Dare to Dream and Work to Win

Understanding the Dollars and Sense of Success in Network Marketing

DR. TOM BARRETT
To Linda, Lindsay, and Stephanie

You are the reason why I
dare to dream
and
work to win
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To all of those on my team - Thank you for the privilege of dreaming and working with you. Let’s keep winning together.
Introduction

Network marketing. As an industry it is here to stay. On Wall Street, in corporate board rooms, and in the general business community, network marketing is increasingly recognized as a primary means of transacting business. As a whole, these groups have been slow to embrace network marketing. But in today’s business climate, they know it is a tremendous strategy for getting goods and services to the end line user - the customer. They know network marketing is extremely efficient, effective, and profitable.

These groups are not the only ones who were slow to accept network marketing as a legitimate and wise marketing concept. Countless individuals have heard about network marketing (or multi-level marketing) for years and have never taken it seriously.

I was one of those people. For years I had been exposed to various network marketing companies and had immediately dismissed all of them. Every time I heard of another company using this marketing strategy I assumed it was nothing more than a new variation of an old pyramid scheme. In my view, only a fool would get involved with network marketing.

After repeatedly meeting people whose lives and finances had been wonderfully changed through participation in network marketing, I decided to seriously examine this industry. I wanted to understand why these people were so highly motivated and incredibly excited. When I finished my research my thinking had changed 180 degrees. I concluded that I would be foolish not to get involved in this industry. I selected a company, jumped in, and got started. It was the wisest business decision I have ever made.
Network marketing will continue to attract unprecedented numbers of people in the upcoming years. This phenomenon will occur for two reasons:

1) Major changes have transformed the industry of network marketing. These changes are all positive. Network marketing has reached:

- new levels of integrity.
- new levels of professionalism.
- new levels of mainstream acceptability.
- new levels of profitability for participants.
- new levels of technological sophistication.
- new levels of training and support.

2) Major changes have transformed the traditional work force. Technological advancement and economic realities have created massive and permanent changes within numerous segments of the modern work world. The “rules of the game” have changed for anyone involved with law, medicine, general health care, sales, computers, small business, and countless other fields.

In the corporate arena, the aftermath of downsizing requires that smaller numbers of people produce greater volumes of work, in shorter periods of time, and with fewer resources. In the upper levels of corporate life, the law of supply and demand is a daily reality. The supply of individuals competing for the top positions exceeds the number of positions available.

For many people, life in the corporate world has become a game of musical chairs. While the music keeps playing, the people keep moving. But they all know that the music can stop at any moment. Consequently, they live in quiet, chronic fear that they will be the one left standing with no chair to sit in when the music stops.
The results of these changes are obvious. Many people in the current work world are concluding that:

- the time demands are too great.
- the stress is too high.
- the potential for freedom (of time and money) is too small.
- the hope of job security is gone.
- the rewards are too minimal.

These changes in the traditional work setting, along with the positive changes in network marketing, are creating the influx of new participants into network marketing.

If you are one of the people who is new to network marketing, let me welcome you to this wonderful world. My hope is that this book will shorten your learning curve, expand your vision, strengthen your resolve, and increase your likelihood of success. I have included many of the things that I wish I had heard about, or had understood, when I was beginning my business.

For you veterans of network marketing, this book will allow you to teach your downline many of the things you already know. You will also find much that is new or seldom addressed in network marketing.

For the sake of simplicity I have chosen to use the term “network marketing” throughout the book even though the term “multi-level marketing” would have been just as appropriate. Similarly, I have selected the term “rep” or “representative” to identify participants in network marketing. If you, or your organization, use the word “distributor” instead of “rep” please know that I am using this term to include you as well.

Whether you are new or experienced in network marketing, my desire is for this book to assist you in the growth
of your business. Network marketing is the ideal place for those special individuals who dare to dream and work to win. May this book help you do both.

—Tom Barrett, Ph.D.
Dare to Dream and Work to Win
Part One:

FOUNDATIONS FOR SUCCESS
London, England. It is known as the city of “pea-soup fog.” The fog is so thick it impairs vision, muffles sound, and slows the progress of those enveloped in it. For many of us, network marketing could be called the industry of pea-soup fog. From a distance, people correctly see that network marketing (or multilevel marketing) is a bright and exciting world that enhances vision and lifts the spirit. It is a world which welcomes all people to come, and once there, to dream as big as they dare, work harder than they have ever worked, and taste a freedom that they didn’t think possible. It is a great place to live and work.

For many participants in network marketing, this industry which looks so bright and attractive from a distance, becomes enveloped in fog after we enter it. It is easy to lose our vision, not hear what is being said by others, and see our progress slow to a crawl.
Maybe you know this fog as well as I do. I got lost in it. I spent my first year lost in the fog of network marketing. I knew this was a business in which the average person with above-average desire could succeed. I had met too many ordinary people in network marketing making extraordinary sums of money. But network marketing wasn’t clicking for me. The growth of my business seemed modest and average. In fact, it seemed slow. Too slow. But, lost in the fog, I could not understand why. I was working the business as well as I knew how.

The only thing that kept me going was my unflinching conviction that the merger of network marketing with

"You can work your business full-time or part-time, but not spare-time."

high-quality companies was a winning combination for the company, customers, and the representatives or distributors. But I was still waiting for this conviction to translate into personal experience. I did not want to hear of one more person in network marketing who was doing phenomenally well. Others’ success stories were becoming two-edged swords for me. The stories simultaneously motivated and frustrated me. I wanted my own success. I sensed there was something that I was not understanding or doing. I was missing something. But, never having been in network marketing, I had no idea what it might be. I could not see through the fog. And until it lifted,
there was little that I could do but to keep working this business to the best of my ability.

Eventually, the fog began to lift. I was no longer just looking. I began to see. I had survived the network marketing learning curve. I knew that my business would thrive because I had begun to understand and implement some of the core concepts of growing a large, successful network marketing business. Knowing these things has allowed me to settle into this endeavor with vigor, patience, and confidence.

When the fog vanished, three foundational principles of network marketing emerged. Many people in network marketing have never heard of them. Some of us have heard of them but we pay no attention. We dismiss these principles as simple suggestions, clichés, or random ideas. Consequently, the importance of these concepts as bedrock principles is lost. Like most “simple ideas,” there is a wealth of insight buried within them. The three foundational principles of network marketing are:

1. **CONSISTENT EFFORT**
2. **DUPICATION**
3. **GIVE IT ENOUGH TIME**

Let’s explore these principles one at a time. While they may look innocuous, they are imperative for sustained focus and success in our network marketing businesses.

**PRINCIPLE #1: CONSISTENT EFFORT**

Imagine someone’s attempting to lose twenty pounds and wanting to get into great physical shape. Now imagine that they are attempting to decide between two strategies. In one strategy, they eat moderately and exercise
each day. The other strategy would allow them to eat as they pleased each day and not have to exercise. But every seventh day, they would have to abstain from food, run five miles, and lift weights for two hours. Which strategy would you recommend? Or, imagine someone’s wanting to become an accomplished musician. Would you recommend that they practice for 30 minutes a day or one day a week for three hours?

The answer to these questions is obvious. The principle of consistent effort is not difficult to understand as a general concept in life. Its difficulty lies in its implementation. For those of us who expect to succeed in network marketing, this general concept has to be applied specifically to growing our businesses.

We have to be willing to give consistent chunks of time to our businesses if we are serious about their growth. The size of the time allotments may vary based on our goals and other life factors. But without regular, consistent time put into our businesses on a daily basis, they are not likely to grow. This consistent time is necessary whether the goal is to create $300, $3,000, or $300,000 per month. Following are some practical and psychological ideas to keep in mind when pursuing consistent effort:

**Discipline Is the Price of Success**

Success, greatness, and character do not come from one grand moment. They are honed and sharpened in the quiet and obscure moments of each day. They come from doing many little, boring, and seemingly irrelevant things one at a time. The quiet, cumulative effect of these is success. In network marketing, that means one more two-minute phone call to inquire about someone’s interest, one more breakfast or cup of coffee with someone to show the business presentation, one more fax, follow-up call,
training, etc. As stand-alone incidents, they are barely noteworthy. But collectively, they create focus, cultivate character, increase skill sets, and grow a team of like-minded winners.

**You Can Work Your Business Full-Time or Part-Time, But Not Spare-Time**

The reason for this is simple. None of us have any spare time. We were using twenty-four hours per day long before we ever heard of network marketing. And we will continue to. The only way people will have time for their businesses is to make time. Network marketing is a business of inconvenience. People are not sitting around with gaps in their schedules waiting for them to be filled.

**Build Your Business in the “Nooks and Crannies”**

Do you remember the old Thomas’ English Muffin commercials? They used to refer to the “nooks and crannies” of their muffins. I recommend that reps grow their businesses in the nooks and crannies of daily life. This is how I grew the bulk of my business. In my private practice, I have ten minutes free between clients. That is a nook, or if you prefer, a cranny. Many of my appointments for my network marketing business are made during this free time between client appointments. (By the way, when you call people, and they know that you literally have only a minute or two, they are not going to expect you to give them a lot of details over the phone. They allow me to get right to the point, set up the appointment, and get off the phone.) Additionally, many of my appointments are set up while I am in my car driving from my office to Capitol Hill. (And again, when I am on my car phone, people do not expect me to spend extended time on the phone.)
What are the nooks and crannies of your life? When do they occur? How long do they last? What parts of your days do you fill with small talk and insignificant activities when you could be growing your business? What do you do that is momentarily pleasant but ultimately un-

"When someone says they do not have time for something, they have stated a priority, not a fact."

productive? Could this time be spent growing your business, reaching your goal, and changing your life? Everyone has some daily life nooks and crannies. What separates the winners from the wishers in network marketing is how these times are used. The following expression is absolutely true: When someone says they do not have time for something, they have not stated a fact. They have simply stated a priority.

**In Network Marketing, a Pack Horse Is Better Than a Race Horse**

Reps make two common mistakes in network marketing. They think they need to be a race horse that is lightning fast so they can “tear this thing up.” Or, they think they need to find a race horse that will become the next superstar in their company. I no longer want to be a race horse, and I do not want to look for race horses. I have seen too many of them. They may look
fabulous in the stall, at the starting gate, and running a half-mile track. But they don’t have the stamina for anything other than a sprint. Success in network marketing is not about being a race horse. It is all about being a pack horse.

A pack horse will not impress you with its speed or appearance. But it will amaze you with its quiet strength, patience, and stamina. Like the Energizer Bunny, it just keeps going and going and going. This is what growing any business requires. And growing a network marketing business is no exception. It requires consistent effort. Sustained focus. When you listen to the people who are making large sums in network marketing, you will find they make it not because they are flashy race horses. They are pack horses, individuals who dared to dream, and then they set out to pursue their dreams one moment, one phone call, one appointment, one meeting, at a time. Nook and cranny after nook and cranny. And their moods, motivations, the weather, or TV Guide did not determine what they would do. They merged their dream with determination. They set some goals and then set out to reach them. They did a little every day. They sustained focus. They gave consistent effort. Today, we honor them as heroes. And they are. They applied a concept that is simple to understand and difficult to implement: consistent effort.

**PRINCIPLE #2: DUPLICATION**

Duplication. This principle eluded me my first year in network marketing. I was not opposed to it. I understood it as a general concept, like simple-cell division. And, like many others, I quoted America’s first billionaire, J. Paul Getty, who stated, “I would rather have one percent of the efforts of one hundred men working for me rather
than one hundred percent of my own efforts.” But the vital truth hidden in this principle did not hit me until I began to be frustrated and fatigued by slow growth in my organization. It occurred to me that “the buck stopped with me.” Literally. I did not know how to create ongoing duplication in my team. Until I learned this, I was going to remain stuck and generating only a few thousand dollars per month. And I knew that was chump change compared to what was available.

I began to study the people who were growing large teams. There was one common denominator among them: duplication. They were all using a simple, systematic method to grow their teams. And the genius of their success lay in its simplicity because simple is duplicable.

"Grow your business in the nooks and crannies of your daily life."

Understanding the mathematical power of duplication is compelling. And it should be. This is not a concept that works in theory but not in practical reality. On the contrary, duplication is much more attainable than most people realize. But only if they know HOW to first create and then to sustain duplication.

Pretend that you are in your first month in your network marketing business. What will happen if you, as a rep, sign up one other representative the first month? The next month, both of you do the same thing. If you
consistently repeat this simple process for twelve months with no one ever sponsoring more than one person a month, what will happen? The numbers speak for themselves.

<table>
<thead>
<tr>
<th>Month 1: You + 1 = 2</th>
<th>Month 7: 64 + 64 = 128</th>
</tr>
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<tbody>
<tr>
<td>Month 2: 2 + 2 = 4</td>
<td>Month 8: 128 + 128 = 256</td>
</tr>
<tr>
<td>Month 3: 4 + 4 = 8</td>
<td>Month 9: 256 + 256 = 512</td>
</tr>
<tr>
<td>Month 4: 8 + 8 = 16</td>
<td>Month 10: 512 + 512 = 1024</td>
</tr>
<tr>
<td>Month 5: 16 + 16 = 32</td>
<td>Month 11: 1024 + 1024 = 2048</td>
</tr>
<tr>
<td>Month 6: 32 + 32 = 64</td>
<td>Month 12: 2048 + 2048 = 4096</td>
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Imagine sponsoring only one person per month, training that person to do likewise, and having more than four thousand people in your organization at the end of twelve months. People commonly have two reactions to seeing these numbers. The first is amazement; they are shocked to see the power of exponential growth laid out before them. Like compounding interest – where the value of your money starts and where it ends up are very different. The second reaction is to begin to doubt that this could actually happen in their own businesses. So, like many people do with compounding interest, they ignore the practical, life-changing power of this concept.

Those who respect the power of exponential growth realize that it will allow them to leverage two of life’s most important commodities: time and money. They begin seeking a way to make this mathematical concept approximate the reality of their own organizational growth. This exponential growth and its life-changing consequences are most likely to occur when reps understand
that there is an invisible infrastructure in successful network marketing teams.

**How Does This “Thing” Really Work?**

Do you ever wonder how wealth is actually achieved in network marketing? Do you wonder how it really works? For me, as a researcher and business analyst, it is important to understand *how* and *why* things work. Following is my view of the invisible infrastructure that holds a large successful network marketing team together. This infrastructure, when developed over time, is what creates wealth.

![Diagram](image)

*The invisible infrastructure that creates wealth in network marketing*

Let’s see how the progression and logic of this infrastructure fit together. At the start, network marketing must be kept very *simple*. In its purest form, it is really just gathering customers of our products or services and some other representatives (or customer gatherers). This is the essence of what we do. Sometimes veterans forget that doing this is not as “simple” as it appears. Having a *system* is what allows us to give new participants direction and support. A system, or “tracks to run on,” allows them to *duplicate*
with others precisely what we have modeled to them. Over time, this results in large numbers of people who are each going out and getting a few more customers and “customer gatherers.” This is what creates depth in an organization. And ongoing depth is what yields wealth. Let’s briefly examine each component of this infrastructure.

**SIMPLE**

Simplicity. It is the cornerstone upon which everything else is built. It is the starting point. It means what many of the leaders in the industry say repeatedly: “Keep your business uncomplicated. Basic. Fun.” There is genius hidden in their counsel.

**Embarrassed by Simplicity**

But many newcomers to network marketing, especially professionals, blow right past this principle. We miss the genius of simplicity. To us simple looks...well...too simple. It is not sophisticated enough. It lacks class. It is not professional. There is no polish. No pizzazz. So, we get involved and quietly tell ourselves that we will do this thing called network marketing, but we will buff it up so that we are not so embarrassed. We will move our company and network marketing to a higher level. We will bring it up to our professional standards rather than lower ourselves to such pedestrian simplicity.

So with enough business acumen to see opportunity, we get involved. And with a large dose of professional arrogance (which is really a euphemism for professional ignorance), we condescend to affiliating with network marketing. But secretly, we are eager to dress it up, clean it up, and make it more impressive. In doing this, we quickly do two things: We demonstrate our ignorance,
and we kill any chance of creating wealth. *Wealth is only possible if we keep things so simple that they are totally duplicable.* Those who do this will become wealthy. Those who do not will become weary.

**SYSTEM**

In network marketing, a system is a means of teaching people a simple, methodical way of growing a business. It is giving them tracks to run on. A road map. It provides participants some direction so that they know *what* to do next and *how* to do it. It helps them to effectively focus their energy and motivation on two essential things that we do in network marketing: gather a few reps and teach them how to systematically duplicate this same process over and over again.

**People Need to Plug Into the System**

Joel Goins is one of the finest trainers in network marketing. He has the best insights and instincts of anyone I have ever met when it comes to understanding people and network marketing. In many ways, he is my mentor in this industry. He has repeatedly stated, "*People need to plug into the system.*" When I first heard him say this, I didn’t object. I would nod, vaguely understand what he said, and move on. Little did I understand that he was trying to convey to me one of the most pivotal aspects of the business. I had no idea that literal fortunes were won or lost here.

I eventually comprehended that without a system to follow, many people in network marketing are like a powerful locomotive engine that has no tracks to run on. They get bogged down and go nowhere. They begin with won-
derful motivation and vision, but because they lack a systematic method of growing a team and creating revenue, they become discouraged and watch their energy, enthusiasm, and hope begin to dissipate. These people often assume that something is lacking in them that prevents success. In reality, the only thing they are missing is a systematic method of growing their businesses.

**DUPICATION AND DEPTH**

Depth is created when people sign up new reps and help those reps go out and sign up others, who then go out and do the same thing. The more successfully this process of duplication is repeated, the more this creates depth, and in turn, wealth. Thinking in generational or genealogical terms, when someone sponsors a new rep, they are like a parent who just gave birth to a child - the next generation. When this child has children, the original parents now have grandchildren. Depth occurs when reps (the parents) begin to see their offspring create children and great grandchildren, etc. Until our offspring start “multiplying like rabbits,” depth will not be achieved. It looks like this:

<table>
<thead>
<tr>
<th>You (the parent)</th>
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<tbody>
<tr>
<td>Your personally sponsored rep (your child)</td>
</tr>
<tr>
<td>Their personally sponsored rep (your grandchild)</td>
</tr>
<tr>
<td>Their personally sponsored rep (your great grandchild)</td>
</tr>
</tbody>
</table>

It is always gratifying to hear when a rep sponsors another rep. But someone signing up another rep tells us very little. *It is time to get excited when a rep you bring in*
has great grandchildren of his or her own. Now you are onto something. This generational depth is the sign of life and energy in your organization. It is the sign that people are coming into your business, are well trained and supported, and then are going out and repeating that same process. That creates wealth.

Connecting the Dots

Focusing on a simple and systematic method of growing a team creates duplication and depth. As these occur, wealth begins to be achieved. (Note the paradox: When we focus on wealth alone, it will not be achieved in network marketing. But if we will focus on duplication, helping others succeed, and putting a system in place that increases the likelihood of others’ successes, then we will almost inadvertently reach our own goal of wealth. Sometimes, the bull’s-eye is hit by aiming in the opposite direction.)

PRINCIPLE # 3: GIVE IT ENOUGH TIME

When was the last time you attempted a simple repair job on something in your home or your car? The task appeared simple and doable. You estimated how much time, energy, and money the repair would require. (In the end, we often discover that these “simple projects” are larger than expected and that our initial estimates were not accurate.)

Growing a large network marketing business is somewhat like this. The task is bigger than we imagined. (Fortunately, so is the return on our investment.) It is the third principle that reminds us to be patient. Settle in, take the long view, and stay on-task. Remember to give it enough time.
This principle, like the first one of consistent effort, is not difficult to understand. But I have never been in an industry where people have more warped expectations and serious time distortion than they do in network marketing. At times, there is very little realism. Throughout this book, I hope to inject some. Realism does not discourage people; it sets them free. It allows them to settle in for the intermediate and long haul.

Without a dose of realism, people get started with false expectations. When their businesses grow more slowly than anticipated, they conclude that either this business does not work or that it will not work for them. The first conclusion is a general one about the industry of network marketing as a whole. The other is a specific conclusion about themselves...that they are not capable of succeeding in this endeavor. In either case, their erroneous conclusions cause them to remove themselves from growing their businesses. Sometimes this is a formal exit. But most of the time, it is death by neglect. They simply do nothing to feed and grow their businesses. They let them languish until it is time to pay some normal business expense. Then they decide to pull the plug.

**Be Patient**

The rest of this book will help you understand why we have to “give it enough time.” It takes time, significant periods of time, to grow a network marketing business with depth and duplication. It takes time to start as a new rep and then to achieve the leadership positions that are available. It takes time to move from the goal of wealth to understanding the means of attaining wealth. It takes time to understand the invisible learning curve and skill sets required to do this business.

Additionally, each individual comes into his or her network marketing business with a personal learning
curve. It may be learning how network marketing works; it may be learning to trust oneself as a leader or a servant of others; or, it may take time to truly comprehend how big this industry is and that it is the invitation of a lifetime. Whatever a rep’s learning curve is, he or she needs more time than anticipated to get through it. It is important to face this reality and then keep moving.

This principle of “give it enough time” is generally suggested as a time period. Usually, it turns out to mean from the time we join as a new rep to the time when our business is generating significant revenue. I agree with this measurement of time.

**Give Enough Time Each Day and Each Week**

But let’s look at this “give it enough time” idea from another perspective. *If our business is going to grow significantly over time, we need to be giving it enough time on a daily and a weekly basis.* If we are not doing this, it is improbable that our business will grow, no matter how many months or years we have been registered as a rep.

When interacting with others in network marketing, I am not as interested in how long someone has been signed up with their company as I am in how many hours he or she has logged working their business. Signing up for the business means nothing. Working the business means everything.

**Measuring Time Like Pilots**

It would be interesting in an industry like network marketing, where everyone is an independent representative, if we kept track of time like pilots do. When they want to ascertain how long or how seriously someone has been a pilot, they do not ask, “How long have you been flying?” or “How long have you been a pilot?” They don’t care when
someone became interested in flying, how many classes and seminars they have attended, how much they know about the physics of flight, or how well they have studied aviation manuals. And they don’t really care when the person registered for a flight class. Pilots only want to know one thing: “How many hours have you logged flying?” They only need to know how many hours you have sat in the cockpit and flown a plane. The answer says it all. There is a vast difference between an individual who has flown fifteen hours and one who has logged fifteen thousand hours!

In network marketing, there is only one thing that counts as hours logged or flight time: Showing your business presentation to someone. Period. That’s it. This is a person-to-person, face-to-face business. And if we are not getting the business presentation in front of other people, then we are not logging flight time. We may fancy ourselves as pilots, we may read the monthly pilots’ magazine, we may watch videos, go to seminars and weekly pilots’ meetings. But none of these count as flying. In reality, we are going nowhere. It is all make-believe motion.

Maybe that is why Rosetta Little, one of network marketing’s top income earners, and one of my heroes, says, “He or she who shows the most business presentations wins.” She knows nothing else will grow a large team.

**Realistic Expectations and False Pressures**

If we learned to think like pilots in terms of “hours logged,” it would bring much more realism to the expectations some reps have. It would also reduce a lot of false pressure that others have.

Think of the thousands of people in network marketing companies who honestly have only three or four hours a week to grow their businesses. They are legitimately
busy with other priorities in their lives. They often compare themselves to someone who has been signed up for about the same amount of time but who has many more hours to devote to their business each week. This comparison is unfair, and it will only make the rep working the business on a part-time basis feel like a failure even though he or she may be doing a very good job. It is much more realistic to evaluate the growth rate of a business by the number of hours logged. This sets a rep free from the curse of false comparison.

"Success is not about being a race horse. It is about being a pack horse."

On the other hand, there are people in network marketing who live with wild expectations. They thought all they had to do to become wealthy was to sign a form, work a little, and then wait. These are the individuals who would be most helped by forgetting when they signed up to affiliate with a company. These reps would better serve themselves by asking only one question: “How many hours of flight time have I logged in my business?” Many of them would be shocked to discover that they have only logged a few hours of flight over an extended period of time! And yet they wonder why their business “is not taking off.” If you are not logging steadily increasing amounts of flight time, then there is no point in acting
dismayed when your business is not reaching a point of liftoff. One will not happen without the other.

**A Checklist for Reality**

These three principles of network marketing (consistent effort, duplication, and give it enough time) allow you to ask questions that provide a checklist for reality. Are you giving consistent effort to your business? Or is your effort sporadic and catch-as-catch-can? Are you seeing duplication in your business? Do you know what “duplication” is in network marketing? Do you see why it is of paramount importance? Do you know how to create and sustain duplication? And finally, do you have realistic financial expectations? Have you logged many hours of flight time? How many? What is keeping you from logging more hours? Is it time, skill, fear, stalling, or something else? If you think this opportunity is real, what is keeping you from taking advantage of it to the best of your ability?

While waiting for the fog to lift so that you can “see” what you are doing in your business, there are some other things you can concentrate on. They are guaranteed to keep you on course even if you feel like you are flying blind. The first of these is to recognize that success is no accident.