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Just Two NAPMA Financial
Power Summits Remain
See page 12

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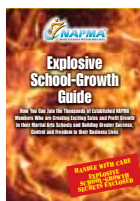


August 2011 / \$47.97



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NEW INSIDE



FREE from NAPMA The **NEW Explosive School-Growth Guide** lists all the ways you can power your school to the top.

martialartspromotional.com

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- Mile High Maverick: How to Target Students Who Fit Your Passion 17
- Goal Getter Series: Step Four—Motivation — Why Are You Doing this, Anyway? 20
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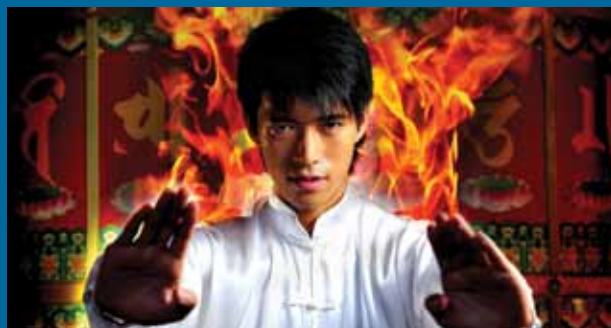
NAPMA's Fourth Generation Approach to Serving Our Members

NAPMA applies the "Fourth Generation" concept to its vision, priorities and programs. Our commitment to excellence for our association, industry and members has created new innovations and directions over the past few years. With more to come in the near future, we're pausing to review what has been accomplished and to ask for the support of our members to make our vision become a reality. NAPMA's complete revision of our communication systems was inspired by 4G technology of faster response, deeper service and a commitment to helping members achieve their dreams.

Story begins on page 14



How to Target Students Who Fit Your Passion



Finding the right match of a the kind of program you want to offer and the exact student you want to attract to your school is the starting point for a successful marketing program. It's also one of the most overlooked pieces to planning a thriving school. Some of the most important decisions that effect your success are made before you even open your doors.

Story begins on page 17

NAPMA Solutions: Back to School and Fall Promotions that Pay Off



Fall is a season of massive opportunity for many martial arts schools. It's the time for growth of your student enrollments. How do you make the most of your Fall promotions?

Story begins on page 22

Why Are You Doing This, Anyway?

Motivation is the key to staying focused and committed on making your vision and your goals become reality. What are the steps for keeping your passion alive and your enthusiasm going?

Story begins on page 20



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Martial Arts Industry Business Pioneers Team Up



Grandmaster Stephen Oliver


NAPMA CEO; Author: *Extraordinary Marketing, Using the Internet to Market Your Martial Arts School, Direct Response Marketing for Martial Arts Schools, Everything I Wish I Knew When I Was 22*; Co-Author with Dan Kennedy: *Wealth Attraction for Entrepreneurs*.




Grandmaster Y. K. Kim


- Pioneer of Martial Arts Business
- Author of *Success in Martial Arts Business and Join the Millionaire Club, Winning is a Choice, Success in Martial Arts Business, Taekwondo, Health is the Foundation of Success, Tae Kwon Do World, 6 Martial Arts World, U.S. National Exercise, and The New American Dream*.


Five Compelling Reasons You Must Attend This Seminar

1  **Get your School To Run Like a "Fine Swiss Watch" — Toby Milroy** EXPERT IN MARTIAL ARTS MARKETING
Will teach you the **key skills** to **dramatically** increase your effectiveness with every new prospective student and the key steps to making your school consistently produce maximum results.

2  **Use Social Media to FILL YOUR SCHOOL! — Kirk Pelt,** MARTIAL ARTS BUSINESS SOCIAL MEDIA EXPERT
Earn an additional \$100,000 or more a year the easy way by using social media with the best technology for management and marketing for your school.

3  **Add 25-50 New Students with Special Events at Little or No Cost — Keith Winkle,** SPECIAL EVENT EXPERT
Boost your profits and enroll 25 to 50 new students with new special events and fund raising committees.

4  **Double Your Income in 90 Days! — Stephen Oliver,** LEGENDARY MARKETING EXPERT FOR MARTIAL ART SCHOOLS
Will show you how to Double your income in as little as 90 days. Learn the three Key Steps to maximize your income and explosively grow your school. No one has taught more schools to FLOOD their school with new students more quickly or effectively.

5  **Become a Martial Arts Millionaire! — Y. K. Kim,** PIONEER OF MARTIAL ARTS BUSINESS
Take the three steps to become a new martial arts millionaire with the secrets that can turn any and every economic crisis into a profitable opportunity for you.

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Features

NAPMA's Fourth Generation Approach to Serving Our Members 14

NAPMA adds powerful benefits for members in this the new generation of services .

Mile High Maverick: How to Target Students Who Fit Your Passion 17

Design your curriculum backwards to get your students to where they would want to be.

Goal-Getter Series, Step Four: Motivation — Why Are You Doing this, Anyway? 20

Somewhere between thought and action there is a breakdown between a great idea and turning it into a goal that gets accomplished. Learn to avoid the break.

NAPMA Solutions: Back to School and Fall Promotions 22

Don't try to be "clever" with your marketing messaging; just tell your story and watch the positive reactions — and enrollments — you get.

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Brian Tracy — *Human Motivation Author, Speaker*
The Rules of Self-Esteem

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Mastering the Martial Arts Business August 2011

Mastering the Martial Arts Business magazine is the premier resource for those professional martial arts school owners and operators who are serious about enhancing and/or expanding their business operations through a series of monthly visual and editorial resources, innovation, and hands-on and first-person experiences.

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**Announcing Our
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Karl Mecklenburg, Jhoon Rhee



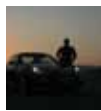
Features



NAPMA's Fourth Generation Approach to Serving Our Members



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Goal-Getter Series: Step Four — Why Are You Doing this, Anyway?



NAPMA Solutions: Back to School and Fall Promotions



An Attitude of Gratitude: Ed Parker, Sr.

Martial Arts Education Columnists



The Science of Fighting
Joe Lewis—NAPMA Technical Consultant
The 40 Most Common Mistakes Fighters Commit, Part 4



Reality Check
Peyton Quinn—NAPMA EZ Defense Expert
Real-World Self-Defense: Backing Down the Bully



Fitness Kickboxing
Jim Graden—Founder, UBC
Focus Mitt Training



Fitness Track
Keith Yates—Instructor, University Professor
Training Smart During Hot Summer Months



Classical Thought
Douglas Adamson—Multiple School Owner
An Example for Us All



Beyond Technique
Fariborz Azhakh—Martial Arts Information Professional
I Know



Championship Success
Jeff Smith—Mile High Karate Chief Instructor
Better Staff Performance Begins with Setting Goals

Martial Arts Management Columnists



The Final Word
Stephen Oliver—MBA, NAPMA CEO
The Good Old Days Never Were



School Growth Potential
Toby Milroy—NAPMA COO
Locking A Steel Cage Around Your Student Body...the Keys to Ironclad Student Retention, Part 4



The Psychology of Success
Brian Tracy—Human Motivation Author, Speaker
The Rules of Self-Esteem



WarriorWiz
Terry Bryan—Ph.D. and 9th-Degree Black Belt
Be a Warrior Wiz in the Real Estate Biz



Bonus Column
Harvey Mackay—
Stay Focused on the Big Picture



Internet Secrets
Elsa Cordero—MBA, MS Oriental Medicine
Now That I Have Selected the Name and Prepared the Contents of my Web Site, What Do I Do?



Your Success Coach
Lee Milteer—NAPMA Success Coach
Creating Prosperity Regardless of the Economy



The Heart of a Student Athlete
Karl Mecklenburg—Six-Time Pro Bowl NFL Player and Motivational Speaker, Author
When NOT to Sell Ice Cubes to Eskimos



The Pinnacle of Martial Arts
Jhoon Rhee—Legendary Martial Arts Teacher and Educational Entrepreneur
From Motivation to Motive-Action



Expand Your Thinking
Jim Rohn—Author and Business Philosopher
Four Steps to Success!



Personal Development
Tony Robbins—Black Belt and recognized authority on the psychology of leadership
Choosing the Right Role Models



Expert Tips & Tactics
Dr. Chris Dewey—School Owner, University Professor
Ten Ways to Manage Difficulty, Part 1

Martial Arts Professional Asks...

Martial Arts Professional Asks...



Tony Robbins—Black Belt and recognized authority on the psychology of leadership
Sometimes, in the martial arts, there is a negative association with money. How can school owners condition themselves for wealth and eliminate "wealth wounds"? What tools can an instructor use to anchor in success, and be more effective to develop their students?



Brian Tracy—Human Motivation Author, Speaker
Setting goals is an important skill for instructors and school owners and their students Please explain some of the reasons why people don't set goals.

Archives

Sound Off (reader feedback)



ONLINE

From *MartialArtsProfessional.com* you can also access:

NapmaTV.

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Featured Episodes

Martial Arts Business Breakthrough TV

NAPMA has taken the best business practices and made them available through the interactive media of web video. We're offering several segments to help your business grow including Business Basics, Ask NAPMA and NAPMA Solutions. *And just for watching Martial Arts Business Breakthrough TV, we have a free gift for you.*

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Featured segments in the current episode:

- The Truth About "Selling Out" in the Martial Arts Business! with Stephen Oliver
- Marketing Techniques from the *Kung Fu Panda 2* Release Applicable to All Movie!



Featured segments in the previous episode:

- The Reality of "Building a Better Mousetrap" in Your Martial Arts Business!
- How you can help support disaster relief efforts in Japan and dig deep roots in your community at the same time

Community.MartialArtsProfessional.com

Featured Community Members

Join these featured members...



Jason Ayles

Style: Tae Kwon Do; Training: 18 years, 1st-Degree Black Belt; Status: Full-time school owner, up to 50 students.



Alexander Lessa

Style: Mixed Martial Arts; Training: Many years; Status: Full-time school owner, 101-200 students.



Daniel T. Sidlik

Style: Shorin-ryu, goju-ryu, kobudo; Training: 25 years, Shihan; Status: Part-time school owner, up to 50 students.



Larry Billingslea

Style: Tae Kwon Do; Training: 35 years, 6th-Dan.

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For Members Only

Words Of The Week

(August Basic Tool Kit)

Anger: Parts 1, 2, 3, 4



GOLD Leadership Team Training

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Do Your Students Have a Clearly Defined Purpose for Their Leadership Training?, Parts 1, 2, 3



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Chet Holmes

How to Pack Your School Using the Stadium Pitch

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Virtual Classroom Videos

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Adult Training Videos



Chip Townsend— Black Belt Retention, Part 1



Chip Townsend— Black Belt Retention, Part 2



Dennis Nackford— Nine Strikes Hand Combinations, Part 1



Dennis Nackford— Nine Strikes Hand Combinations, Part 2



Dennis Nackford— Nine Strikes Hand Combinations, Part 3



Cung Le— Cardio Paddle System, Part 1



Cung Le— Cardio Paddle System, Part 2



Kathy Long— No More Mr. Nice Guy; Intro to Self-Defense, Part 1

Industry Insider

The 2011 ISKA US-Open Sets New Attendance Records; LIVE Feed on ESPN 3

The annual ISKA U.S. Open, a NASKA 6 A rated World Tour Event, wrapped up on Saturday, July 2, with record attendance and media coverage.

Each year, the U.S. Open “Night of Champions” and Competitive Breaking events are played on ESPN in the weeks following the event, and then in syndication for months and years following the event on ESPN networks.

Millions of prospective martial arts students view this event on television and are inspired to peruse the study of the martial arts.

This year, however, a new milestone was reached. Not only was the live attendance of the event at an all time high, but the “Night of Champions” event was carried live on ESPN 3.

Congratulations to Mike McCoy, Mike Sawyer, and Corey Shaffer for hosting an amazingly suc-



Stephen Oliver and co-promoter Mike McCoy at the ISKA U.S. Open

cessful event, and inspiring so many prospective martial arts students to take the first steps to becoming a black belt.

Join for the 2012 event at USOpen-Karate.com.

ISKA U.S. Open Results

13 and Under Forms World Championship	
Carson Crawford	49.85
Lady Jade Miles	49.91
Samatha Smith	49.84
14-7 Forms World Championship	
Cole Eckert.	49.88
Mackenzie Emory.	49.86
Dayna Huor	49.91
13 and Under Weapons World Championship	
Danny Etkin	49.85
Amanda Chen	49.91
Samatha Smith	49.88
14-17 Weapons World Championship	
Connor Griffith.	49.90
Stephanie Figueroa.	49.90
Vincent Scarduzio.	49.91
Team Synchro Weapons World Championship	
Team Infinity	49.90
Team Paul Mitchell.	49.95
Self-Defense World Championship	
Chelsea Espina	49.90
James Sang Lee	49.95
Women's Forms World Championship	
Audrie Donihoo	49.87
Becca Ross	49.93 (69.90)
Caitlin Dechelle	49.93 (63.91)
NAGA Submission Grappling	
Mike “Bonesaw” Hyman	Points: 6
John Bachman	Points: 1
Won by Submission	
Continuous Fighting	
Nicholas Dusard Defeats Estanislao Serrano	
Men's Forms World Championship	
Jonathan Rivera	49.86
Matt Emig	49.91 (69.89)
Micky Lee.	49.91 (69.87)
Demonstration Team World Championship	
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 Marc Canonizado 49.89
 Matt Emig 49.91

New Disney Martial Arts Series Sets Viewership Records

Disney's new Martial Arts series debuted June 13, 2011 on Disney's "Disney XD" Channel.

The series stars former *Hannah Montana* star Jason Earles and Leo Howard from *Leo Little's Big Show*. Although the show is a "tongue in cheek" comedy aimed at children and tweens, it highlights the benefits of martial arts training, and the values the students learn inside the dojo and then must apply in their daily lives.

Disney XD delivered the network's best numbers in the time period ever in Kids 6-11 (498,000) and



The Cast of Disney's "Kick It."

Tweens 9-14 (413,000), and its second-best numbers ever in Kids 6-14 (593,000).

Moreover, Monday, June 20 now stands as Disney XD's 3rd-most-watched day in the network's history in Kids 6-11 (268,000) and Boys 6-11 (167,000), and its 4th-most-watched day of all time in Boys 6-14 (193,000), Tweens 9-14 (200,000) and Boys 9-14 (123,000).

This program's record setting ratings, and deep reach into our ideal prospect base is a great opportunity for martial arts schools to leverage!

Synopsis of the show: Bobby Wasabi

See **INDUSTRY NEWS**, continued on next page

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INDUSTRY NEWS, continued from previous page

Martial Arts Academy is known as the worst dojo in the under-performing nationwide Bobby Wasabi chain. To improve the dojo's image, a tight knit crew enlists new kid Jack to join and help teach them about life, karate and friendship. Their newest member, Kim, is a former member of their biggest rival, The Black Dragons. The kids all attend Seaford High School, where they tend to get into all sorts of adventures dealing with life, school and of course, growing up. All the members of the dojo follow the Wasabi code: "We swear by the light of the dragon's eye, to be loyal and honest and never say die. Wasabi!"

Study Shows Osteoporosis Patients Benefit from Martial Arts Training

Researchers in the Netherlands recently studied the force of the impact of a karate fall on the hips, and determined that fall training could be useful for people with osteoporosis. The rolling movement taught with karate falls reduces impact and therefore the risk of hip fractures, the most common injury related to osteoporosis. The training would, of course, require a good deal of padding and soft mats, but can be taught to older persons safely.

Revamped Martial Arts Insurance Includes Expanded Coverage, Lower Minimums

K&K Insurance, a managing general underwriter offering insurance products and services to the sports, leisure and entertainment industries, announces a major restructuring of the Martial Arts Schools Program. In order to better serve client demand, K&K has reduced account minimum premiums and expanded the eligible styles of Martial Arts to include the instruction and training of Mixed Martial Arts, Muay Thai/thai boxing, Dim Mak, Haganah, Kali/Escrima, Savate, and Sayoc Kali. Additionally, enhancements to coverage include:

- The general aggregate limit is now \$5M regardless of occurrence limits selected (options of \$1M to \$5M available).
- Damage to Premises Rented to You limit increased from \$300,000 to \$500,000.

- Medical Payment for Participants limits (excess) increased from \$25,000 to \$150,000.

- General Liability minimum premium reduced to \$750 for \$1M occurrence limit. Liability coverage includes professional liability, legal liability to participants, and non-owned/hired auto liability

K&K also offers a competitively priced liability program for martial arts/self-defense instructors who op-

erate as independent contractors and do not own or lease their own school.

Bishop in Philippines Urges Ban of UFC broadcasts

Roman Catholic Bishop Leonardo Medroso of Tagbilaran, Bohol has called for a ban of UFC fighting from television broadcast. Bishop Medroso claims that the fights promote

violence and are a negative influence on the youth.

He points to the way audience members cheer when a fighter is unconscious, bloodied, or injured and claims it is uncivilized, and therefore un-Christian. On Church-run Radio Veritas 846, he stated: "[UFC] should be banned because what comes out is the bestiality of a man... We become barbaric it's not very Christian." ■

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NAPMA News

Reserve Your Seat for Last Two Financial Power Summits

Just two final dates are scheduled for NAPMA's Financial Power Sum-

mit. On September 10th, the Summit tour hits Washington, D.C. The last booking and final opportunity is in Los Angeles on September 24. This one-day, high-intensity work-

shop was designed by two of the most successful people in the industry, NAPMA CEO Stephen Oliver and Y. K. Kim, *Martial Arts World*, for the purpose of helping school owners break through the barriers to success and meet their financial goals in this emerging economy.

The Financial Power Summit is a commitment we at NAPMA have made to the many schools that are underperforming when they could

be thriving. These schools have become "stuck" at a certain level when all that is really needed is to identify and solve one key issue. We've assembled a team of top performers to help serious school owners by more working directly to drill down on their specific problems. These regional sessions will allow them to get the one-on-one time to help them fix the fundamentals.

Many school owners are struggling to keep their schools open in the current economy. Each of these regional Financial Power Summits have been filled, partnering motivated school owners with the best and brightest industry pros. These highly competent and successful industry guides have been meeting the demand for this kind of individualized attention in sorting through the challenges of running a school operation in today's market.

The presenters have all risen to the highest levels of success and are dedicated to making the industry grow by supporting the people on the front lines. Our dream team of power pros have been helping hard-working school owners end their struggle to break through the 100-student plateau and smash the \$15,000/ per month barrier to higher levels of success.

We're also attracting successful school owners who want to take advantage of the collective genius of



Smart school owners take time to work "on" their business.

the Financial Power Summit team to expand to become leaders of multiple locations. These owners are ready to step out of their role of running a school to develop a qualified staff, systemize their businesses and prepare for massive growth beyond a one-person operation.

NAPMA CEO, Stephen Oliver, has been guiding attendees with the techniques that are working online and offline in the trenches of today's business realities. Attendees will save thousands of dollars otherwise wasted on ineffective marketing

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by learning how to implement his proven strategies. Attendees of the Financial Power Summit will learn how to work on their businesses rather than work in them by adopting the attitudes and management skills of the super-successful. This millionaire mindset is the topic of Master Kim's insightful presentation. The dynamic Master Kim will inspire progressive and goal-oriented school owners attend-

Because school owners are busy people who often have difficulty taking several days to travel to an event, the Financial Power Summit tour was scheduled for five metro locations. Seats are filling quickly for the last two dates of this high-intensity workshop from the people who know what they are talking about. Conveniently scheduled near airport hotels, travel time is reduced for busy school owners.

The Financial Power Summit is part of NAPMA's vision for unlocking the full potential of each of our members and to boost the industry to a whole new level of excellence. We invite you to join us at this can't-miss event to learn the secrets of some of the top producers in our industry. For more information about the Summit, go to **NAPMASeminar.com**. NAPMA is proud to co-sponsor

this year's Financial Power Summit with Amerinational Management Systems and Isagenix Nutritional Cleansing System. Isogenix nutritional cleansing and replenishing system has helped hundreds of thousands of people get in the best shape of their lives. A.M.S. has been supporting martial arts schools for 26 years with billing services, custom software products and web strategies. ■



Sold-out sessions reveal proven successful strategies.

ing one of the final workshops. Two more outstanding presenters include Kirk Pelt and Keith Winkle, who will explore what is really working with today's martial arts schools and how to push beyond just "hanging on" as is so often suggested by other so-called experts. This valuable and relevant information about the advanced concepts required to move a school to the next level will show attendees how to thrive regardless of current economic conditions. Toby Milroy, NAPMA COO, will detail the techniques of the super-performing NAPMA member schools on how to manage student turnover. Milroy's presentation will cover the four fundamental truths of student retention. Schools that have implemented these techniques keep 98% of their students.

Registrants for the Financial Power Summit will receive \$327.97 worth of materials to prepare for the Summit, including Stephen Oliver's book, *Everything I Wish I Knew When I Was 22*, and a 90-minute online seminar on school growth along with a CD and DVD package of case studies of success stories. Our final

bonus gift is a personal one-on-one analysis to find the hidden opportunity in your school.



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—David Ross, New York, NY

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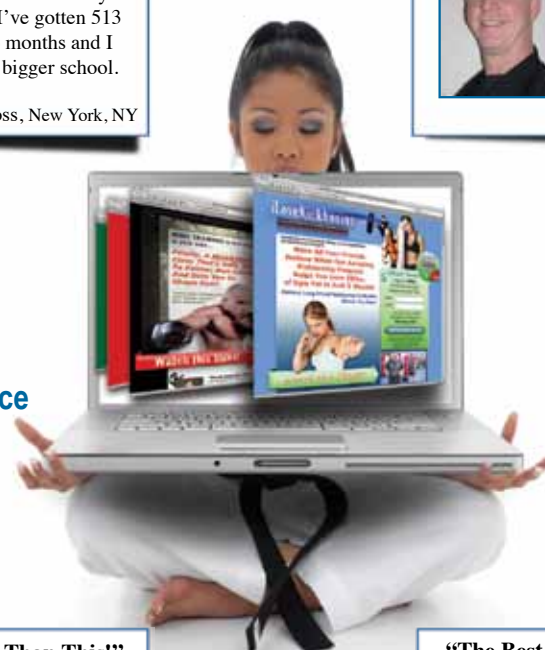
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—Wallace Cupp Houston, TX

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After having our site up for only 3 months we have enrolled over 25 students on monthly contracts. We now get 3-5 new enrollments each week. This has been the best money we ever spent on advertising in 8 years of owning a martial arts business.

— Jim and Heather Neitzell, Meridian, ID

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NAPMA's Fourth Generation Approach to Serving Our Members

Communications networks everywhere are releasing 4G products taking full advantage of the latest technology. Inspired by the remarkable speed, productivity and sheer power of these products, NAPMA has used the "Fourth Generation" concept to deepen our vision for our programs and direction. The term 4G seemed to best describe our always evolving mission.

Since 2007 when Grandmaster Stephen Oliver assumed the role of CEO for NAPMA, we have been working to reinvent the association from a generalist organization to becoming an active force for expanding the vision for our industry and developing more opportunities for growth for our members. Many people were unhappy with this new focus for an aging association, but it is a fact of life that things that do not grow, die.

The NAPMA 4G Programs represent a commitment to giving our members a competitive advantage in their market with the latest marketing tactics and tools.

Stephen Oliver literally wrote the first comprehensive book with *Internet Marketing for Martial Arts Schools*, and continues to wrangle every possible piece of new technology that can be useful for his own schools, for our members and for our industry in general.

NAPMA is teaching its members the latest cutting edge strategies for online marketing including proven successful website tactics, SEO, SEM, facebook, twitter, linked in, google+ and email marketing, as well as advanced strategies for utilizing QR (quick response) codes, SMS text messaging, social couponing and more!

Just as valuable is our unique ability to "weed



to the martial arts industry is to excellence for our organization and for the industry. We express this with these guiding principles:

The Support of our members is first and foremost in our priorities. The success of each member of our association is vitally important to the success of the industry as a whole. All of our programs are designed to help the membership achieve their goals for themselves and their businesses.

Expanding the vision for the industry is another top priority. Ours is a small industry, but it doesn't have to remain that way. Martial arts instruction is the solution to many of the problems faced by this generation and the next. Professional martial artists are trained and skilled leaders who have the ability to make a substantial impact that reaches beyond their students and communities.

A commitment to excellence is vitally impor-

tant in the industry and the education of the next generation of leaders, we have been working to individualize our programs to work more directly with our members and help them drill down on their business challenges. We wanted to share NAPMA's Fourth Generation vision with you and ask for your support in making this vision a reality.

The NAPMA Solutions

The new emerging economy has school owners facing problems that are unlike any other economy school owners have faced before. Our number one priority has been to help members solve their problems and grow both personally and professionally. Our 4G approach to proven solutions to real world problems includes:

Attracting More New Students is a top priority to our members and to us. We continually review the proven fundamentals that are part of any sound marketing plan as we develop new marketing strategies that work in today's market.

Keeping the Classroom Fresh with the NAPMA Virtual Classroom, support materials

for your lessons, curricula, motivational support and much more. NAPMA has an incredible library of support materials from the best martial artists in the industry. Often keeping things fresh means learning from the standard-setters of the industry.



NAPMA cutting edge strategies for members.

through" these new strategies and separate the wheat from the chaff, trimming years off our members' learning curve and saving them tens of thousands of dollars by avoiding expensive mistakes.

Our ongoing commitment to our members and

tant in an industry with few standards imposed by government regulations. Our last priority is to establish standards of excellence for the industry so NAPMA member schools are examples of how a professional martial arts educational facility is run.

With this commitment to excellence, service,

NAPMA "4G" Programs Solve Today's Problems for School Owners

Maximum Impact Peak Performers Inner Circle

KEEPING THE CLASSROOM FRESH, EXCITING AND ADDING VALUE

Keep Student Retention HIGH with Weekly Fresh, Creative, Innovative Classroom Drills in the NAPMA Virtual Classroom	X	X	X
Keep Adult Students Engaged and Training with Weekly Adult Focused Curriculum Segments	X	X	X
Clearly Communicate the Value of Your Program with Weekly Character Development "Words of the Week"	X	X	X
Keep Your Staff Motivated to Teach Exciting Classes with Monthly NAPMA Innovations (Martial Arts Material From Some of the Best Martial Arts Instructors in the World)	X	X	X
Develop The Next Generation of Instructors in Your School with NAPMA's G.O.L.D. Team® Leadership Team Curriculum	X	X	X
Add Value to Your Upgrade Programs with NAPMA's National Black Belt Club®	X	X	X
Keep Students Engaged in Your Program Even When they are NOT Physically IN Your School with <i>Kickin'</i> — A "Done For You" Student/Prospect Newsletter	X	X	X
Put the Professional "Touch" on Your School with Monthly Motivational or Promotional Full Color Poster	X	X	X
Easily Implement the Latest Classroom Material with DEEP Discounts on NAPMA Curriculum and Programs	X	X	X

ATTRACTING MORE NEW STUDENTS

Avoid Costly Marketing "Blunders" with our Monthly "What's Working TODAY" Marketing and Operations Audio Program	X	X	X
Get Your Marketing Messages into the Field Without Hiring Designers with our Targeted Seasonal High Impact PROVEN Ads, Flyers, Door Hangers, Ad Cards, and MANY other "Done for You" Designs	X	X	X
Trim DECADES off your Marketing Learning Curve with PROVEN Martial Arts Marketing Strategy	X	X	X
DEEPLY discounted Customizable "Print on Demand" Flyers, Ad Cards, Door Hangers, Guest Passes, Book Markers, Business Cards, and MANY More formats!	X	X	X
Get Tens of Thousands of Dollars in FREE Media Coverage with "Done for you" Monthly Media and Press Releases	X	X	X
Access to "Done for You" Customizable Direct Mail Campaigns	X	X	X
Systemize Your Marketing Efforts with Quarterly Marketing Plan Oversized Wall Planning Calendar	X	X	X
Access to NAPMA "Online" Training Resources	X	X	X

BUILDING EFFECTIVE BUSINESS SYSTEMS TO SIMPLIFY YOUR OPERATION AND MAXIMIZE YOUR REVENUE

Monthly LIVE "Best Practices" and Q&A Teleconference with Stephen Oliver, Toby Milroy and Special Guests	X	X	X
Proven Successful NO B.S. Martial Arts Business Strategies in the <i>Mile High Maverick Newsletter</i>	X	X	X
Turn "Drive Time" into Productive "Sharpen the Saw" Time with <i>The Sounds of Success</i> Audio CD	X	X	X
Access Tools and Strategies 24/7 with our POWERFUL Online Business Systems Archive	X	X	X
Stay Abreast of the Latest Industry Trends and Breakthroughs with Monthly NAPMA News Industry Insider's Newsletter	X	X	X
Monthly "Black Belt Reports" With Focused Strategies Working Today in Member Schools	X	X	X

ACCELERATED 1-ON-1 COACHING & MASTERMIND PROGRAMS

Monthly 1-on-1 Private Coaching Provides High-Level TARGETED Implementation Strategies for Your School and Its Unique Needs		X	X
Dedicated, Focused Time to Work ON Your Business with Four Annual Face to Face Live "Master Mind" Sessions		X	X
Stay on Track and Tuned into Peak Performer and Inner Circle Breakthroughs with Monthly PRIVATE "Master Mind" Teleconference		X	X
Address Your SPECIFIC School's Needs with our thorough 1-on-1 Business Evaluation and Customized Action Plan		X	X
Expand Your Expectations, and Learn to Think Like a Fortune 500 CEO with Weekly "Millionaire Smarts" Fax Lessons with Fortune 500 Business Coach Lee Milteer		X	X
Monthly "Millionaire Smarts" CD with Fortune 500 Coach Lee Milteer and Guests		X	X
"Millionaire Smarts" Online Resource Archive with Fortune 500 Coach Lee Milteer and Guests		X	X
Peak Performers "Quick Start" Series		X	X
PLATINUM "Extraordinary Marketing" Package: (\$2797.00 Value)		X	X
Discover PROVEN Successful Marketing Strategies from Some of THE Most Successful Marketers in History with Marketing Classics Series		X	X
Collaborate with School Owners in the Top 20% of the Industry on our Interactive Online Bulletin Board and Archive		X	X
Free Passes to the Annual NAPMA "Extreme Success Academy"		X	X
Free Passes to the Annual NAPMA "Quantum Leap" Marketing Bootcamp		X	X
Priority Scheduling for Consulting Days		X	X
Multiply Your Enrollment Effectiveness with our HIGH Level "Sales, Persuasion, and Leadership" Training Program (12 Hours of Sales Training for You and Your Staff!)		X	X
1-on-1 Personalized Coaching With NAPMA CEO Stephen Oliver			X
Extremely Limited Enrollment EXCLUSIVE Entrance for School Owners Over \$30,000 per month Gross Revenue			X
Inner Circle "Quick Start" Series			X

The NAPMA A-Team is Ready to Help You Succeed



Stephen Oliver

Toby Milroy

Jeff Smith

Brian Tracy

Lee Milteer

Terry Bryan

Jhoon Rhee

Bill Clark

Joe Lewis

Karl Mecklenburg

Bob Dunne

Gary Smith

Marek Gahura

Building Effective Business Systems is the only way to run a professional and profitable operation. Our Maximum Impact monthly teleconferences, newsletters, audio and video materials are all designed to simplify and streamline your operations and maximize your revenue.

NAPMA's Accelerated One-on-One Coaching Programs are for those schools that have mastered the basics of business and are ready for the next level of growth. We have a mastermind program for every school operation designed by the man who has opened

more schools and coached more businesses to success than any other consultant in the industry, Stephen Oliver.

The NAPMA Team

We are proud of the people who comprise the NAPMA team. We have some of the most experienced and qualified people in their fields that contribute to the brain trust that supports our members and guides their success.

The Coaching Team brings to the table the collective knowledge of Stephen Oliver's marketing genius, Jeff Smith's student

retention and staff development expertise and Toby Milroy's accelerated growth innovations and technological applications to the martial arts industry. NAPMA's A-Team, as we call it, has consulted with schools all over the world in all styles of martial arts, servicing all markets.

The Contributing Coaches like Brian Tracy, Lee Milteer, Terry Bryan and industry pioneer Grandmaster Jhoon Rhee offer their expertise in NAPMA's published materials and behind the scenes, helping us determine new ways to support members and

our industry.

The Celebrity Contributors to NAPMA's powerhouse of information include top performers from inside and outside our industry. We believe it's critical to learn from the best and brightest leaders from other industries. These are leading experts and regular contributors including people like Zig Ziglar, Tony Robbins, Jay Abrahams, Tom Hopkins, Dave Kovar, Bill Clark and more.

The Contributing Instructors are some of the top competitors, teachers, innovators and technique specialists on the planet. NAPMA members have access to an instructional video library from people like Joe Lewis, Ernie Reyes, Jr., Stephen Hayes, Kathy Long, Claude Van Damne, Tom Callos, Frank Shamrock, Tommy Lee, Darren Levine, Kathy Marlor, Melody Shuman, Carlos Newton, Cung Le, Lee Bardon and many more.

NAPMA's Ladder of Excellence

NAPMA's coaching programs cover every aspect of running a martial arts instructional facility. The techniques, fundamentals and innovations have been proven, over and over, to bring success. With school successes from all around the world, we have a program that will fit your needs and your current budget. Each NAPMA program was designed by Stephen Oliver for accelerated growth and to save you thousands of dollars on commonly made mistakes.

NAPMA's new 4G direction provides more individu-

alized attention to members' specific problems. We're accomplishing this with smaller, regional workshops, more one-on-one time and deeper analysis of our members' businesses.

Maximum Impact, the entry program, includes the monthly member materials, the members-only website, the virtual classroom, teleconferences, classroom support materials, prospect support, advertising materials and much more including deep discounts to the regional conferences and curriculum materials.

The Peak Performers Program is designed for schools that have been running successfully and ready to break through that \$15,000 a month barrier to a higher performance. This program includes the Maximum Impact program and four mastermind sessions a year with special group coaching.

The Inner Circle Program is for schools that are performing at \$30,000 a month minimum and ready to take the fast track to the next level or to multiple locations with private coaching from Stephen Oliver and a business evaluation and action plan.

A New Industry Leaders Program is coming in 2012 for top performers who are ready to expand their influence beyond their school community and make a stronger impact on the martial arts industry or expand their influence outside of the industry.

NAPMA Communications

See **NAPMA 4G**, continued on page 19

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MILE HIGH MAVERICK:

How to Target Students Who Fit Your Passion

By **Stephen Oliver**
NAPMA CEO

Given that it's a fact that martial arts school owners have their school because they want to make a living doing something they love, what you've got to do is take that passion to the next step to make your school a success. The mistake many school owners make is to market to a broad audience. What they don't do is figure out what kind of market is going to be predisposed to love doing what they love and then target that market. To find students that fit your passion, ask yourself, "Who is the target market that I want to teach? What curriculum can I design for that market that they will want to learn?"

There is clearly a market for 30- to 40-year-old males or 25- to 35-year-old females who want to learn hardcore self-defense. There's clearly a market for the alternative to the gym. There's clearly a market for 7- to 10-year-old kids who want to do things that are physically exciting. Their parents want martial arts training to build confidence, focus, character and personal fulfillment.

The way that you begin is with the end in mind. You have to decide what specifically the segment of the market that you want to service is trying to accomplish and why they're going to enroll with you.

In my case, I prefer the 4- to 12-year-old student base and the family market. I need to ask, "What does this student look like?" Not physically, but what do they want to accomplish? What is their outcome after one year, three years, five years and ten years with your program? Design your curriculum backwards to get them to where they would want to be. What you are really selling, and what they want to purchase, is a desired outcome.

Finding your Starving Crowd

There's a classic direct-response marketers story by the late Gary Halbert. Let's say you set up a hamburger stand, and to sell the most hamburgers you could have one advantage. What would that be? Should that advantage be picking the busiest intersection or having the best burger? What would you want as your one advantage to ensure that you're going to sell a ton of burgers? The answer is you'd want to have a starving crowd.

Some the most important decisions about the success of your school are made before you



even open your doors, but they are made without really being aware of them. Most school owners chose their martial arts style by whatever they happened upon when they started training. So, if they trained in Ed Parker Kenpo, or in Jhoon Rhee Taekwondo, or Kung Fu or whatever they trained in, that's what they're going to teach because that's what they know. When they choose a location for their school, many times they don't even think about how many people in a five-mile radius want to learn this style. But if you don't have enough people who want the outcome you're going to provide, whether they're in the right age group or the right income demographic or the right population density or whatever, you're doomed to failure before you start.

Think in terms of your palette of technical skills. What are you going to train people to accomplish and what are your abilities to relay and teach those skills? Whether you are designing a curriculum from the ground up or thinking about how appropriate your current one is, divide it in chunks. You've got the first four months, the balance of the first year, the second year, the third year and so on.

In my schools we've ended up calling that Orientation, Level 1, Level 2 and Level 3. Orientation is four months. Level 1 is another eight months. Level 2 is another eight months. Level 3 is another eight months. There's nothing magic about that designation; it's just to give a structure. For the first four to six months all you're really trying to accomplish is to get them so enamored and so excited with what you're doing that they emotionally,

and in many cases contractually, commit themselves for long-term training.

When designing a curriculum for your target market, you've got to be thinking of what in that first four months is going to inspire that student about the prospect of being a Black Belt, of being with you in the second year and the third year. They've got to get so excited they are willing to

Design your curriculum backwards to get them to where they would want to be. What you are really selling, and what they want to purchase, is a desired outcome.

commit and put other obligations, distractions or sports activities off to the side to be really dedicated and serious about training with you.

The First Four Months

Early on in this first chunk of the curriculum, never try to teach something that's going to frustrate, irritate or agitate the student. Avoid teaching them anything early on that's going to make them feel like a failure. Honestly, if you only get this one thing right out of all of the things that you can do with your curriculum, you would have hit 90% of the formula for success.

In the '60s and '70s, when a student came in for the first lesson or two, they were sparring. See, getting punched in the nose with a bare knuckle in the first couple of weeks is not conducive to getting someone excited to train in the long-term. (My instructor still teaches in a small school in a

See **MAVERICK**, continued on next page

MAVERICK, continued from page 17

recreation center and proudly does the same thing.)

You want small, bite-size pieces that help them to feel successful and, frankly, that they can look fairly good doing. Teaching a front punch or a back kick is something that's easy to master. Doing a jump kick is something that is difficult to master. Be careful in the early stages that you're

teaching things that are easy to master and at the same time are fun to do.

Focus on their Desired Outcome

The technical stuff that we find very interesting and very exciting is really irrelevant to a prospective student. If you get them into your program and they stay with it, maybe in two or three years you will get them to be as excited about all of those nuances as you are. There's a

difference between creating the appreciation of style and technicalities for somebody who is now actively engaged versus a new student.

One of our Inner Circle members, a fabulous guy, Shawn Harvey, living in Bermuda, is doing a fitness kickboxing program aimed at 30- to 45-year-olds, mostly women. He brings them in with an eight-week UBC-type of quick-fix program. Then he converts them into an

ongoing monthly program. He supports the upgrade by promising his customers they will lose 10 more pounds than if they went to the gym and pushed on the weight machines or rode the stationary bike. It's not about being an alternative to the gym. It's about providing a solution that helps his customers meet their long-term life goals.

The Importance of the Alumni

Matching your passion to your target market includes building a community of like-minded people. Sometimes I see instructors who get agitated by people who want to become an alumnus of their school. I'm a Georgetown alumnus, and although I haven't actually attended a class since 1982, I hold that affiliation proudly. The same is true for martial arts schools. To some extent, having that social network of training helps you to create an alumni association, if you will, of people who either graduated to a level that they wanted or perhaps stopped training when their life got too complicated. Maybe their interests changed a little bit, but they stay anchored to the school.

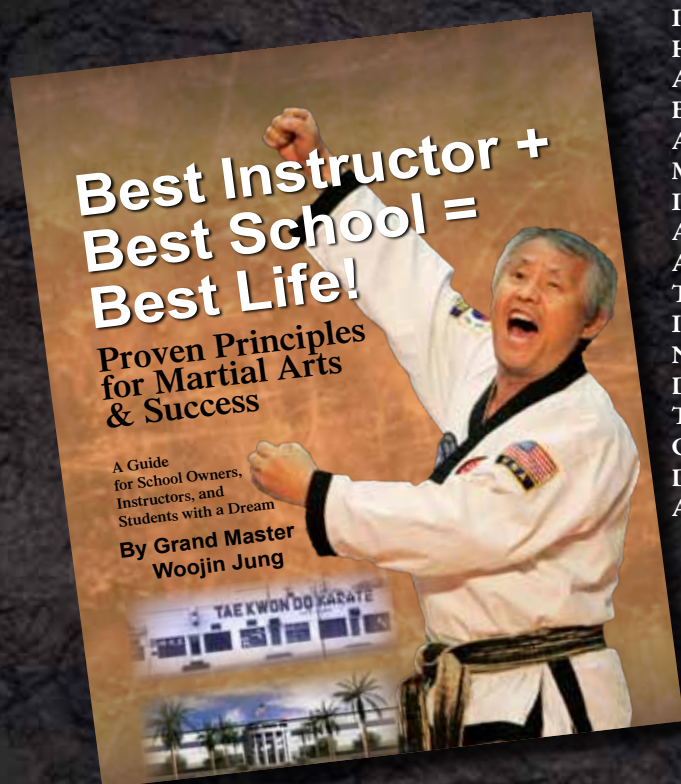
We have a Black Belt who was gone for 12 years, but now his child is ready to start training, and he's back training. He's a pillar of the organization, and truth be told, he never really left. He was always one of the alumni who would show up for special events, who would go to an occasional Black Belt class to have dinner with the same friends that he made through the school. He sent us many, many referrals over the years.

Building a school is about building a base of supporters. It's also about building that base of people you are mentoring to meet their outcome through your program. Often times that mentor relationship extends far beyond the technical proficiency that you're trying to teach them. If your students love what you love, the relationship becomes a foundation for growing your school.

When you're running an independent single school operation, many times what you're trying to do is design a method of making a living by doing what it is you love to do. Ask yourself what kind of student is going to love what you love, and then hone in on that student. Design your program to meet their desired outcome, and they will stay with you for many years — while they are training and beyond as a supporter of your school. ■

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—GM J.P. Choi, Dean of the Oriental Martial Arts College, USA

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NAPMA 4G, continued from page 16

Resources

Over the past three years, NAPMA's behind-the-scenes support team has worked continually to upgrade and modernize. NAPMA was one of the first martial arts associations formed and has a vast storehouse of information that was rarely, if ever used. To make this available and accessible to members, the information systems at NAPMA had to be completely revamped.



The NAPMA Web Network has been upgraded to load faster, have fewer technical problems, present information more clearly, be more

interactive for online collaboration and generally be easier to use.

Mastering the Martial Arts Business is a trade journal that was created to shift the focus from a populist information magazine to specific, business-oriented topics that support industry growth.

New marketing media presents many opportunities to attract students for our members. The problem is that the social networks, Internet-based media buys and

self-publishing promotion are so new that there isn't a lot of good information available about how to use them to produce results. NAPMA COO Toby Milroy has invested hundreds of hours in researching and developing strategies that work for our members.

New technology that's available through the Internet and through technological advances in communications devices also presents opportunities for our members. Milroy continually investigates and researches each of these technologies to find innovative ways to apply them to the industry. NAPMA Business Breakthrough TV is an example of this interactive technology.

As member of our association, you can support our efforts by letting us know your specific problems. The more information we have about the challenges you are facing, the more we can help. One example of our joint efforts to solve a problem was the way we tackled the credit card crisis. As soon as members made us aware of the problem, we had a new business partnership with National Merchant Bancard in place within 30 days. Our members needed a supplier that understood the needs of our industry, and we found one.

We enjoy serving our members and look forward to continually improving and refining the ways we support your success.

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GOAL-GETTER SERIES, PART FOUR

The Step-by-Step Blueprint to Achieving Your Martial Arts Business Goals

Step Four: Motivation — Why Are You Doing this, Anyway?



By Toby Milroy
NAPMA COO

This article is the fourth in a 12-part series on the specifics for setting success-oriented goals and earning more prosperity for your business.

Have you ever thought of a million-dollar idea? Maybe it was a product that everyone could benefit from — the proverbial better mousetrap. How about a really cool idea for your school that would help your students or their parents?

Almost everybody would say, “Yeah, I have 10 really cool ideas like that right now, but I never get around to taking action on them.” Somewhere between thought and action there is a breakdown between a great idea and turning it into a goal that

gets accomplished. Why does this happen?

In the *Psychology of Winning*, by Dr. Dennis Waitley talks about the “148,000 No’s.” Dr. Waitley says that from the time children are born to the time that they turn 18, they’ve heard the word “no,” on average, 148,000 times. We all know how that happens — the little two-year-old is toddling around and reaches up to grab the hot pot on the stove and we say “no.” He’s playing with your car keys and tries to stick them into an electrical outlet, and we say “no.”

As parents and teachers, we think we’re showing safe boundaries to our children. They need to learn that there are things that can hurt them so they can avoid them. Unfortunately, we are also teaching them that taking risks is unsafe, and that tends to make people negatively predisposed when it comes to

setting goals.

The unintended message we’ve been taught from a very young age is that risks are bad and maybe we aren’t smart enough to know when we can’t make something work. Maybe we don’t have the talent or the skill or the ability or the knowledge to take one of our ideas and make it a success. In reality, that may not be true, but because we’re preconditioned to think that risks are also our limitations, we tend to avoid them. We quit before we even try our best ideas, and our businesses are less than they could be.

To counterbalance this, you have to take this negative preconditioning into consideration during the goal-setting process. You do this by reinforcing the opposite message to yourself. Here’s how that works:

Make a list of all the benefits to you if you achieve your goal. Write all of them down in great detail. How will you feel when you accomplish this goal? How will you think about yourself? What will your family think of you? How much money will you have? How secure will you

help you overcome the negative that we’ve been brought up to believe is true. What is really true is that the people who have accomplished the most are the ones who believe that the most is possible.

When considering rewards we often think about things like a big bank account or an expensive car or house. Very few people are motivated purely by money. According to Harvard Researcher Daniel Gilbert, PhD., after we have secured enough to take care of our basic needs for a comfortable place to live, a safe car to drive and a little left over for some fun, money only motivates us when it is used to achieve a goal. What really motivates us is the emotional satisfaction of meeting our goals. This is the security of knowing that we are self-directed in our actions and plans and that we are skilled at accomplishing what we set out to do.

It’s like a student going from a green belt to a blue belt. While that is a worthy goal, it’s not likely to really motivate him to greatness. But if he sets his sights higher such as getting a

...a worthy goal is one that you feel will kindle your passion and keep you focused on creating the kind of benefits that will make it worth your while.

feel? What type of a car will you drive? What type of a house will you live in? What people will you spend time with? This kind of detailed visualization will

Black Belt, or after earning that Black Belt becoming a master, then that is the kind of winning goal that inspires him to find the greatness within himself.

Your goal needs to be something significant and audacious that will inspire you to greatness. It has to be important enough to convince you that it is worth the time, the effort, the sacrifice and the commitment to overcome 148,000 negatives and then some. This goal has to be something that will give you complete satisfaction on many levels — financially, emotionally and the respect and recognition of the people in your life that most matter to you. Most important, a worthy goal is one that you feel will kindle your passion and keep you focused on creating the kind of benefits that will make it worth your while.

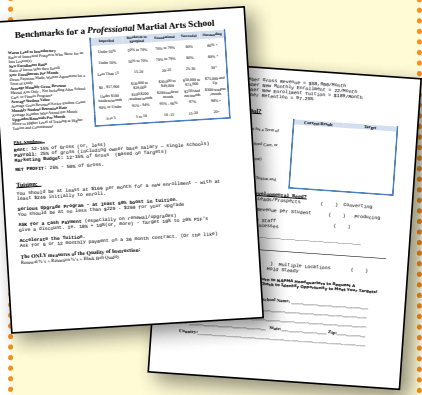
As martial arts instructors, one of our responsibilities is to help students stop focusing on what they can't do — or more accurately what they have been taught they might not be able to do — and expand what they believe they can do. We create such great results with our students because we have the ability through our classes to expand their thinking about what's possible. That's a powerful impact on the life of another person.

Setting inspirational goals takes this process to the next level because we are inspiring and motivating ourselves. We do this by setting an audaciously high goal and then becoming absolutely clear about the benefits we will receive when, not if, we meet that goal. ■

Next in the "Goal-Getter Series:" Analyze your Starting Point

How NAPMA Can Help You Realize Your Goals

For solutions to the challenges of running a martial arts school... download NAPMA's free Benchmarks for a Professional Martial Arts school go to NAPMA.com/Benchmarks



TRACY, continued from page 34

low self-esteem and negative mental attitudes were invariably children who were deprived of the love and security they needed during their formative years.

The Qualities of Children

The first quality is that they're born largely unafraid. They come into the world with only two physi-

cal fears, the fear of loud noises and the fear of falling. All other fears have to be taught to the child.

The second quality of children is that they're completely uninhibited. They laugh, they cry, they wet their pants. They say and do exactly what they feel like with no concern whatever for the opinions of others.

The way you come into the world is unafraid and uninhibited, completely fearless and able to express yourself

freely and easily in all situations. You know this is true because later, when you're with people you trust, you revert to this natural state of fearlessness and spontaneity. They're your normal, natural condition. ■

BRIAN TRACY CEO, BRIAN TRACY INTERNATIONAL
ACMA board member Brian Tracy is a Karate Black Belt and a world-renowned expert in the field of human development and motivation. Much of his success is a result of the discipline he learned through martial arts training.

Attention All Martial Arts School Owners

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Frustrated at how hard it seems to be to grow your student body while maintaining the integrity of your martial arts program?

Attend the "Martial Arts Marketing Mini-Bootcamp" hosted by NAPMA CEO and Marketing Guru Stephen Oliver. It's *guaranteed* to help you add 100 or more new students to your school in 2011.

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I've spent 30-plus, years and literally millions of dollars, learning the secrets of consistently operating a profitable martial arts school business.

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Stephen Oliver and NAPMA present the

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Now, for the first time, I have summarized and encapsulated the 10 most important school growth strategies *that ARE WORKING in today's difficult market* into a concise half-day session — the "Insider's Secrets" of high quality — and highly profitable schools. **I'll share these secrets with you at a \$2,400 SAVINGS!**

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The mini-bootcamp tuition is only \$299 for dedicated, professional school owners (details are available at NAPMA.com/bootcamp), or you can **take advantage of the...**

\$200 Early Registration Discount by registering before July 1, and reserve your seat for only \$99! (NAPMA Members attend FREE)

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Call 727-540-0500 ext.202

now to reserve your seat.



Stephen Oliver, MBA
8th-Degree Black Belt
CEO — NAPMA
Founder — Mile High Karate
Developer— Extraordinary Marketing



Toby Milroy
COO — NAPMA
(National Association of Professional Martial Artists)



Jeff Smith
9th-Degree Black Belt, Chief of Instruction, Mile High Karate

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NAPMA BUSINESS SOLUTIONS: Back to School and Fall Promotions

It's the end of the summer, and martial arts schools are gearing up for fall promotions. Fall is typically the season of significant new enrollments for many schools. As people turn their attention away from vacations and toward preparations for back-to-school, there are many opportunities to attract prospects to your school.

Solutions for Schools: Effective Advertising Campaigns for the Fall

The most effective advertising campaigns solve problems for a targeted market and communicate this clearly. The mistake often made by many business owners inside and outside of the martial arts industry is to try to be clever with words or dramatic with images. The result often obscures the message and renders the ad as ineffective. This can waste thousands of dollars from your advertising budget.

At this time of year, businesses from many industries try to ride the back-to-school theme. They assume that their ads will draw more results if they are based on a seasonal theme. To prevent your ads from getting lost in the daily bombardment of advertising messages, stay focused on the benefits you offer that solve a problem.

"In running my schools I take every month that others would think of as the worst and figure out how to make it my best of the year."

NAPMA member materials include a variety of advertising themes that cover back-to-school, bully-proofing, supporting education, character development and success, and leadership skills. These campaigns are designed to address one of the many benefits of martial arts training.

Because the ads can be altered, school owners often adapt the campaigns to their specific message. While these campaigns were intended to be customized, make sure that you don't overwork or overthink your ads. Keep the message clear and stay focused on your targeted market.

A high volume of traffic through your front door doesn't always translate into the prospects that you want. Your ads should communicate the



solutions you offer and the standards and values you represent. Many school owners make the mistake of trying to be everything to everyone, thinking that lots of traffic means lots of students. In reality, they run themselves ragged with prospects that are a poor fit for their program. You'll avoid wasting your time if you are willing to focus your ads on the kind of student you want.

Always present your school as professional, and that means a professional public image in your advertising. The member materials NAPMA provides monthly are created by a professional designer with more than 35 years experience and a specialty in direct response marketing. Members are not limited to the ads sent in the monthly packages. If you don't find what you need in the member package, there are alternative campaigns available on the members' website ready for download.

The "Done for You" Solution: The Effective and Profitable Little Ninjas Program

One of the most successful programs NAPMA has ever created for its member base is The Little Ninjas Program. This innovative program designed for the preschool market was first released in 2002 and has consistently produced results for

members who have implemented it. It's an eight-point pre-martial arts instruction program that has doubled and tripled the gross of many NAPMA member schools.

Often programs marketed for very young children failed to take their specific educational needs into account when the programs were developed. Little Ninjas uses an "edu-tainment" approach taking full advantage of the imaginations of children 3 to 6 years of age to help them develop focus, teamwork, control, balance, memory, discipline, fitness and coordination.

NAPMA's Little Ninjas is a turnkey program that includes not only the curriculum, but also information about pricing, scheduling, marketing, sales projections, promotion, motivation tools, class structure, evaluations and much more.

What this program is not is a substitute for day-care. Little Ninjas is preparation for belt programs and has been extremely successful at attracting new students and retaining them for core martial arts training curriculums. Graduates of The Little Ninjas Program are prepared to enter the belt programs focused, excited, attentive and ready to learn and are among the most successful students.

The program draws more than preschool students. Older brothers and sisters want to get in on the fun, and many school owners have enrolled the entire family from one preschool student. The Little Ninjas Program could create substantial growth in all of the other programs your school offers.

Don't miss the opportunity this year to build on

Continued on page 26

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AN ATTITUDE OF GRATITUDE FOR...

Ed Parker

By Sascha Williams

6TH-DEGREE BLACK BELT, AUTHOR

I would like to take this moment to pay tribute to a man that has been a mentor to many and certainly has touched my life for the better. This man is Ed Parker, the undisputed "Father of American Karate."

To put Mr. Parker's life into perspective, it helps to note that for those of us who have been involved in the martial arts for 30 years or longer, we have only recently entered what could be considered a "second era" of martial arts here in the United States.

Qualified martial arts instructors now number in the thousands, and industry support (such as provided by NAPMA) is now readily available to all who are interested in maximizing their results.

This was not the case only 20-30 years ago when Karate instructors were more of an exotic attraction, often regarded to be enigmatic, mystical role models, at times even attributed with super human powers (such as being able to jump buildings or mend broken bones in an instant), no doubt due to the early portrayal of martial arts on TV and the big screen (although it should be noted that even back then the seeds for today's industry associations were already sown by people such as Jhoon Ree and Ed Parker).

It really was not until the 1960s that martial arts carved out its place here in the U.S., no doubt initiated by TV, but far more importantly through the sweat, devotion and hard work from the true pioneers of the American martial arts scene.

Unquestionably, Ed Parker was one of those early pioneers. He is known not only for spreading martial arts in Hollywood and for instituting the Long Beach International Karate Championships, which helped springboard careers of

heretofore still "unknowns" such as Bruce Lee or Chuck Norris, but also for developing the first truly American martial art: American Kenpo Karate.

While some know him as a friend, bodyguard and instructor to Elvis Presley, others remember him as the instructor to many Hollywood actors, ranging from Joey Bishop, Robert Culp, George Hamilton, Robert Wagner and Warren Beatty to Fabian, Audie Murphy, Robert Conrad and others.

Still others might have enjoyed his appearances in the original Pink Panther Sequels, from movies like *Kill The Golden Goose* or as the man who helped Jeff Speakman to be cast in *The Perfect Weapon*, *Street Knight* and others.

Students of American Kenpo Karate are generally most appreciative of Mr. Parker's extensive authoring of books and journals detailing the intricacies of "Ed Parker's Kenpo Karate," an art which is generally regarded as highly practical and fascinating, yet beautiful and dynamically powerful.

Ed Parker (whose full name was Edmund Kealoha Parker) has been credited with opening the first commercial Karate studio in the continental United States in 1954.

It was an ironic chain of events that this very landmark was lost to an inflamation just weeks prior to Mr. Parker's death.

I remember just a few weeks before his early death in 1990, when I drove up to Auburn, California, to support a seminar Master Parker was conducting there for Andre Sims, a fellow "Ed Parker Black Belt."

I was walking the hallway of the sports complex to find the dressing rooms, when I saw Master Parker walk towards me. As all of us students would do, I immediately saluted him to greet him respect-



Left, Master Ed Parker; Above, Sascha Williams and Ed Parker (with student), circa 1985.

fully, only to have him look back at me with somewhat of a distressed countenance.

"Did you hear? They burnt down my Pasadena School!" he grunted, never missing a step as he was walking towards the seminar room, leaving me standing there, digesting the news, and understandably startled.

He then went on to teach his seminars in his usual energetic and charismatic style, filled with humor and anecdotes. Ed Parker would never miss a chance to captivate his audience.

Master Parker died on December 15, 1990, right after landing in Hawaii, where he went to see his mother (whom he often talked about lightheartedly during his seminars). He had just completed two important milestones. He had gotten Jeff Speakman a three-movie deal with Paramount and he had also just completed the first two of his planned Kenpo video series he had been tirelessly working on producing.

I remember Leilani Parker (Ed Parker's widow) describing how she and her husband landed in Hawaii, and upon disembarking the plane, she went off to find a luggage cart.

When she returned, Mr. Parker had already suffered a massive heart attack and had passed away during her very brief absence.

There is no question this man has left a mark in our world. I don't think anyone would deny that when it comes to the job of developing a complete, new, American system of martial arts, Ed Parker was thorough.

However, I believe that some of his greatest contributions during our lifetime have been the indelible memories of this man. His positive attitude was contagious, and his love of life and the art was truly uplifting and inspiring. His scientific approach was in depth and fascinating. I believe it was for these qualities that so many people call Edmund K. Parker their friend. ■



Sascha Williams is a 9th-Degree black belt and one of highest ranking, active Kenpo instructors in the world, and one of the few top ranking black belts remaining who studied directly with Mr Parker. As an author and three-time Hall of Fame award winner, Williams runs a \$500,000+ Mile High Karate school in Fresno and is helping expand Mile High Karate with Parker Kenpo throughout central California. Together with his wife, Renee, a 5th-Degree black belt, he operates the longest-standing Kenpo karate school in Fresno, California.

Business Solutions, continued from page 22

the success of your school with the incredibly successful Little Ninjas Pro-



gram. You and your school could have a year of record growth.

For more information about The Little Ninjas Program, visit our website at www.napma.com/littleninjas

If you are not a NAPMA member, isn't it time you take advantage of the many solutions we offer? operations. For more informa-

tion about membership go to NAPMAFreeOffer.com

Member Question: Does Teaching Children Mean Becoming a Black Belt Factory?

NAPMA's member programs include strong support for the family market. Our members agree that the highest form of respect for the martial arts is to pass the tradition and values associated with training to the next generation. This month's member question is dedicated to non-members and a point that continues to come up.

There's a common misconception among some school owners that you are "selling out" your art if you include children in your program. They mistakenly believe that servicing the family market means lowering your standards or becoming a "belt factory." In reality, the opposite is true.

The top schools in the country have high-quality programs for children, and their students, both children and adults, are also the most skilled. Many of the giants of our industry, like Grandmaster Jhoon

Rhee, built businesses on the tradition of educating the next generation. The argument that a successful children's program is a "sell out" is more of an excuse for not getting good results with your school.

As martial arts professionals, committed to seeing the art flourish, we must first become proficient in our style and then master the art of teaching. Children are enthusiastic learners and anxious to please. Having the opportunity to impact a child's character and self-confidence is rewarding for both the student and the instructor.

After we master teaching skills, we must progress to becoming leaders of our school community. Parents are always on the lookout for solutions to the problems of childhood. The positive role model of a professional martial artist combined with a quality training program provides many answers to bullying, obesity, attention and learning challenges, social problems, mentoring and much more.

The final step in our growth as professional school owners is to become an effective communicator and a voice for the values you teach. In real life situations, the physical

skills are of less importance than the psychological preparation of the next generation of leaders. It takes character to walk away from a fight or to turn an enemy into a friend. But this kind of character is forged by the discipline of martial arts training. When we develop our programs, we must also develop the determination to hold our standards to the highest level of performance. The most successful schools develop the skills to communicate those standards and values to the communities they serve.

NAPMA considers the family market to be one of the most stable and profitable. But it is also a sacred commitment to the next generation to teach them how to solve their problems and to achieve their goals. There is no "belt factory" in this calling, and only the most skilled and highly evolved martial artists can answer this call. The NAPMA membership is comprised of such people.

Included in each monthly Maximum Impact package are videos of some of the most effective instructors in our industry. These videos are a wealth of specific tips and techniques for working with children of all ages. ■

MILTEER, continued from page 33

more attractive clothes, or furniture, you must make room for your desires to manifest.

Have Integrity with Self

To create wealth, you must have integrity with yourself. Be on guard against being manipulated emotionally by the fear and drama of those around you and recognize the potential stress of allowing others to influence you. Ask yourself: "Where have I been out of integrity with my own beliefs and actions?"

One of the areas is not appreciating what you have right now. Not only do we want to stop talking and thinking economic lack and limitation because of the effects on our subconscious, we also want to start to live as richly as possible on what you already have.

It always amazes me how people go through life saving their best clothes, china, silver, and/or good furniture and then die without ever really enjoying the pleasures right there within their reach. If you are one of those people who only use

"the good stuff" on holidays or special occasions, you most likely only enjoy them a few times each year. If you think about it, that means in a one year period, you may only have allowed yourself to enjoy the finer things in your life for just a few days! In the overall album of life, there is something wrong with that picture!

Life is for living — it should be celebrated and enjoyed! May I suggest that instead of following other people's traditions that you start today to create more feelings of prosperity in your life by giving yourself permission to use your "good stuff" more often.

Treat yourself and your family — have dinner with your best silver and china and eat by candlelight once a week if possible. This gives your subconscious the message that you are blessed; you do deserve the best in life. I am suggesting that you actually live and enjoy what material possessions you now have.

The same thought goes for your clothes. Why is it we walk around our home before our most cherished loved ones in the worst clothes we own? Why do we save our good

clothes to impress strangers? Who's more important anyway (food for thought for you)? Consider wearing some of those clothes in your closet before they go out of style!

Again let me emphasize that the way you feel about yourself has a huge impact on your state of mind. If you feel you look good, you have more confidence. When you have more confidence, you'll naturally take more calculated risks in life. You'll be more optimistic and in turn see more ideas and ways to capitalize on those ideas. This of course, gives you the opportunity to make more money, meet better contacts, and create new ventures. This is what creating prosperity in your life is all about.

It's amazing how most people overlook the small things you can do for your well being that really make a difference in how you will perceive the world. When you carry within you thoughts of potential happiness, health, and wealth, they radiate outward into your world and will attract like results into your life. You have to feel successful, worthy, and blessed to be able to attract it into your life.

Be Creative

Acknowledge that people are spending lots of money on things they want and need. To grow in your current environment, be creative. Give your customers what they're asking for, and keep a positive mindset. Ask yourself "What can I do to capitalize on new and exciting products and services that will get attention?"

If you have not asked the people in your world what they want, it's time to do so! You might want to send out a survey to your current clients, customers or patients and simply ASK them what they like and what they don't like, what they would like more of and then decide where you want to focus your energy.

Another suggestion to help you map out your goals for this year that would be helpful would be to set up a brainstorming session with your staff, associates, or mentors and put all your challenges on the table. Start thinking out-of-the-box on what you can be proactive about in order to manifest. Ask yourself WHO in your life can give you suggestions to improve your bottom line. ■

A Den of Comfort

Martial arts, with its variety of forms, attract an array of fans. The biggest fans, however, are not found among the spectators but rather are installed to help provide comfort to both athletes and their enthusiasts. Often housed in large warehouse-style buildings, martial arts facilities are prone to hot, stagnant air that can negatively affect the environment. With the cost of heating and air conditioning on the rise, providing proper air movement ultimately leads to a healthier, safer and “cooler” environment for athletes, while still addressing cost restraints and health concerns.

Large diameter, low speed fans from the Big Ass Fan Company® are ideal for this environment, providing year-round air movement to help equalize temperatures and control excess humidity. “In large open spaces with high ceilings, it is difficult to achieve effective air distribution in a cost-efficient manner. Large circulator fans turn over the air in the space several times per hour ensuring good air distribution,” said Christian Taber, senior applications engineer and LEED® accredited professional for Big Ass Fans. “Plus, the elevated air speed generated by the fans increase occupant comfort and help dry mats more efficiently.”

The Den, located in Scottsdale, Ariz., is a mixed martial arts training facility offering classes in Muay Thai, Brazilian Jiu Jitsu, wrestling, and various fitness options including boot camp and sports conditioning. A myriad of issues, from moisture build-up on mats to humid, stagnant air, were negatively affecting the facility as a whole. Installed at the 25-foot high ceiling are two Isis® fans from the Big Ass Fan Company to circulate air within the 10,000 square foot space. According to owner Scott Peters, The Lion’s Den had been open for two years before they installed the fans over the mat areas. “We’ve had complaints in the past about the facility being too warm,” said Peters. “Now we have a really slow, refreshing breeze constantly blowing through the gym.”

The key to the effectiveness of a properly engineered large diameter, low speed fan is the huge volume of air generated by the fans’ patented, hollow-core airfoil and winglet design. The result is slow, gentle, non-disruptive and non-turbulent airflow. Though large and powerful, large diameter fans are also incredibly energy-efficient employing very small motors.

Decrease dry time

Placing the fans directly over the mats not only directs airflow over the athletes but, as Peters notes, helps dry the mats much quicker as well. “Dry time before [the fans] was 15 minutes, now the mats can be mopped and dried within 5 to 6 minutes,” he said. To ensure a clean environment, the mats are mopped routinely throughout the day but classes were held up by the slow dry time.

“The fans have enabled us to get in there between classes to mop and sterilize the mats,” he added.

Wrestling with the Seasons

Regardless of the season, Big Ass Fans work with the HVAC system to help circulate the air in the space. Like a traditional ceiling fan, Big Ass Fans increase air velocity to create a more comfortable environment for occupants. But unlike a traditional ceiling fans, just one large diameter fan is capable of covering an area as large as 30,000 square feet. In warmer months, large fans improve personal comfort with an evaporative cooling effect; although fans do not lower the air temperature in a space, the perceived cooling effect can make a person feel 10° F cooler. Mindful of their energy consumption, Peters said they are able to keep the thermostat set between 78–80° F. The added circulation provided by Big Ass Fans decreases the load on an HVAC system and, in

See **COOLING**, continued on page 32



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Tony Massengill: very successful writer in the Martial Arts world. 3-Books, Numerous Articles, Columnist for **MARTIAL ARTS MASTERS MAGAZINE!**

Michael James: publisher of *Black Belt Magazine* for 23 years and was at *Inside Kung Fu* for five years. He also co-managed the world’s first and leading Martial Arts book company, Ohara Publications Inc., managed 825 Martial Arts videos and 275 book titles.

Jose Fraguas: founded his own book, video, and magazine company in Europe in 1986. In 1997, he became the General Manager of CFW Enterprises. Currently Editor of **MARTIAL ARTS MASTERS MAGAZINE**

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When You Should *Not* Sell Ice Cubes to Eskimos

When I'm scheduled to speak I try to come in early to meet people and listen to the presentations before mine.

At a recent national sales meeting I was booked at I was able to sit in on a session where the regional managers honored their salespeople in front of the group. The managers detailed individual salesman and saleswoman's innovative marketing and displays, their increases in sales totals, sales of particular brands, and/or new clients they were able to add.

Each salesman had a specific state or high population city that they were responsible for except one older gentleman whose sales area was in Southern California and was a few

cities along a freeway corridor. I got the feeling that he chose his territory while everyone else was assigned theirs. There were many younger people being honored but when the veteran salesman's manager was introducing his many accomplishments in the past year he described him as "being able to sell ice cubes to Eskimos".

Like many companies, they had been recently bought up by a larger group and had gone through a shuffling of personnel and management. This was the first time many of the people in the room had met the veteran salesman.

I'm sure the manager was paying the salesman his ultimate compliment by saying he could sell ice cubes

to Eskimos. That's how I took it at first until I started thinking about how a salesman gets to the point where he thrives through mergers and wholesale changes in a company, and is so valuable that he can name his own territory.

He wouldn't sell Eskimos ice cubes. If he did, he would never make another sale there.

He would get to know them and help them solve their issues. He would start with sunglasses and the latest in dental care. He would introduce them to nutritional supplements, polar fleece pajamas, and full spectrum light bulbs for the long dark winter. They would need generators to power those lights and charge their toothbrushes and because of the relationships he had built they would come to him for them and for the gas to run them.

A great salesman is in partnership with his customers and would never

risk selling them something they didn't need. I'm sure it was just a figure of speech and I guess he could sell them ice cubes, he just wouldn't. ■



The Heart of a Student Athlete

KARL MECKLENBURG
SIX-TIME PRO BOWL NFL
PLAYER AND MOTIVATIONAL
SPEAKER, AUTHOR

Want More?

Karl Mecklenburg

brings his unique perspective to NAPMA members through his columns



in this publication and MartialArtsProfessional.com. Be sure to read his book, "The Heart of a Student Athlete," available from Amazon.com. To read more about Ken and how his life relates to the martial arts, visit NAPMA.com/KarlMecklenburg



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Better Staff Performance Begins with Setting Goals

During my 40 years in the martial arts, I've learned that there are several important keys to improve the quality of staff development and motivate instructors to work and excel at the highest level.

My learning experience started with Grandmaster Jhoon Rhee and

his organization, where I worked my way up from instructor to senior vice president. I directed most of the activities, including marketing, advertising and training the instructors and managers.

I discovered that the most important staff-training key is to make

sure they are being held accountable. Setting goals is the skill they need to accept responsibility for their actions.

Once you help them determine their goals, you must follow up consistently to make sure they are accomplishing their goals.

You can't expect them to set their

goals and reach them on their own, so you, as the trainer, must also provide them with a statistical system into which they can record their results.

Ultimately, statistics are the measure of whether your staff members are accomplishing their goals. Your responsibility is to provide them with the means, and make sure they are using the system.

Although there isn't enough space in my column to explain the statistical system you should have for your school and staff members, the statistics you should record generally relate to every step in the enrollment stream (plus special programs, teams, retail sales and other business activities that your staff manages, and that generates statistics).

Your enrollment stream starts with your marketing and its costs, prospects' phone calls, appointments, intros, renewals, retention and student quality.

You want to quantify and analyze (and so do your staff members) how many prospects' phone calls your staff answered, how many appointments they set, how many prospects honored their appointments, how many intros your program director closed (for what services and for how much), etc.

You can't expect to develop high quality instructors and general staff members without such a detailed statistical system; and you can't expect them to agree to be accountable for their work, unless it's results-driven.

Although statistical analysis is open to interpretation, the numbers don't lie; they are completely objective. If the program director's goal is to close 10 new enrollments a week and, during the last 30 days he closed 25, then he is 15 short, and shouldn't expect a raise or a bonus. (Chances are he didn't receive a large commission check, either.)

During my many years training hundreds of instructors and school



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Creating Prosperity Regardless of the Economy

I am absolutely convinced that if you don't do well financially today, it is either due to utter ignorance or opportunity of choice. It definitely



The Success Coach

LEE MILTEER
NAPMA INNER CIRCLE AND
PEAK PERFORMERS COACH

is NOT due to lack of opportunity. No matter what the media is saying, there are massive opportunities in the world today to create and reinvent yourself and your business to be profitable. You have to decide what your goals are and focus on Prosperity. Yes, this means you might have to change directions, but so what?

There are four fundamental positions you can take to immediately improve and attract prosperity, rather than chasing it:

1. The Quality of Your Personal Philosophy
2. The Quality of Your Thinking
3. The Quality of Your Behavior
4. The Quality of the Value You Create to Exchange for Prosperity in the World

I am giving you suggestions for a new mindset and daily actions you can perform within these four categories to leverage yourself and set yourself apart so that you will attract more money into your life.

Focus on Wealth

Please open your mind to the perspective that creating wealth and abundance has a lot to do with internal decisions and external knowledge, and little to do with the state of the national economy. We must rise above the popular belief that it is necessary to be affected by the economy. Abundance is a mindset, not an external condition that controls your destiny. This information can help you claim the abundance you so richly deserve. There are no limits to what we can

create because we have unlimited resources around us.

Let's begin by defining wealth. Wealth is not just money, because creating money alone will not always bring you happiness. Wealth is being at peace with yourself and feeling fulfilled in what you do. It is enjoy-

ing and appreciating your life, your family, and your career.

Catherine Ponder has written a number of successful books on prosperity. In one of them she says that "... prosperity is more than money, wealth, and financial security, it is the way you live your life and the

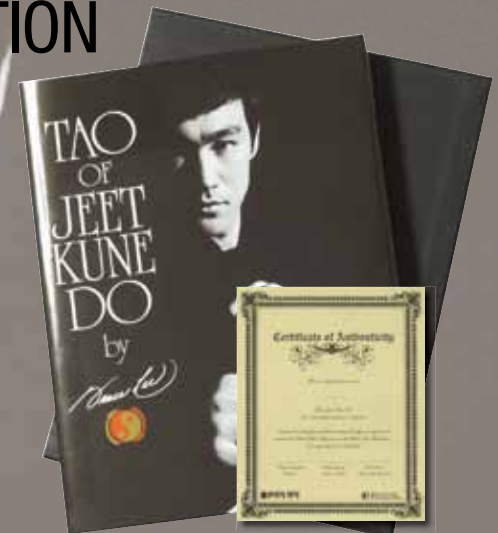
way you focus your life energy, it is the balance of what you can and cannot control, it is loving yourself and others, it is counting your blessings and enjoying who and what you currently are now."

Right now, due to the insane

See **MILTEER**, continued on page 33

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Lee Milteer is a well-known success coach, professional speaker, author and developer of the highly acclaimed Millionaire Smarts® concept. She is also the success coach for NAPMA's Inner Circle and Peak Performers Group and a frequent NAPMA speaker. She can be reached at NAPMA.com/InnerCircle.

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SMITH, continued from page 30

staff members, I discovered that they almost always overestimate their effectiveness, results and impact on the growth of their schools.

At some point during a training session, I would ask the instructors to rank themselves. I asked who considered himself or herself a great, good, average or poor instructor. Everyone would raise their hands no matter how poorly they were doing; they thought they were all good instructors.

I explained and convinced them that the only way you can rank yourself a good or great instructor is strictly according to your statistics. I asked, "How many of the students you enrolled last year are still active, paying students? Of those that enrolled in your basic program, how many have you upgraded to a higher-level program?"

Those are the statistics you must record and review with your staff regularly, if you expect to improve their performance and have a positive attitude about being accountable.

Join Jeff Smith online. Visit MartialArtsProfessional.com for direct links to these pages. ■

COOLING, continued from page 27

that kind of air but they were very noisy, and cumbersome, hindering the ability of our coaches to communicate with our students," he added. "This is no longer an issue."

Promoting comfort

Along with improving comfort in his facility, the improved conditions have resulted in a recruitment tool for prospective clients. According to Peters, the fans have helped not only improve the comfort level of their current clients but for prospective clients that walk into our facility. "The increased comfort has added to our ability to sell our product," he said. ■

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Coming Soon

The next installment of our new **Goal-Setting** series, "Set a Deadline," and a new **Mile High Maverick**. Columnist **Brian Tracy** discusses "Overcoming Fears that Stem from Childhood," and **Karl Mecklenburg** covers "Leadership in Individual Sports." Practical advice in **NAPMA Business Solutions**. More columns are available at MartialArtsProfessional.com.

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MILTEER, continued from page 31

economy, you need “prosperity consciousness” in your life. Increasing this level of awareness enables you to create more self-confidence, self-trust, and self-esteem to build exactly what you want. These new empowering traits will help you generate and create wealth and financial security.

The definition of the word “prosper” is to flourish, succeed, and thrive, to experience favorable results to get what you want out of life. It is more than wealth and financial security. Ralph Waldo Emerson described prosperity as the law of compensation whereby like attracts like, and what you radiate out in your thoughts, feelings, mental pictures, and words, you also attract into your life. Right now is the time to reprogram yourself for what you want. Write goals that support the future you really deserve.

Focus on what you want to create, not what you don’t want to create. You receive exactly what you focus on. Poverty thinking brings poverty. Wealth thinking brings wealth. Grudges bring deathly poison to any business. Ask yourself: What am I focusing on right now is it good or bad? The more positive you are in your attitude and your actions the more abundance you will have in your life.

Want More?

Lee Milteer is the Success Coach to NAPMA Inner Circle and Peak



Performance members and provides a wealth of tools and techniques. In addition to helping martial

arts school owners become more successful, she has taught the same techniques to many of the top Fortune 500 companies. Lee is a popular speaker at many motivational events across the country, and publishes a well-regarded monthly newsletter and recordings, many of which NAPMA provides unrestricted access to for members. To read more about Lee Milteer visit NAPMA.com/InnerCircle

Avoid Negativity

Be proactive in exposing yourself to news and media with information that is inspiring and uplifting. Doing so will edify the flow of your natural creative juices. Eliminate negative people from your life that influence

you or challenge your positive mood. You have to be in the right state of mind to see and create opportunities. Ask yourself: Who and what is dragging me down and how can I remove it from my reality?

If you have not heard of the Law of Vacuum Let me share it with you.

One of the first strategies to create prosperity is to get rid of what you don’t want in your life to make room for what you do want. It is said that nature abhors a vacuum. To have the opportunity to attract what you do want, such as a better relationship,

See MILTEER, continued on page 26

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The Rules of Self-Esteem

There are two rules of self-esteem and self-liking: Rule number one is that you can never like or love anyone else more than you like or love yourself. Rule number two is that you can never expect anyone else to like or love you more than you like, love or respect yourself.

Everything you do to build your own self-esteem increases the amount of happiness you enjoy with the other people in your life.

Self-Concept Formation

You were not born with a self-concept. Everything that you know

and believe about yourself today, you've learned as the result of what's happened to you since you were an infant. Each child comes into the world with a particular temperament and certain inborn attributes but with no self-concept at all.

For example, I read recently about



Success Secrets

BRIAN TRACY
PSYCHOLOGY OF SUCCESS

a 32-year-old woman who was involved in an automobile accident.

As a result of hitting her head, she experienced total amnesia. At the time of the accident, she extremely shy, had a stutter and was very nervous around other people. She had a poor self-concept and a low self-esteem.

Because of her total amnesia, when she woke up in the hospital she didn't remember a single thing about her life.

She was such a special case that she became very well known. When she recovered, she was interviewed on radio and television. She began studying her condition, and wrote articles and a book describing her experience. She began traveling and giving lectures to groups.

With no memory of her previous experiences, and as a result of being the center of attention, she developed a totally new personality, a brand-new self-concept that was completely consistent with high performance, happiness and life satisfaction.

Children come into the world with no self-concept. Children learn who they are, and how important and valuable they are (or aren't) by the way they're treated from infancy onward.

The foundation of personality is laid down in the first three to five years of life. The healthiness of the adult will be determined by the quality and quantity of love and affection that the child receives from parents.

A child who's raised with an abundance of love, affection and encouragement will tend to develop a stable personality early in life. A child who's raised with criticism and punishment will grow up fearful and distrustful, with the potential for a variety of personality problems. Adults with

See **TRACY**, continued on page 21

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