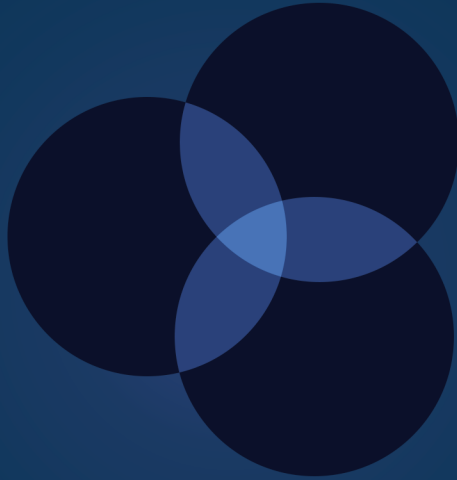


Discover the 3 Secrets for
Getting What You Want
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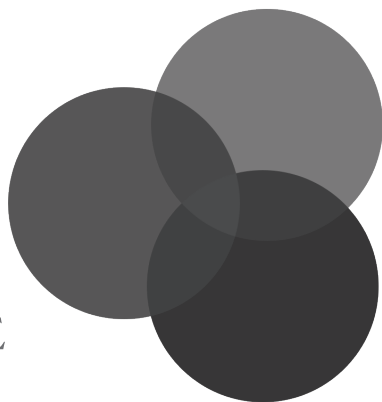


THE

Payoff Principle

DR. ALAN R. ZIMMERMAN

Discover the 3 Secrets for
Getting What You Want
Out of Life and Work



THE
Payoff
Principle

DR. ALAN R. ZIMMERMAN

Contents

Foreword xi

Chapter 1: What Do You really, Really, REALLY Want? 1

The Most Important Question You'll Ask Yourself

Are You Enjoying What You Do?

Are You Happy with Where You're Going?

Are You Satisfied with What You're Becoming?

Becoming a Person Who Makes Things Happen

My Journey to the Payoff

Chapter 2: The Payoff Principle and the Producer 25

It's a Great Time to Achieve All Your Dreams

Dumb Strategies May Be Getting in Your Way

The Payoff Principle

The Payoff Principle and the Producer

Characteristic #1: Producers Are Motivated

Characteristic #2: Producers Take Responsibility

Characteristic #3: Producers Are Disciplined

Characteristic #4: Producers Take Constructive Risks

Getting *The Payoff Principle* Working for You

PART I: PURPOSE

Chapter 3: The Power of Purpose 35

Where the Payoff Begins

Is Purpose Really Important?

Purpose Payoff #1: Better Health

Purpose Payoff #2: Greater Motivation

Purpose Payoff #3: Deeper Satisfaction

Chapter 4: The Practice of Purpose 45

- Clarify Your Purpose . . . and Then Live and Work **On** Purpose
- Too Many Years of Wasted Time and Guilt
- How Can You Discover Your Purpose?
- Question #1: What Are You Good At?
- Question #2: What Excites You?
- Question #3: What Difference Do You Want to Make?
- Bring All Three Answers Together
- Purpose Practice #1: Listen to the Right People
- Purpose Practice #2: Start Your Day With a Six-Pack
- Purpose Practice #3: Keep Your Six-Pack Visible
- Purpose Practice #4: Pause and Reflect
- Purpose Practice #5: Engage in Purpose-Fulfilling Activity Every Day
- With Your Purpose in Place . . .

PART II: PASSION

Chapter 5: The Power of Passion 50

- Where the Payoff Gets Fired Up
- Three Components of Fired-Up Passion

Chapter 6: The Attitude of Passion 75

- Attitude: The Fuel Supply for Your Fire
- Attitude Payoff #1: You **Attract** Significantly Better Personal Results
- Attitude Payoff #2: You **Create** Significantly Better Professional Results
- A Check-up from the Neck Up
- You Can Change Your Attitude
- Attitude Practice #1: Decide to Have a Positive Attitude
- Attitude Practice #2: Feed Your Mind a Steady Diet of Positive Inputs
- Attitude Practice #3: Keep a Motivation Journal
- Attitude Practice #4: Practice an Attitude of Gratitude
- Attitude Practice #5: Choose a Perspective That Serves You

Attitude Practice #6: Act As If You Are Positive
 Attitude Practice #7: Deflect the Negative
 Positive Attitudes Always Work

Chapter 7: The Persistence of Passion 90

Persistence: The Oxygen Supply for Your Fire
 Persistence Payoff #1: Freedom from the Lies
 Persistence Payoff #2: An Insurance Policy for Results
 Persistence Can Be Learned
 Persistence Practice #1: Tap Into the Power of Desire
 Persistence Practice #2: Develop Resiliency
 Persistence Practice #3: Embrace Hard Work
 Persistence Practice #4: Apply Patience
 Persistence Practice #5: Reject Defeat
 Your Challenge

Chapter 8: The Character of Passion 105

Character: The Guidance System for Your Fire
 What Is Character?
 Checking Out Your Character
 Character Practice #1: Engage in Behaviors That Build Your Self-Respect
 Character Practice #2: Engage in Behaviors That Respect Others
 Character Practice #3: Engage in Behaviors That Show Respect for the Truth
 The Good and the Bad News About Character

PART III: PROCESS

Chapter 9: The Power of Process 120

Where Your Payoffs Turn into Reality
 How I Learned the Producer's Processes
 The Four Critical Processes
 Process Is Personal and Interpersonal
 The Crash, Burn, and Rescue

Chapter 10: The Process of Affirming Achievement 135

- You Change Your Life When You Change Your Mind
- Give Your Autopilot a Temporary Reset
- Give Your Autopilot a Permanent Reset
- Affirmation Step #1: Define Your Goals
- Affirmation Step #2: Write Your Goals as Affirmations
- Affirmation Step #3: Deploy Your Affirmations
- Affirmation Step #4: Ensure the Success of Your Affirmations
- Affirmation Payoff #1: Focus
- Affirmation Payoff #2: Motivation
- Affirmation Payoff #3: Victory
- Affirmations Bridge the Gap Between Where You Are
and Where You Want to Be

Chapter 11: The Process of Continuing Education 150

- The Grand Mistake
- Four Ways to Check Your Commitment to Continuing Education
- Continuing Education Strategy #1: Increase Your Replacement Value
- Continuing Education Strategy #2: Stop the Excuses
- Continuing Education Strategy #3: Aggressively Pursue Ongoing
Personal and Professional Development
- Continuing Education Strategy #4: Use Proven Learning and Retention Devices
- Continuing Education Strategy #5: Use the Ripple Effect to Your Advantage
- Continuing Education Strategy #6: Learn from Champions
- Continuing Education Strategy #7: Learn from Losers
- Continuing Education Strategy #8: Apply Your Learning
- What Got You Here Won't Get You There

Chapter 12: The Process of Connective Communication 175

- "What We Have Here Is a Failure to Communicate."
- Breakup #1: Sharing Too Little of Yourself
- Breakup #2: Talking Too Much
- Breakup #3: Discounting Others

Makeups: Two Transformational Communication Techniques
 It's Time to Get Past a Failure to Communicate

Chapter 13: The Process of Compassionate Listening..... 220

- Talking Is Sharing But Listening Is Caring
- There **Is** a Problem in Listening
- Listening Skill #1: Decide to Listen
- Listening Skill #2: Position Yourself to Listen
- Listening Skill #3: Listen with an Open Mind
- Listening Skill #4: Ask More Questions
- Listening Skill #5: Refrain from Interrupting
- Listening Skill #6: Slow Down Your Back-and-Forth Exchange
- Listening Skill #7: Reinforce Your Retention
- Perfecting the Art of Compassionate Listening

PART IV: PAYOFF

Chapter 14: The Payoff Principle Continues to Pay Off..... 240

- Your Search for Happiness and Success Is Over
- Purpose + Passion + Process = Payoff
- A Tried-and-True Formula for the New-and-Complete You
- Your Future Filled with Payoffs ... On and Off the Job
- Payoffs in Your Work Life
- Payoffs in Your Home Life
- Payoffs That Transform You
- Payoffs That Transform the World
- If It Is to Be, It's Up to Me

Notes..... 260

Acknowledgments..... 270

About the Author..... 275

Foreword

“I want to be happy. I want to be successful.” Ask people what they want from life and you are likely to hear these words, or a version thereof. Inquire further, and you’ll find that most people will have at least an idea of what reaching those goals would take.

But in order to achieve a greater degree of happiness and success, three elements must be present, and most people, unfortunately, overlook one or more of these key elements.

In *The Payoff Principle*, you’ll learn what these three elements are, and more important, how you can apply them to your life to increase your level of happiness and maximize your opportunities for success.

The Payoff Principle is not just another ordinary self-help or get-rich-quick book. Most books of this genre, while well intentioned, only touch on one, maybe two of the three key elements of success. I believe that *The Payoff Principle* is the first book to combine all three elements into a system that all but guarantees you greater happiness and success, if you apply its lessons to your life.

I was introduced to Dr. Alan Zimmerman many years ago through his newsletter, *The Tuesday Tip*. I was struck by Alan’s capacity to motivate people through his unique ability to break down success principles into plain language, illustrated by his many captivating anecdotes and observations on life.

But more than anything else, what kept me coming back again and again to Alan’s writing was the pervasive optimism that has become his hallmark. Alan believes there are seeds of greatness inside every individual, and he has dedicated his life mission to helping all those who follow his teachings to achieve their personal best. Alan’s optimism is simply contagious, and if you’re like me, you’ll be glued to *The Payoff Principle* once you start reading.

As a successful professional bodybuilder, *Inc.* 500 entrepreneur, and CEO of Labrada Nutrition, I have relied on the time-proven principles espoused in Alan's book to make goals, work on them passionately, and reach them. During my adult life, I've been on a journey of self-discovery into what constitutes real success.

Years ago when I won the IFBB Mr. Universe title, I thought I had finally become a champion. Like many, I thought being a champion was just about winning. Not quite. A champion is not something you become by winning a major bodybuilding title, professional athletic event, or achieving business accolades. A champion is something you become through a process involving self-improvement, sacrifice, service, and yes, the attainment of goals normally out of reach of all except those willing to pay the price.

My dictionary contains three definitions for the word "champion." The first is "one who wins first place or first prize in a competition." Perhaps, in the broadest, most secular sense of the word, this is an accurate definition. But to limit the meaning of "champion" to these strict confines is to gut it of its essence. I disagree with this definition. To me this is the definition of a "winner." Yes, to be a champion, you must achieve something of value. But the world is full of men and women who have achieved fame and fortune and yet are bankrupt as human beings.

The second definition of champion is "one that is clearly superior or has the attributes of a winner." I like this definition better. This one emphasizes the attributes of a winner.

The third definition is "an ardent defender or supporter of a cause or another person." In my view, a champion is that unusual human being who is an embodiment of these last two definitions.

So why all the talk about what defines a champion? Because in *The Payoff Principle*, Alan's goal is to bring out the champion in *you*.

Alan makes the case that three things are necessary to be personally happy and professionally successful, and those three things are embodied in this formula:

Purpose + Passion + Process = Payoff

Purpose is all about the direction in which you're going. Where do you hope to go with your life, your career, and your relationships?

Passion is all about the energy. How will you muster the energy to keep on keeping on . . . in the good times and the bad? How will you keep yourself motivated to move in the right direction?

Process is all about the skills. What skills do you have to learn . . . and then use . . . to make sure you get the **payoffs** you want in your professional life and your personal life?

The words and the concepts of purpose, passion, and process have been around for a long time. And you could easily dismiss them as common sense, but bringing them together in one book and one formula is not common practice. *The Payoff Principle* pulls purpose, passion, and process together, and presents them in a step-by-step plan that will help you master all three elements, so your payoffs will be extraordinary.

I wish I could say that I practiced all three principles at every point of my life, but that would be a falsehood. No, these are things I have learned over time, through my experiences. They require work and they are a process, not an end in themselves. Becoming a champion is a life-long path, not a destination.

As we've seen, being a winner does not make you a champion. There are many winners who are not champions . . . and many champions who have not experienced public victories. Here's to all the future champions of the world and especially all those who toil quietly in their search for excellence . . . here's to your success.

—Lee Labrada

What Do You Really, Really, REALLY Want?

The Most Important Question You'll Ask Yourself

Do you know what you really, Really, REALLY want? This is the single most important question you could ever ask yourself . . . because your answer will affect every aspect of your work and your life . . . now and forever. Unfortunately, if you're

Unfortunately, if you're like a lot of people, you haven't even bothered to ask the question.

like a lot of people, you haven't even bothered to ask the question. And, as a result, you may be working too hard, living too fast, and feeling like there's got to be more to work and life than what you've been experiencing.

You're right. There is more. You can be so much more than you already are, and you can have so much more than you already have. But you're never going to get it if you don't know what you really, Really, REALLY want.

The result? As Halper writes, "By sacrificing their values for status, placing more importance on appearances than happiness, and spending more time in empty or false relationships, these men found themselves saying, 'I feel empty. I'm an impostor!'"¹

Continuing Education Strategy #3: Aggressively Pursue Ongoing Personal and Professional Development

The trouble is, many people don't enjoy what they do or where they are in their life. The famous comedian George Burns, however, thoroughly enjoyed what he was doing on and off the stage. Perhaps that's why he lived to be so old. When he was 99 and the city of Los Angeles was renaming two streets in honor of him and his wife Gracie Allen, he was asked how he felt. Burns answered, "It's good to be here . . . At my age it's nice to be anywhere."²

As psychiatrist Elisabeth Kubler-Ross observed in her work with the dying:

There are dreams of love, life, and adventure in all of us. But we are also sadly filled with reasons why we shouldn't try. These reasons seem to protect us, but in truth they imprison us. They hold life at a distance. Life will be over sooner than we think. If we have bikes to ride and people to love, now is the time.³

Are You Satisfied with the *Direction* of Your Growth?

Are you continuing to read books, attend seminars, meet with mentors, listen to educational and motivational recordings, and engage in activities that will help you become a better person? Despite what you've

*Despite what you've heard,
ignorance is not bliss.
Ignorance leads to poverty,
illness, poor jobs, and
broken relationships.*

heard, ignorance is not bliss. Ignorance leads to poverty, illness, poor jobs, and broken relationships.

In fact, when you implement *The Payoff Principle*, *nothing can stop you*. But if you don't have purpose, passion, and process, *nothing can help*

you . . . except finding the purpose, passion, and process that will give you the payoffs you want. In my mind, when you put it all together, it resembles Figure 2.1.

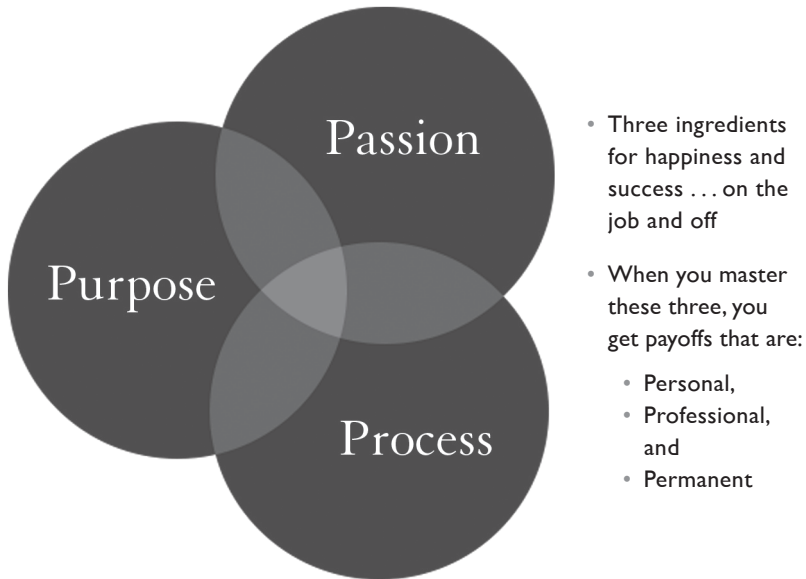
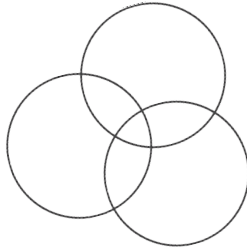


Figure 2.1. The Payoff Principle Illustrated

Do you know what you really, Really, REALLY want? This is the single most important question you could ever ask yourself . . . because your answer will affect every aspect of your work and your life . . . now and forever. Unfortunately, if you're like a lot of people, you haven't even bothered to ask the question. And, as a result, you may be working too hard, living too fast, and feeling like there's got to be more to work and life than what you've been experiencing.

In fact, when you implement *The Payoff Principle*, *nothing can stop you*. But if you don't have purpose, passion, and process, *nothing can help you* . . . except finding the purpose, passion, and process that will give you the payoffs you want.



PART I

PURPOSE

The Power of Purpose

Are You Enjoying What You Do?

Are you continuing to read books, attend seminars, meet with mentors, listen to educational and motivational recordings, and engage in activities that will help you become a better person? Despite what you've heard, ignorance is not bliss. Ignorance leads to poverty, illness, poor jobs, and broken relationships.

Life without a clearly defined purpose jeopardizes your emotional health. In his book, *Halftime* (Grand Rapids, MI: Zondervan, 1994), CEO Bob Buford describes several signs of poor emotional health . . . signs that your life and work has lost its purpose . . . or never had a purpose in the first place. Three of them include:

- “The thrill of closing a major deal isn't quite what it was ten years ago.
- You spend a lot of time thinking about what it might be like to start over or move ‘down’ to a less responsible position that gives you more control of your life.
- You have a secure position, yet you're scanning the want ads and openings listed in professional journals.”

You're right. There is more. You can be so much more than you already are, and you can have so much more than you already have. But

you're never going to get it if you don't know what you really, Really, REALLY want.

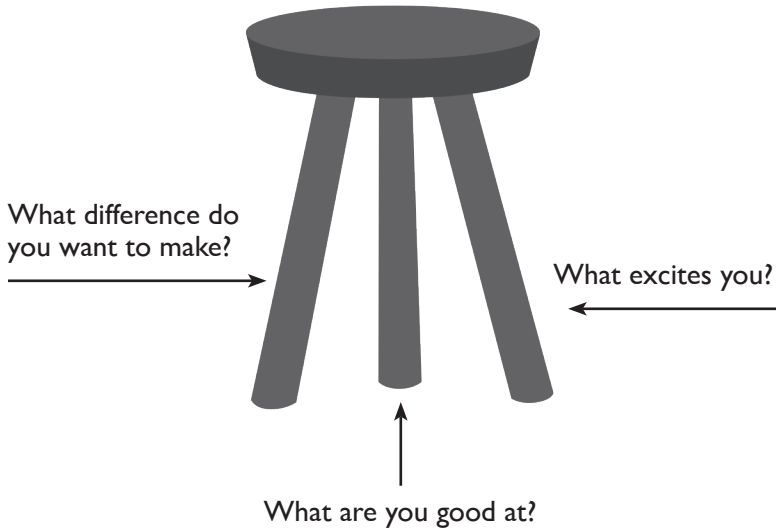


Figure 4.1. Three-Legged Stool

The result? As Halper writes, “By sacrificing their values for status, placing more importance on appearances than happiness, and spending more time in empty or false relationships, these men found themselves saying, ‘I feel empty. I’m an impostor!’”

The trouble is, many people don't enjoy what they do or where they are in their life. The famous comedian George Burns, however, thoroughly enjoyed what he was doing on and off the stage. Perhaps that's why he lived to be so old. When he was 99 and the city of Los Angeles was renaming two streets in honor of him and his wife Gracie Allen, he was asked how he felt. Burns answered, “It's good to be here . . . At my age it's nice to be anywhere.”²²

For a fire to burn . . . and produce meaningful payoffs . . . it needs *fuel*, something like wood, oil, or coal. It needs *oxygen* or it gets choked out.

And it needs *guidance* . . . something like a fire ring or a fireplace . . . or it can easily do damage (see Figure 5.1).

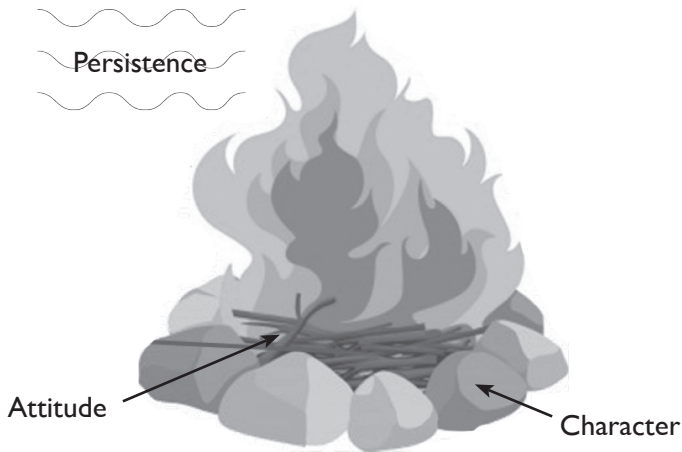


Figure 5.1. Three Fired-Up Passion Components

Establish Some Rules of Engagement That Create Safety

You encourage open communication when you create a welcoming climate. Producers, successful leaders, and even effective parents do five things:

1. They encourage other people to speak up by emphasizing the importance of doing so.
2. They ask for the opinions of others before they have totally formulated their own.
3. They hear people out by giving their full and undivided attention.
4. They refrain from immediately arguing or taking offense at ideas that are different from their own.

5. They show in their attitude and their actions that they value a person who speaks his or her mind.

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About the Author

Alan Zimmerman has spoken to more than one million people across the United States and around the world, giving them the tools they need to achieve their goals on and off the job. As a prominent, sought-after author and speaker, Dr. Zimmerman works with a variety of organizations and professional associations from Fortune 500 companies to small and medium-sized businesses, from state and federal government to education and health-care groups. His clients universally characterize him as genuine, down-to-earth, practical, and powerful.

Alan has received has received numerous awards and honors for his contributions in the fields of attitude, communication, leadership, and speaking. Most recently, the National Speakers Association awarded him its highest honor, the Council of Peers Award of Excellence.

Born in Wisconsin, Alan received a bachelor's degree from the University of Wisconsin and his master's and PhD degrees from the University of Minnesota. He taught for several years at Emporia State University, the University of St. Thomas, the University of Minnesota, and Mankato State University. He continues to teach as one of the "Distinguished Faculty Members" for the Institute of Management Studies.

For more information, check out his website

www.DrZimmerman.com

or send email to Alan@DrZimmerman.com.