MAP STUDY PAPER 1

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

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

INDEX

Orientation to Mechanics and Practice	**3**
Study Worksheets	**5**
Confidentiality and Non-Disclosure	**5**
Materials Required	**5**
The Conditions of Transaction	**5**
The Thirteen Steps to Building Your Primary Transaction	**7**
Build Your Manual	**7**
The 22 Immutable Laws of Marketing *By Al Ries and Jack Trout*	**8**
Focus *By Al Ries*	**9**
Influence – Science and Practice *By Robert Cialdini*	**10**
Building and Expanding Trust	**10**
The E-Myth *By Michael Gerber*	**10**
Habits and Practice	**11**
Measures *Transactional Measures*	**11**
MAP Measures	**14**

ORIENTATION TO MECHANICS AND PRACTICE

Influence Ecology is a study in the fundamental mechanics and practices of *transacting in the marketplace*. The programs of Influence Ecology offer its members the opportunity to study and learn new distinctions and specialized knowledge that, when practiced and applied consistently throughout their business careers, can help them reach their Chief Aims in Life.

The Mechanics and Practice Program is designed to offer highly specialized knowledge to those Members who seek to expand their education and continue to develop the habits and practices they began in our fundamental programs.

Influence Ecology programs are designed in a particular way. In our fundamental programs we begin to interrupt the ordinary and commonsense views and practices that our Participants have in place; those practices and habits that are supported by the *Current* narratives, beliefs and traditions of our culture and social constructs that are ineffective and insufficient for producing the actions required to reach their Chief Aims in Life. Participants learn, sometimes for the first time, that their thinking is inaccurate and their long-held beliefs, philosophies, habits and practices, and overall fitness cannot and will not produce the action required to reach their Chief Aims in Life. In fact, most participants learn that their situations, if not changed, actually produce hardship for them later in life. The majority of participants who complete our fundamental program(s) improve their situations and learn how to transact more effectively in the marketplace.

We continue to interrupt the habits and practices in our advanced programs in much the same way, only more deliberately and publicly. Where our fundamental programs are designed to offer the participant an opportunity to reflect and recognize their transactional-Selves (like holding up a mirror), to see for themselves the habits and practices that they have in place that work or not; to examine the moods, attitudes and states of mind they are willing to hold and convey (good or bad) – in this program, we call them out (like holding up a giant mirror with a loud-speaker attached) for all to see and hear.

Our organization and methodology for the delivery of this program is consistent with those you experienced in our fundamental program(s). You will find that our practices and procedures, as well as the bulk of our general requests and obligations, are the same. However, unlike our fundamental programs, where we anticipate, plan for and accommodate certain kinds of commonplace attitudes and behavior – those best described as *young adult*, *entitled*, or *naïve* – the Mechanics and Practice program assumes that its participants are adults who intend to learn the habits and practices of *ambitious adults* – and are treated accordingly. We will inform you of the logistics of the program and where to locate them for future reference, but we will not prompt you or attempt to use weapons of influence to gain your compliance for your own education and development, as we did in the fundamental program(s). The Studies and other important materials will be made available to you and we will inform you as to how to interact with the program website, leaders and Influence Ecology staff to get help when you need it and expect you to know when to ask and do so appropriately.

While The Mechanics and Practice Program is designed to be more of a Self-Study than The Fundamentals of Transaction Program, the constraints of month-to-month study paper submission will apply (see the "MAP Agreements" web page). You will move at your own pace inside the structure and objectives of the program. Some of the assigned Studies may take you less time to complete than other Studies. We trust you to do thorough and complete work and to stay on track to complete the program over the course of the next year.

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

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

We recommend that you adopt the following as standard practices regarding each Study and your learning in this program.

First, we suggest that you read each Study all the way through. Then take the time to review (scan) and acquaint yourself with any accompanying materials (additional papers, resource materials, assigned reading from books, online sites, current periodicals, etc.) in order to consider and plan the time you will need to complete each Study. These materials are articulated in **bold orange type**.

Second, we suggest that once you have read the Study and reviewed (scanned) the accompanying materials, that you *schedule appointments with yourself* to read, study, and complete the Worksheet prior to your next Virtual Session, and that you do this before you begin any work on the essay questions or additional study. Our strongest recommendation at this stage of our study, learning, and practice together is to take this scheduling request and coaching seriously. If you do not already embody a strong habit around scheduling, begin now the practice of putting appointments with yourself on your personal and/or professional calendar. Carefully, and as accurately as you can, consider the time that will be required for you to complete the reading and writing and schedule it accordingly. Examine and assess your ability to fulfill on the transactions you have with yourself. Adjust your schedule to meet the objective realities you discover about your habits and practices. Think and plan accurately, rationally and consider all of the Conditions of Life you must care for as you plan.

Studies, and the work associated with them, vary a great deal from one Study to the next. Some Studies will include lengthy excerpts as well as exercises and additional reading, where others will simply serve as a study guide to lead you through books and other materials.

Finally, we suggest that you prepare a comfortable, inspiring, and effective study *environment* to occupy and utilize while working on your Studies for this program. Your study environment will determine, in many ways, your ability to do quality work. We study the importance of *Environment and Aesthetics* in this program and recommend you approach your study space with enthusiasm, motivation, and imagination. Create a space where you can study, focus, and work productively, deliberately, and privately, if possible.

What you must accomplish to complete this program will require a study space where you can focus and concentrate.

Make respectful and dignified requests of your household *Family* and loved ones to help you; they are not separate from your environment and matter a great deal to your success in this program. We recommend that you include them and involve them in the creation of your space and schedule.

Experiment with your space, your desk, lighting, music, and so forth. Create and use your environment to support you.

Study Worksheets

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

Confidentiality and Non-Disclosure

Do not distribute or otherwise share the materials of the program. Do not record in any manner the phone calls, Virtual Sessions, lectures or events and/or any study session produced and presented by the company, a participant or a member of Influence Ecology programs. Please do not send mass emails or post comments, testimonials, invitations or any links related to Influence Ecology, its programs or your participation in this program on social media or other broadcast websites such as LinkedIn, Facebook, Twitter or the like.

The Mechanics and Practice Program is a scarce and important resource for those who understand its value. The Participation and Membership Agreement that covers your obligations in this program stipulate certain promises that you not share the materials or specific content of the program with anyone outside of your household. Please honor your promises and commitments to keep this specialized knowledge scarce. The competitive advantage you enjoy by virtue of your specialized learning is only valuable as long as the distinctions you have remain specialized to you. All knowledge eventually becomes general knowledge inside specific ecologies, this happens when specialized knowledge is not restricted and kept limited.

Materials Required

We will inform you of any materials, books, or other purchases you will need to make in advance of assigning them for study. Materials you will need to acquire will be posted in **Bold Orange Print**. Links to purchase these books can be found on the MAP web page.

Please obtain the following books prior to your second Virtual Session:

Focus by Al Ries
Influence – Science and Practice by Robert B. Cialdini (4th or 5th Edition)
The E-Myth (or) The E-Myth Revisited by Michael E. Gerber
The 22 Immutable Laws of Marketing – Violate Them at Your Own Risk by Al Ries and Jack Trout

The Conditions of Transaction

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

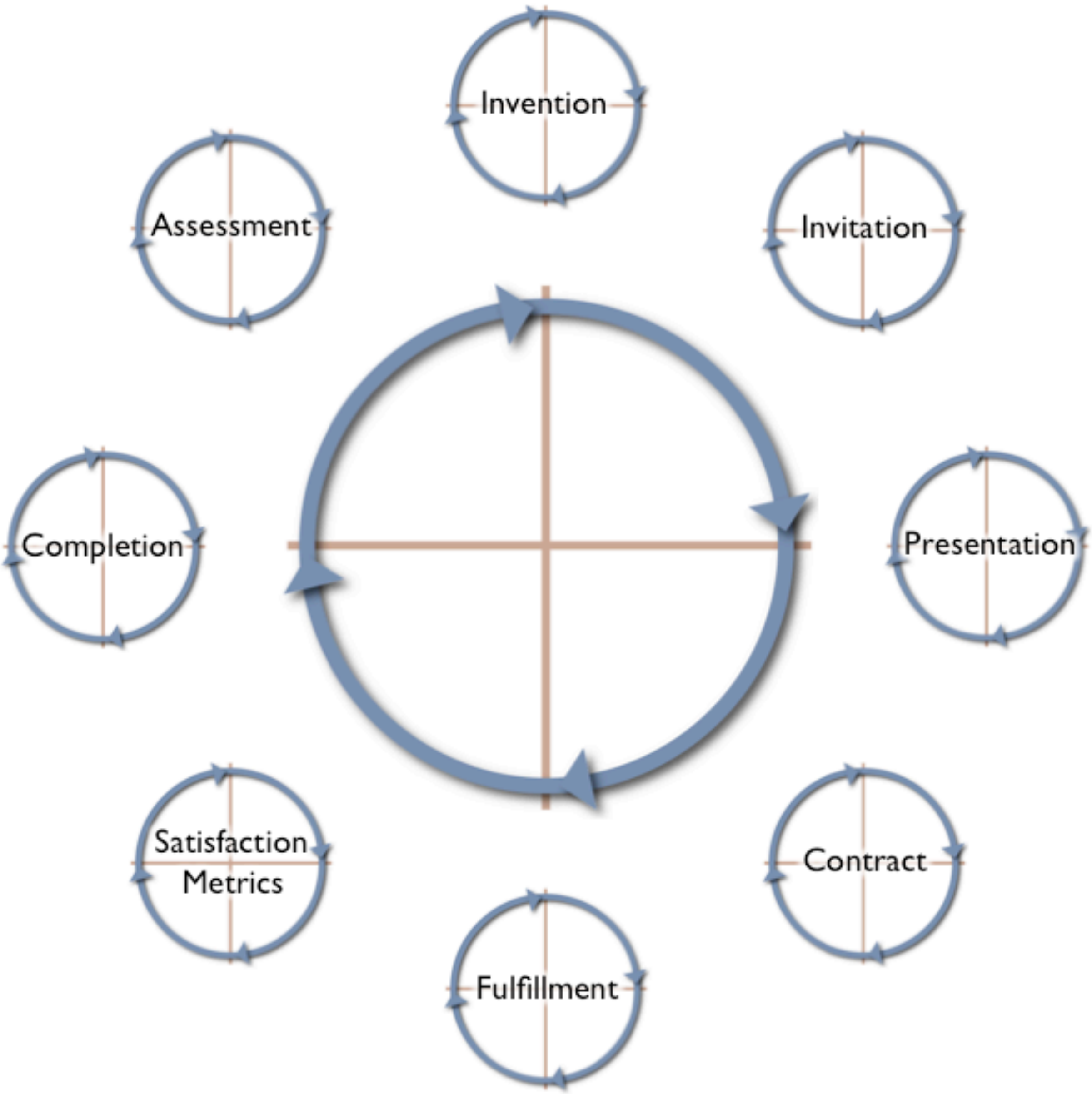
We will now correlate these by introducing *The Conditions of Transaction*; the unavoidable and immutable *Conditions of Transaction* that satisfy a primary transaction. **The revelation here is that each move in the transaction cycle is itself a transaction cycle.**

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

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

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

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



The Thirteen Steps to Building Your Primary Transaction

During the MAP program you will use the Thirteen Steps in two ways:

1) To help you in each worksheet to think accurately about each specific Condition of Transaction
2) To build your Primary Transaction (the sum of all eight Conditions of Transaction)

For the latter, the continuing work you must do on The Thirteen Steps to Building Your Primary Transaction will evolve and expand with each Study. As you move through your Study you will learn. You will be agitated and excited as you experience the process that accompanies the practice of deliberate study.

You will find new ideas and inspiration that will incite new ways of thinking about each of your Thirteen Steps. With deliberate study comes accurate thinking. Do not allow yourself to fall into bad moods or attitudes when you find that your previous thinking and planning was flawed or misguided. This will only hinder your learning. Instead, we recommend that you acknowledge your previous thinking as part of a greater process of learning. Consider that if you had not taken the steps that led you to your previous thinking, you may not have arrived here now.

NOTE: You will be asked to submit the most recent version of your Thirteen Steps with each Study Worksheet.

Build Your Manual

When this study is complete, you will have coordinated and organized the MAP worksheets into a single document or "Manual".

For the purposes of this study, and in order to support the functionality and coherence of our working with you and the entire MAP participant body, we request that you follow, organize and construct your Manual as outlined below. You are not limited to what you may include in your manual, we simply ask that you be sure to include the following to support the thinking we assess you must do in order to build an effective and valuable set of operational strategies, tactics and operational elements. Also, the use of a consistent organization will allow us to better facilitate the help you and others may require over the next year of your study.

MAP Study Paper 10 will guide you in the construction of the minimally acceptable elements required to successfully complete your manual and your MAP program. This final study will guide you through the thinking and construction of the following:

- Cover / Cover Page
    - Name / Title Page
    - Logo Treatment Page
- Executive Summary
- Thirteen Steps for your Primary Transaction
    - Articulate your Aims for Each Condition of Life
    - Evidence the State of Mind of an Ambitious Adult and Prove Fitness
    - Demonstrate Accurate Thinking in General Knowledge

    - Demonstrate Accurate Thinking in Specialized Knowledge
    - Identify Personality and Transactional Behavior
    - Articulate Your Solution to a Substantial Breakdown in a Specific Ecology
    - Specify Your Customer
    - Invent the Transaction for Each Condition of Transaction
        - Transaction For Assessment
        - Transaction For Invention/Re-Invention
        - Transaction for Invitation
        - Transaction for Presentation
        - Transaction for Contract
        - Transaction for Fulfillment
        - Transaction for Satisfaction Metrics
        - Transaction for Completion
        - Transaction for (Re)Invention
    - Apply the Weapons of Influence for Each Condition of Transaction
    - Apply Concentration and Focus
    - Build and Expand your Influence Ecologies and Cooperation
    - Study the Environment and the Current
    - Plan for Reinvention
- Biography
- Acknowledgments
- End in View

For now we invite you to see this as a guideline to organize your thinking - and the final aim of this twelve-month study. You will be specifically guided on the articulation of each aspect of the above in later MAP Study Papers but for now you will focus on the Thirteen Steps for your Primary Transaction.

You are welcome to begin assembling these in advance of them being requested or explained, however, please note that in doing so you may produce unnecessary labor in advance of understanding.

THE 22 IMMUTABLE LAWS OF MARKETING

By Al Ries and Jack Trout

Marketing is the process associated with promoting the sale of a good or service. Marketing is a strategic concern in the invention of transactions. Marketing is part of and informs each Move and Phase of a well-designed and coherent transaction. A common mistake that is made by entrepreneurs is to think of marketing as advertising or some kind of sales effort only. These are specific areas of focus and concentration but they are not *marketing*.

Marketing is the purposeful and strategic public declaration that your offer is a solution to a breakdown in one or more Conditions of Life. This is missing from most marketing efforts that consider sales and advertising as simply lead generation tactics for example. You will see this evidenced by those who promote the features and benefits of their offer rather than their offer as the *solution* to a breakdown. What you are demonstrating in 'marketing' a product or service is the all-encompassing *identity* of your offer, which is far more than just touting the features and benefits. When you invent and build a transaction you don't leave your marketing efforts behind once you move forward in the transaction cycle, but rather include them in all aspects of your transaction from Invitation to Completion.

A word of caution, if you study *The 22 Immutable Laws* carefully, you will notice that the majority of Mr. Ries' work is grounded in a subjective philosophy. This would be an appropriate philosophical view from an expert whose work rests in the high concept and highly subjective domains of a transaction. We respect and hold the teachings of the author in high regard, but we respectfully take exception with some of this work in the areas of the Transaction Cycle that are *objective*. We recommend that you consider Mr. Ries a specialist in the areas that pertain to the most subjective areas of the Transaction Cycle (Invent, Invite, and Perform) and refer to Mr. Gerber (introduced below) as the resource most qualified in the objective areas of the cycle (Fulfill and Satisfaction Metrics).

Read The 22 Immutable Laws of Marketing.

FOCUS

By Al Ries

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

Read Chapter Nine entitled *Narrowing Your Scope*.

Al Ries is famous for his mantra "*Nobody wants to focus*" and that is truer today than ever. This is very good news for you if you can withstand the constant tug of a highly distracting and seductive marketplace. And we promise you that this will not be easy. The more you focus the more effective you will become. The more effective you become, the more attractive you make yourself to those who recognize your ability to transact powerfully. This will inherently translate into more invitations, offers and requests from higher ecologies; who by the way, didn't reach their higher station without deliberate and accurate thinking about making highly compelling invitations, offers and requests. For example, in most cases, the invitations, offers and requests you will be getting will almost certainly not be in line with your Chief Aims in Life; they will be nearly impossible to ignore (and you mustn't) and extremely difficult to decline (which you must). You must learn to decline powerfully because ambitious adults who are focused and concentrated on the transactions they have invented to care for their Conditions of Life are in the process of *making offers to specific customers in specific ecologies* and are rarely surprised by unanticipated invitations, offers and requests that are a fit. It happens, and it will happen with increasing regularity the more attractive you make yourself to the market; but be forewarned, more often than not, the offers being made to you will not be sufficient to deliver your Chief Aims.

As you read these books consider applying the same principles and thinking to your Chief Aims in Life. As you study *narrowing the scope of your offer*, consider narrowing the scope of your own focus and concentration. As you read and study laws of *line extension*, *sacrifice*, *singularity* and *hype* for example, consider how they might apply if YOU were the offer. Correlate them to your own practices and habits; correlate them to the activity of building your own identity; and consider that what you are learning about marketing (your product and service) may also apply to the very nature of transacting (your transactional-Self).

Influence – Science and Practice

By Robert Cialdini

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

In future Studies we will expand on these fundamental weapons adding new strategies and tactics. It will not be sufficient to simply be able to recall and demonstrate your understanding of the weapons of influence. You must be practiced in their application.

Use the worksheet exercise as an assessment tool to determine for yourself the work you need to do on any weapon that you do not understand and/or are unable to apply.

Building and Expanding Trust

Our survival, success, and ultimate happiness depend on our ability to trust and to be trusted by others. If we intend to have our invitations, offers, and requests met quickly, enthusiastically, and purposefully, we must take into consideration that trust is a social practice. Building and expanding trust in the marketplace requires a greater understanding of the broader phenomenon of human interaction and coexistence across many Conditions of Life. We will study the importance of demonstrating trustworthiness and what it means to be *trusting*.

For further study and reflection on the subject, the papers *Building and Expanding Trust*, which can be found on the MAP Papers page of the Influence Ecology website.

The E-Myth

By Michael Gerber

Author Michael Gerber offers a concise and highly effective strategy for organizing the process of Business Development, which he describes and outlines in his books The *E-Myth* and The *E-Myth Revisited*. The essential principle on which the *E-Myth* is based is surprisingly simple. Develop and organize the business enterprise as a *turn-key* or *franchise* model that reduces the standard operations of the business to a simple and recurrent set of measurable tasks that can be performed by a relatively low level employee - rather than the typical 'one-off' or stand-alone operation which is solely reliant upon the talents, specialized knowledge and/or personalities (egos) of the typical entrepreneur/technician.

In our next Study, we will concentrate on the section of the book that deals with the Business Development Process (Chapters 10 -16). To properly understand and apply the process it is necessary and beneficial for you to understand the context on which Mr. Gerber bases his thinking. Although we take exception with some of the generalizations made by the author in the text, and in a few specific areas we outright disagree with him, it is necessary that you read the entire book before we begin our work.

Read the book in its entirety. If you are like most students, the book will inspire a kind of objective thinking, orienting you toward an ethic and practices for working on your business in effective and practical ways. Take notes as you read the book. Capture your insights for reflection later.

A word of caution, if you study the *E-Myth* carefully you will notice that the majority of Mr. Gerber's work is grounded in an objective philosophy. It makes sense that an expert of Mr. Gerber's stature would hold such a view given his area of expertise is located in the objective domain of the Transaction Cycle. In the book, the author profiles three distinct types of personalities commonly seen in young and start-up enterprises. You may notice that a particular personality profile we teach is missing from his work on 'personality' in the *E-Myth* for example. It is no surprise that the missing personality is a highly subjective one. We respect and hold the teachings of the author in high regard, but we respectfully take exception with some of this work in the area of 'marketing'. We recommend that you consider Mr. Gerber a specialist in the areas that pertain to the most objective areas of the Transaction Cycle (Fulfill and Satisfaction Metrics) and refer to Mr. Ries as the resource most qualified in the subjective areas of the cycle (Invent, Invite and Perform).

Habits and Practice

Please refer to the papers Deliberate Practice: The Practice of Practicing and Deliberate Practice: Why Deliberate Practice is Uncommon (found on the MAP Papers webpage). In these papers we elaborate extensively on a specific style of training known as "Deliberate Practice." Scientific evidence has shown the real key to world-class performance is linked to this kind of developmental training that is best described as 'good old fashioned hard work'. This is not going to go over very well for some of you, but for those of us who were not born with innate natural talent, stunning good looks, or into wealthy families, what follows in the next study may be a bit of a mood booster.

As it turns out, when you scratch beneath the surface in search of a common factor in what generates world-class performance in any field what you will find is our old friends 'focus and concentration' organized in the form of Work called *deliberate practice*. This is not to be confused with 'labor' but rather is a particular kind of practice that is designed to specifically improve performance, is repeated a lot, requires continuous qualified feedback, is highly demanding mentally, and not much fun.

We recognize that this flies in the face of popular notions that working smarter not harder is the key to success. About every three or four years a new business book hits the mega-bestseller list touting some new way to get things done without much effort. They include everything from a four-hour workweek to a one minute manager, but as good as some of the tips and techniques our friends may be able to offer us in the short run, there simply is no other way to improve than to practice. The more you practice, the better you get – it's just that simple. Few people in business ever set out to deliberately practice their business skills in the same way they set out to learn a hobby or sport. In the next Study we will work on Deliberate Practices in building a primary transaction. In the mean time, we offer the following recommendation to prepare.

We recommend that you set aside a specific time each day to do the study required of this program. The more consistent it is in terms of time of day and length, the more effective the practice will be. Schedule the time to study and practice each day and keep your appointment with yourself.

Measures

The Mechanics and Practice program is an *objective* program. Objectivity arises because concepts are formed by a specific process and, as a result, bear a specific kind of relationship to reality. The objective approach to concepts leads to the view that, beyond the perceptual level, knowledge is the grasp of an object through an active, reality-based process chosen by the subject. Concepts (like any other mode of cognition) must conform to the facts of reality.[1]

As you continue to study, you will come to learn that there is an essential connection between concept-formation and measurement.[2]

Through the understanding and use of measures, you will demonstrate and prove your ability to invent and build effective transactions. You will produce – in reality – specific work & action; that action will produce (or cause) results.

Measurement, according to objectivist philosophy, is the identification of a quantitative relationship, established by means of a standard that serves as a unit. The process of measurement involves two concretes: the existent (thing) being measured and the existent that is the standard of measurement. For example, one could measure length in units of feet or meters, weight in pounds or kilograms, velocity in feet per second, etc.[3]

The epistemological purpose of measurement is best approached through an example. Consider the fact that the distance between the earth and the moon is 240,000 miles. No creature can perceive so vast a distance; to an animal accordingly, it is unknowable. Yet man has no difficulty in grasping this distance. What makes this cognitive feat possible is the human method of establishing relationships to concretes we *can* directly perceive. The distance from earth to the moon, expressed in miles, is reducible to a certain number of feet, and a foot is reducible to a unit that I can demonstrate and express by holding up a ruler. It works the same way in the other direction. A certain chemical reaction takes place in 4.6 milliseconds. A thousandth of a second is too small to be within the range of perceptual awareness, yet by relating this time interval, as a fraction, to one that we can apprehend directly, we can grasp and deal with it as well. *The purpose of measurement is to expand the range of man's consciousness, of his knowledge, beyond the perceptual level: beyond the direct power of his senses and the immediate concretes of any given moment... The process of measurement is a process of integrating an unlimited scale of knowledge to man's limited perceptual experience – a process of making the universe knowable by bringing it within the range of man's consciousness, by establishing its relationship to man*.[4]

Reduction is the means of connecting an advanced knowledge (knowledge we do not have today) to reality by traveling backward through the hierarchical structure involved, i.e., in reverse order of that required to reach the knowledge. "Reduction" is the process of identifying in logical sequence the intermediate steps that relate a cognitive item to perceptual data. This process is a requirement of objectivity.[5]

The idea of saving one million dollars becomes perceivable when reduced to a monthly dollar amount saved over a number of years; $2200 a month for 20 years or $3440 for 15 years or even $6110 over the next 10 years for example.[6] It is no different if you are losing weight or taking inches off a waist size, writing a novel, learning a new language or building a primary transaction.

Once the units are defined, it is possible to go the other direction and expand or scale the process to satisfy a current condition or accurately assess an outcome objectively. In other words if all that is available to save each month is $2200, the reality of your current situation is that it will take 20 years to produce a million dollars in savings. To behave as if $2200 saved each month will produce any other result is not objective.

---

[1] J. Landauer and Joseph Rowlands 2001, *Importance of Philosophy* i/Introduction Text-
[2] The term measurement is specific to mathematics which is defined as the science of measurement.
[3] Ibid
[4] L. Peikoff 1991, Objectivism (Meridian)
[5] Ibid
[6] Assumes monthly contribution with an annual yield of 6%.

Transactional Measures

In building your primary transaction you will need to establish the specific measures that satisfy each Move and Phase of the Transaction Cycle. Through the work you are doing on your Thirteen Steps, you know what constitutes your Aims for Money, just as you do for other Conditions of Life. Once your Aims are articulated, the work to invent your transactions to fulfill on them begins in earnest and you can reduce or scale your measures accordingly.

We build business transactions to make money. We know that recurrent transactions that produce satisfactory incomes allow us to produce enough money to take care of our needs now and into the future. But the future, like the distance from the earth to the moon or financial freedom, is impossible to perceive or relate to objectively without the use of measures.

Your goal is to reach an assessment at some future date that might be stated something like this:

"I have completed a specific number of transactions which produced enough money for me to fulfill my Aim(s)." Or "I am able to make a specific number of invitations each day given my current situation and as a result, can produce a specific number of transactions that can complete."

To reach this distance, once articulated, we identify the intermediate steps (each Move and Phase). It is a process and you begin with what you know. You will find that the process will require some testing, speculation and practice. You may *want* to produce a specific number of complete transactions and find, through reduction, that the number of invitations required to meet the logical sequence is impossible given your current situation. You may also find that some specific element associated with a move in the process is flawed or inaccurately planned and adjustments and recalibrations will have to be made to meet the objective aim. This is the work we will be doing over the course of the program.

Invent

A vision of the possibilities that exist for taking care of a future

Invention is the creation of something in the mind. That *something* in the mind is a vision for *possible futures*. The purpose of The Thirteen Steps is to provide the fundamental grounding on which to invent and build a Primary Transaction.

Invitation

Turning Possibilities into A Possibility

An Invitation is a form of an offer that is extended to a specific customer where the result is the acceptance or the decline to hear (attend/receive) a formal Presentation. Any other form of lead generation, request, offer, conversation, advertising, direct mail, etc., does not constitute an Invitation unless you specifically measure responses as either 'accepts' or 'declines'. If the offer to hear a formal Presentation cannot be accepted or declined, it is not an Invitation.

Presentation

Turning A Possibility into an Intention to Act

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

Contract

Turning Intention to Act into Commitment

A Contract is a formal agreement between two or more parties to do or not do something. To be enforceable by law a contract must meet specific conditions such as including an offer, acceptance and consideration. If there is no offer (promise to perform or not to perform), acceptance (promise to perform or not to perform), and good and valuable consideration (money or other value), it is not a contract. There are other elements involved that make a contract legal and enforceable that must be considered by a legal specialist.

MAP MEASURES

Your MAP Program Contract includes an agreement for the submission of your MAP Papers and MAP Measures.

Participation Requirements and Obligations

MAP Participants and MAP Members (hereinafter separately and collectively "Participant") agree to the following during the term of the Program as described below:

1. **MAP Papers Submitted Monthly** – Participant agrees to submit their MAP Study Paper (unless otherwise instructed within a paper or agreed to by the Program Leader) no later than the 15th of each month. Papers are acquired through the MAP Program Study Page.
2. **MAP Measures Submitted Monthly** - Participant agrees to submit their Satisfaction Metrics no later than the 15th of each month. Metrics are submitted through the MAP Program Study Page.

This following details the logistics, instructions and FAQ for MAP Measure submissions.

MAP Measures

We are tracking measures that we (and you) use as a means to assess your performance. These measures help us assess both your application of your study in your own offers and the performance of our offer as a whole: we seek an ever-expanding membership of ambitious adults whose transactions are accepted and whose incomes increase.

The practice of tracking your work, action and results is a habit we expand in this program.

While the significance and opportunity of measures and statistics is worthy of much study, the following is only meant to produce a baseline in which all participants can share equal statistical comparison – and a means in which to produce a consequential and cooperative environment of ambition.

As such, each "**Participant agrees to submit their Satisfaction Metrics no later than the 15th of each month.**"

Six-Month Aims

For Health and Money Conditions, we ask that you create six-month aims. These six-month aims coincide with the Annual Member Conference and the Mid-Year Member Conference. Simply, you invent an aim at the Mid-Year Member Conference (July) and track your progress until the Annual Member Conference (January). Then you invent an aim at Annual Member Conference (January) and track your progress until Mid-Year Conference (July), and so on.

These metrics are collected and distributed monthly as comprehensive reports emailed to the MAP Ecology.

As we do in all of our programs, we will track the following Satisfaction Metrics:

Health
Money
Income

Health and Money Measure Instructions and Example

Aims are neither fantasies nor complicated burdens. They are targeted and focused aims that are attainable with new practices, habits and knowledge.

We have provided a Program Measures file to use as a tool to keep, track, and calculate all three measures. The commitment is that the file be intuitive, however, we have provided instructions should they be required.

When in doubt, follow the instructions.

File Instructions

1. Go to the IE website and log in.

2. From the main navigation at the top of the website, hover over the word **Programs**, then move your pointer over the **Mechanics and Practice** menu and a sub-menu will open to the right of the main menu. Hover over the **MAP Study Page** menu and click this link.

3. From your **MAP Study Page**, find the link labeled MAP Program Measures Calculator. Click the link and allow the Excel file to download.

4. Open the file and save it where you can access it in the future. You will use this same file many times in the future.

5. Locate the tabs at the bottom of the Excel worksheet marked **Money, Health,** and **Income.**

6. For both **Health** and **Money**, select and click on the appropriate tab, then enter the **Starting Metric** (e.g. 165 lbs.) and the **Ending Aim** (e.g. 155 lbs.).

7. Then, enter the **Monthly Actual*** at the end of each monthly period (the 15th of each month).

   ***For both Health and Money, the Monthly Actual is entered as the cumulative snapshot – of all periods to date – at the time of reporting: total pounds weighed, total invitations made, total dollars saved, etc. See Cumulative Aims below if you are not clear.**

   The Income tab (instructions below) is used to track your actual Monthly Income Earned (from the 15th to the 15th of each month). This is not entered as a cumulative result.

8. For all tabs, the tool will automatically calculate the **Percent % Measure to Submit**.

9. Once you have calculated your **Percent % Measures to Submit** for **Health, and Money** enter these measures into the Satisfaction Metrics Form sent to you via email each month 7 days in advance of your Satisfaction Metrics due date (the 15th of each month).

Tracking Results Vs. Tracking Actions

One demonstration of naivety is the absence of tracking action. It is common that adults track only results (e.g. pounds lost) and have yet to establish the habits of tracking the work & action that produces the consequences of that work & action (e.g. daily exercise).

A Transactionalist understands and demonstrates that the Experience/Facts (i.e. objective satisfaction) is a measure of the Results/Consequences that are the effect of the focused Work/Action constrained by their Agreements/Commitments with others to Act as Intended to satisfy A Possibility (or aim). *Note: This statement follows the narratives of the Transaction Cycle in counter-clockwise.*

Tracking results is necessary as it measures the effect (and effectiveness) of action; however tracking results without tracking the actions that produce them is what leaves most dissatisfied both objectively and subjectively. Even those with mastery for believing their own subjective satisfaction (e.g. "I am happy no matter the outcome", etc.) most people will find this flavor of satisfaction fleeting.

While you may have had success in the past with only tracking results, we advise you begin to articulate and track the actions that most produce the situations and environments for your aims.

Cumulative Aims

Some aims are based on a cumulative set of actions, like the total number of invitations made, miles jogged or the number of days you took a specific action.

Example

If your HEALTH aim were to complete 40 crunches a day, you would count the total cumulative number of crunches that would be completed at the end of six months, then use that cumulative number as your **Ending Aim**.

Example 40 (crunches) x 30 (days) x 6 (months) = 7200 (cumulative crunches)

In the above example, using the **Increase Aim** tab, your **Starting Metric** would be 0 crunches and your **Ending Aim** would be 7200 cumulative crunches. After 30 days, you would enter 1200 (if you did them as planned) into the **Monthly Actual.** The **Measure to Submit** automatically calculates 17% as your percent of accomplishment. 17% is the number you would submit for this month's Satisfaction Metrics submission.

Finally, we have written this section with attention to the instructions and language. If, after careful study, you are unable to clearly follow the instructions, we ask that you work with a member of your group until these are clear to you.

Income Measure Instructions and Example

To track your Income Measure use the **Income Tab.** Input the actual **Income Earned** (for the same period the prior year) and **Income Anticipated** (for the next six months based on objective facts). As you enter the **Income Actual** earned each month, the spreadsheet will then calculate and graph the rest.

Pay careful attention to the comments on the spreadsheet as they include instructions. You can see a comment box by hovering over any cell with a small red triangle in the upper right hand corner.

1. Using the Program Measures file, find the tab at the bottom marked **Income**.

2. At the start of the six-month period, simply enter the **Income Earned** (e.g. $50,000) and the **Income Anticipated** (e.g. $52,000).

3. Then, enter the **Monthly Actual** at the end of each monthly period (the 15th of each month).

The Income tab is used to track your actual Monthly Income Earned (from the 15th to the 15th of each month). This is not entered as a cumulative result.

4. The file will automatically calculate the **Percent % Measure to Submit**. (Using $52,000 as an example, if you made $10,000 in the first month, the **Percent % Measure to Submit** would calculate at 15%.)

10. Once you have calculated your **Percent % Measures to Submit** for **Income** enter this measure into the Satisfaction Metrics Form sent to you via email each month 7 days in advance of your Satisfaction Metrics due date (the 15th of each month).

5. Complete the Form, checking all the boxes and buttons appropriate to you.

6. Once you have completed the form and are satisfied that it is accurate, please press **Submit**.

Note: Once submitted, you can print a copy of your form for your own records.

MAP Measure FAQ

When are my measures due?

You have an agreement to enter your metrics by midnight in your time zone on the 15th day of each month.

Are these just like the measures for FOT?

Yes, however, we are measuring aims for six-month periods and submitting them monthly rather than submitting them as part of your Study Paper.

Can I change my AIM during the process?

We'd like to say 'no', but this would not demonstrate accurate thinking; life happens, things change. To request a change, please make a written request to Co-Founder John Patterson at john@influenceecology.com.

What if I need help with my measures?

Use your MAP Study Group to learn from them. If they can't help you, make a written request to John Patterson at john@influenceecology.com.

How does this work if I start the program (or this process) sometime other than the beginning of a six-month period?

Using the **Program Measure** file, you first input the **Starting Metric** and the **Ending Ai**m that account for the duration of the shortened period. Then, you input the **Monthly Actual** beginning with the appropriate months prior to Conference.

Using the chart below, if you start the program in November, 2 Months Prior to the Annual Member Conference (AMC), you construct your Aim for Nov 15 through January 15, then input your Monthly Actuals in the appropriate columns.

5 Months Prior	4 Months Prior	3 Months Prior	2 Months Prior	1 Month Prior	Conference
August	September	October	November	December	January (AMC)
February	March	April	May	June	July (MYMC)

