate practice to your study of the fundamentals of transaction? What actions can you take to increase your opportunities to practice your learning in your current primary and day-to-day transactions?

To transact powerfully means that you are able to gain the compliance of specific customers in specific ecologies who are qualified and able to accept your invitations, offers and requests; and that you are able to effectively organize the effort of others to fulfill on the promises of your offer, satisfying the metrics needed to complete the transaction required to fulfill on your Chief Aims in Life.

This requires that you know:

- The moves and phases of the Primary Transaction Cycle - the moods, attitudes and linguistic distinctions necessary to coordinate the action required to complete each move and phase,
- Where ‘you’ are located in the cycle at all times and in all transactions in order to move quickly and accurately through the cycle and produce compliance,
- How to make compelling invitations offers and requests; have them accepted or declined quickly and at the lowest cost possible,
- What constitutes a legal and enforceable contract, and what constitutes the satisfactory fulfillment and completion of each move and phase for you, your enterprise, and your customer,
- How to properly and accurately assess the transaction for its value in service of your Chief Aims in order to determine if it should be repeated, reinvented or exhausted altogether – and that you are able, prepared and willing to act accordingly.

Study is not the application of transacting in the marketplace. Do not allow yourself to confuse the Work of study with the Work required to transact with others. If you think that ‘working hard’ to learn means that this Work will somehow magically transmute into new invitations, offers, and requests - to and from others – you are going to be sadly disappointed. Knowing, and even demonstrating that you know – is not demonstrating that you can produce the compliance required to transact powerfully.

You must make offers that get accepted and you must be able to fulfill on them – recurrently.

How you will know if your invitations produce presentations is by making invitations.

How you will know what invitations produce the most qualified and effective presentations is through the deliberate practice of making and assessing them.

How you will know which ones work the best is by making enough of each to measure them.

How you will know if your presentations are effective is by making lots of presentations to specific customers in specific ecologies.

You reach your ambitions when enough qualified and specific customers accept your offers and are willing to help you in building your influence ecology in the marketplace.

The work you will do in this Study will concentrate on the invention of the articulation of your Invitations and Presentations.

You will have the opportunity to present your work and practice in MAP Labs, on calls and at public events. We recommend that you move ambitiously to accept every opportunity to practice when you have the opportunity.

THE CONDITIONS OF TRANSACTION

The FOT Program introduced three fundamental models designed to assist in the embodiment of complex systems - the *Conditions of Life*; the unavoidable and immutable conditions each of us are transacting to satisfy – the *Transaction Cycle*; the series of moves made in every transaction – and *The Thirteen Steps*; a means to think accurately about the architecture of a satisfactory primary transaction.

We will now correlate these by introducing *The Conditions of Transaction*; the unavoidable and immutable *Conditions of Transaction* that satisfy a primary transaction. **The revelation here is that each move in the transaction cycle is itself a transaction cycle.**

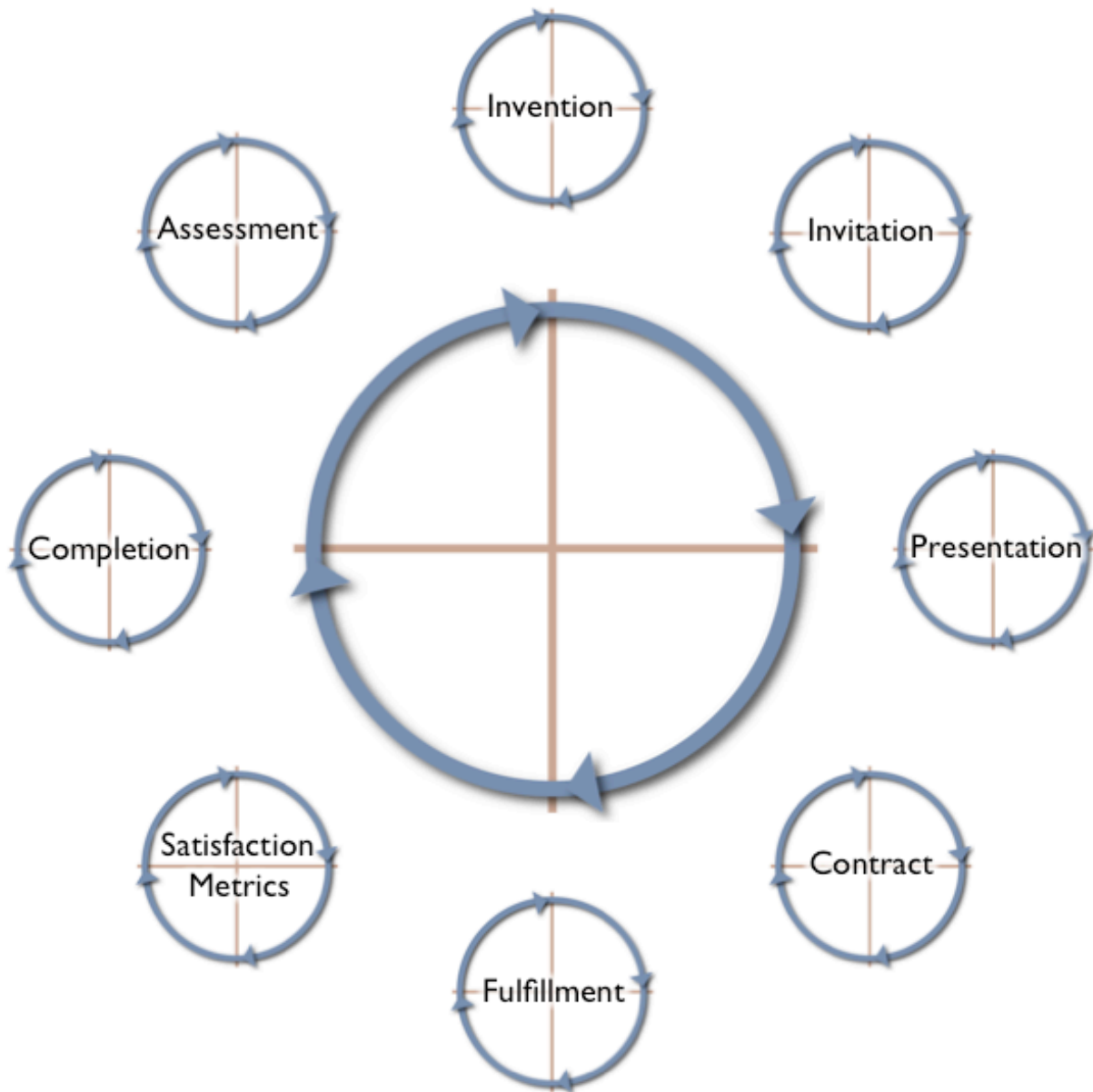
This program’s focus is the mechanics of each Condition of Transaction (see diagram below).

We will begin in Study 2 with the ‘[Condition of Transaction: Invitation](#)’ and with each Study Paper move clockwise around the Transaction Cycle. As an example, the articulation of the [Condition of Transaction: Invitation](#) for your own offer, will assist you in the:

Invitation of the Invitation
Presentation of the Invitation
Contract of the Invitation
Fulfillment of the Invitation

Satisfaction Metrics of the Invitation
Completion of the Invitation
Assessment of the Invitation and
(Re)invention of the Invitation

Each Condition of Transaction will influence your thirteen steps and vice-versa. Each Study will influence, build and focus your entire offer over the next year and for many years to come.



INTRODUCTION TO THE CONDITION OF TRANSACTION FOR INVITATION

An Invitation is a form of an offer that is extended to a specific customer where the result is the acceptance or the decline to hear (attend/receive) a formal Presentation.

It is often an open-ended offer from one party to another for their consideration to find out more about an offer.

For highly valued offers in the marketplace, any other form of lead generation, request, offer, conversation, advertising, direct mail, etc. does not constitute an Invitation unless it is specifically measured as either an acceptance or as a decline. If the offer to hear a formal Presentation is not accepted or declined, it is not an Invitation.

An Invitation requires little action in order for a prospective customer to comply.

An Invitation is fulfilled when a specific customer accepts or declines the offer to consider (attend/receive) a formal Presentation of the offer. If accepted, the person or team accountable for Presentations of the offer begins the Transaction for Present.

In all cases, once the Transaction is fulfilled, satisfaction metrics are captured and the transaction is completed, it is then assessed and continues as is or is reinvented or exhausted.

INTRODUCTION TO THE CONDITION OF TRANSACTION FOR PRESENTATION

A Presentation is a formal offer that results in an acceptance or decline to enter into a Contract. Any form of Presentation that does not complete with an offer to enter into a Contract is not a Presentation.

The Transaction for Presentation begins with the acknowledgment and acceptance of the Invitation by a specific customer to consider/hear an offer.

In your Presentation you will need to demonstrate and evidence that you possess the state of mind, fitness, and general knowledge required to satisfy what is commonly known and expected of someone making the offer you put forward.

Your Presentation must include the language invented that articulates your unique and specialized knowledge of the breakdown for which your offer is a solution, and be prepared to articulate *specific knowledge of consequence*.

With practice you will learn the skills that produce specific and predictable questions about your offer and this is where you will have the greatest success in applying the Weapons of Influence most effectively.

When you have sufficiently agitated and/or excited the biology of your specific customer, they will lead you into an explanation and description of your plan (summary) for fulfillment.

You will need to be able to present and evidence your ability to organize and intelligently direct a thorough, coherent and objective plan of action to fulfill on your claims to solve the breakdown, and for which you are uniquely qualified to deliver. In other words, you will need to present a powerful demonstration of how you will fulfill on your promises and produce the positive benefits and/or help them avoid the negative consequences presented in your Presentation. This is where you demonstrate *how you will apply* your specialized knowledge to satisfy their concerns.

A Presentation is fulfilled when a specific customer accepts or declines the offer to consider the terms of a contract. If accepted, the transaction moves to the person and/or team accountable for Transaction for Contract.

In all cases, once the Transaction is fulfilled, satisfaction metrics are captured and the Transaction is completed, it is then assessed and continues as is or is reinvented or exhausted.

THE THIRTEEN STEPS

The continuing work you must do on the Thirteen Steps for Building a Primary Transaction will evolve and expand with each Study. In this Study, you will build the Transaction for Invitation and Presentation.

Each Move and Phase is in and of itself its own transaction. Every invitation is a transaction that requires the same consideration of the Thirteen Steps as with any transaction. Your understanding and ability to apply the Thirteen Steps will be demonstrated throughout the program as you become more and more related to the fact that we are always transacting and all transactions are built on the same fundamentals.

We recommend that if you do not already have and keep The Thirteen Steps for Building a Primary Transaction in reach or on display in your study environment, that you create this valuable tool and make it readily accessible.

THE 22 IMMUTABLE LAWS OF MARKETING

By Al Ries and Jack Trout

If you have not read The 22 Immutable Laws of Marketing at least two times and thoroughly completed the work required in Study One, it is our recommendation that you do this work before you attempt to build the transactions for Invitation and Presentation.

FOCUS

By Al Ries

Continuing our work in the area of focus and concentration is a never-ending process. The Current teaches diversification and perpetuates the virtues of broad and mass appeal. The idea of purposefully and deliberately limiting your offer(s) by ignoring or excluding large segments of the population is counter to the general ethic and overall thinking you will confront in the marketplace.

Read Chapter Fourteen entitled *Crossing the Trench* and Chapter Fifteen entitled *Fifteen Keys to Long-Term Focus*.

“The market never goes anywhere on its own. Nobody ever wanted an alkaline battery when the only batteries on the market were zinc-carbon. Nobody ever asked for light beer, front wheel-drive automobiles, desktop computers, videocassette recorders, oversized tennis racquets, acetaminophen, ibuprofen, or naproxen sodium when these products weren’t on the market.” – Al Ries.

Every solution to a substantial breakdown is another breakdown or set of breakdowns that will require a solution or set of solutions. The moment that you accept an offer as a solution to a substantial breakdown, you accept the breakdowns caused through its use.

INFLUENCE – SCIENCE AND PRACTICE

By Robert Cialdini

Embodying the weapons of influence means that you understand, can apply and are able to correlate them to situations and circumstances to gain the compliance of others. You will be asked to demonstrate their use throughout this program.

If you have not thoroughly completed the work required in Study One, it is our recommendation that you do this work before you attempt to build the transactions for Invitation and Presentation.

Additionally, read and study any weapon that you do not understand fully and/or can apply to your current offer.

THE E-MYTH

By Michael Gerber

Read Chapters 10 -16 before you begin your worksheet.

MEASURES

The Mechanics and Practice program is an “objective” program. Objectivity arises because ‘concepts’ are formed by a specific process and, as a result, bear a specific kind of relationship to reality. The objective approach to concepts leads to the view that, beyond the perceptual level, knowledge is the grasp of an object through an active, reality-based process chosen by the subject. Concepts (like any other mode of cognition) must conform to the facts of reality.³

As you continue to study, you will come to learn that there is an essential connection between concept-formation and measurement.⁴

Through the understanding and use of measures, you will demonstrate and prove your ability to invent and build effective transactions.

Read the papers entitled, “Objectivity. Introduction to Objectivity (Part One): Reality and the Marketplace” and “Objectivity. Introduction to Objectivity (Part Two)” before attending your next Virtual Session.

Program Measures

In Study One, we introduced the measures that we (and you) use as a means to track and assess your performance in the program. These measures help us assess both your application of the material in your own offers and the performance of our MAP offer as a whole. We seek an ever-expanding membership of ambitious adults whose transactions are accepted and whose incomes increase.

The significance and opportunity of measures and statistics is worthy of much study and will unfold throughout the program.

Deliberate study and accurate thinking go hand in hand. As you begin to think accurately about your current situations, you may recognize that the time, energy and money you have spent on your previous ‘habits and practices’ which have led you to this point, were not as powerful, productive or beneficial as they should, could or ought to have been. Do not allow yourself to fall into bad moods or attitudes when you find that your previous thinking and planning was flawed or misguided. This will only hinder your learning. Instead, we recommend that you acknowledge your previous thinking as part of a greater process of learning. Consider that if you had not taken the steps that led you to your previous thinking, you may not have arrived here – now. We recommend an attitude of gratitude and that you accept a state of mind of adulthood when considering where you’ve been, where you are now and the possibilities that lie ahead.

Life is a learning journey! Enjoy the process – you are learning.

³ J. Landauer and Joseph Rowlands 2001, *Importance of Philosophy* i/Introduction Text-

⁴ The term measurement is specific to mathematics which is defined as the science of measurement.