



Influence
Ecology

MAP STUDY PAPER 5

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

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

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INDEX

Materials Required	3
Study Worksheets	3
Contract before you Fulfill	3
Fulfill	4
The Checklist Manifesto I Summary	4
<i>By Atul Gawande</i>	<i>4</i>
The E-Myth	4
<i>By Michael Gerber</i>	<i>4</i>
The Importance of Scheduling	5
The Conditions of Transaction	5
Introduction to Building the Transaction for Fulfill	6
<i>The Thirteen Steps</i>	<i>6</i>
Inventing the Transaction for Fulfill	7
Inventing Invitations For Fulfill	7
Deliberate Practice	11
Your Brain at Work	11
<i>By David Rock</i>	<i>11</i>
Influence – Science and Practice	11
<i>By Robert Cialdini</i>	<i>11</i>
Program Measures	12

MATERIALS REQUIRED

The following Paper is required for this study:

THE CHECKLIST MANIFESTO - How to Get Things Right by Atul Gawande | Summary

The following Books are required for this study:

The E-Myth by Michael Gerber

Influence – Science and Practice by Robert Cialdini

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

The following Book is required for your next study:

Willpower – Rediscovering the Greatest Human Strength by Baumeister & Tierney

Recommended Reading (Optional)

Thinking Fast and Slow by Daniel Kahneman

Moonwalking With Einstein by Joshua Foer

The Memory Book by Harry Lorayne & Jerry Lucas

STUDY WORKSHEETS

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

CONTRACT BEFORE YOU FULFILL

Before we begin to discuss the Transactional Move ‘Fulfill’, we must emphasize the importance of completing the Contract phase of the cycle. Perhaps the single costliest mistake we notice as people move through transactions is that they begin to invest their time, energy and money in efforts and products of Work on their Primary Transaction before they have completed their written agreements. Do not make this mistake.

AFTER - the Contract is fully executed and all parties to it are in possession of their original documentation, then and only then should you begin the Work product associated with your transaction.

If you do not hold the principal distinctions introduced and discussed in your previous Study on Contract – or if you assess that your work in your previous Study on Contract is weak or insufficient to demonstrate your learning ambitiously – we highly recommend that you return to the Study and apply deliberate practice to your understanding and learning before you move into the Objective ‘Work’ required of the Move Fulfill.

FULFILL

Fulfill – Where the ‘Work’ of the transaction occurs. In this domain, someone is responsible and accountable for the production and delivery of the ‘Work product’ of your transaction and in essence, keeps the promises and obligations of the transaction to the terms agreed, the satisfaction of your customer, and to the specific ethics, standards and satisfaction metrics of your enterprise.

‘Work product’ is defined as the principal service or product that must be delivered to satisfy the specific terms and conditions of the Contract.

All transactions must be Fulfilled by someone.

Fulfillment is production of the goods or services (promise) and requires that *requests* be made by someone to someone else to Fulfill on their promises.

Fulfillment is exacting performance of the terms in a Contract.

Fulfill/Producer – The keeper of the promise of the Offer to Transact. The move in the *Transaction Cycle* where “the work gets done.”

Power is organized effort. Transactional power is organized effort in the form of coordinated effort of others for the ‘Fulfillment’ of transactions that take care of our Chief Aims in Life.

Individuals accountable for the Move Fulfill, who do so effectively, powerfully, and profitably, know that the *power* and *value* of the transactions reside with them.

The black and white world of Fulfillment is a world of Objectivity.¹

Only **Some Things** are Possible in this Move - and only those things that Fulfill on the ‘terms of the Contract’ and principal Intention of the Transaction. This is an “X by Y”, “yes or no” domain. This is the period of time and domain of action in every transaction where too much possibility creates disorganization and lack of **Consistency**.

This is a world of production, repetition and specific, measured action. This is the domain of the checklist.

As simplistic as it may seem, the ‘checklist’ serves the functions and efficiencies of production and the coordination of highly complex transactions, which is why Producer personalities rely on them so heavily.

THE CHECKLIST MANIFESTO | SUMMARY

By Atul Gawande

Read the paper provided to you for this Study.

THE E-MYTH

By Michael Gerber

Review, skim or quickly read through the book to stimulate your thinking with regard to its principal teaching. Study any specific chapter, section or distinction that you notice you do not quickly and easily

¹ Review *The Influence* articles on Objectivity for further study.

recall or cannot accurately demonstrate. Review any notes, highlighted sections or essays that support your recall and study of the principals of this book.

Read Chapter Nine entitled *Working On Your Business, Not In It*.

THE IMPORTANCE OF SCHEDULING

Given the amount of time and attention we have invested in the area and practices associated with 'Scheduling' throughout our programs, we will not take the time and space in this Study to review the importance of Scheduling here. However, in the Study Worksheet you will be asked to assess your fitness in this area.

If you are struggling with your habits and practices in Scheduling, it is predictable and likely that you will struggle in the Move Fulfill.

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.**

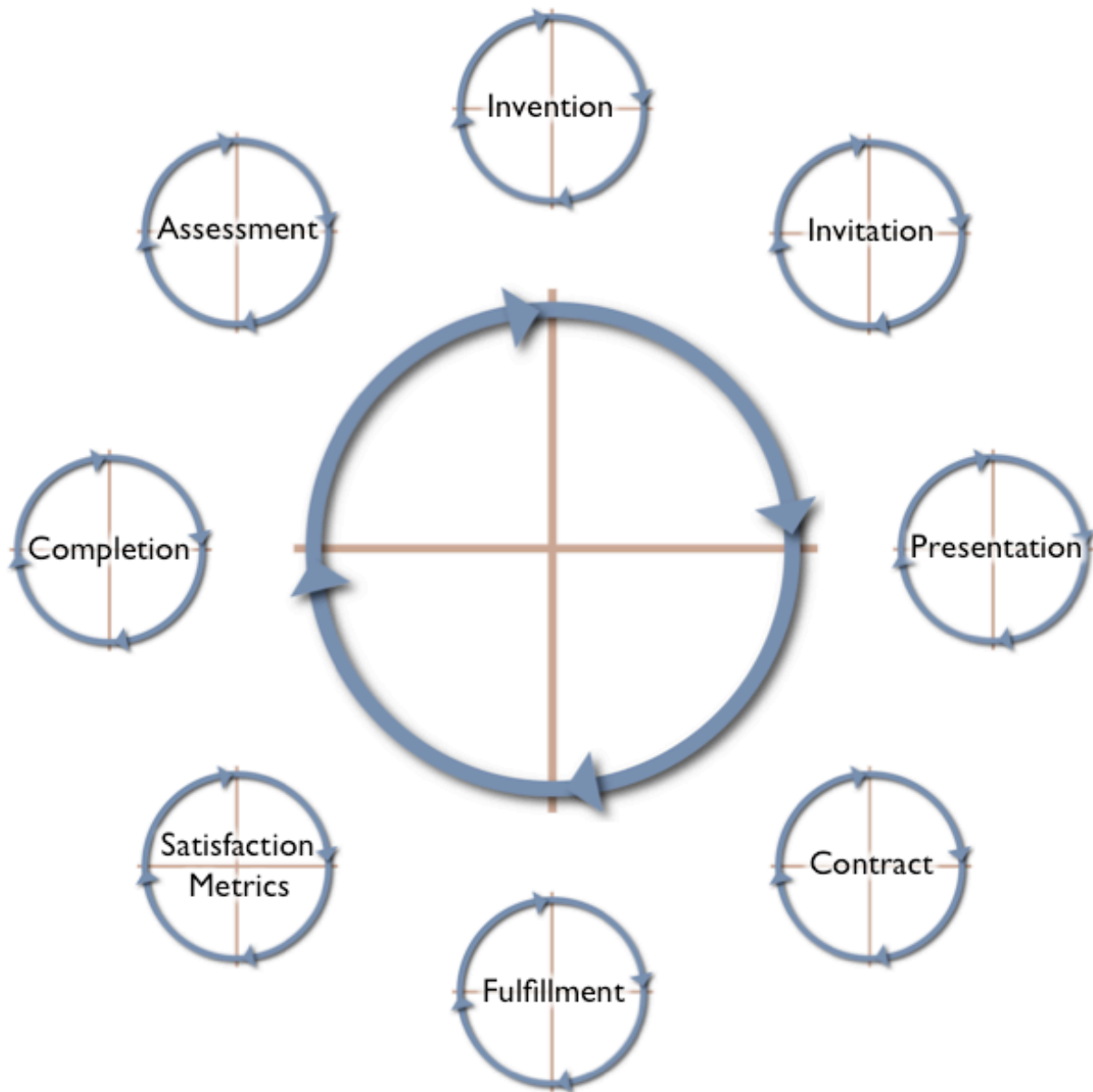
This program's focus is the mechanics of each Condition of Transaction (see diagram below).

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

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

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

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



INTRODUCTION TO BUILDING THE TRANSACTION FOR FULFILL

The Thirteen Steps

The continuing work you must do on the Thirteen Steps to Building Your Primary Transaction will evolve and expand with each Study. In this Study, you will concentrate on the Move Fulfill for your Primary Transaction. Through the use of the Thirteen Steps, you will expand your thinking of this Move as a Transaction. You will see new ways of thinking about the 'Work' and production required to satisfy the terms of your agreements with others, and how much of what you must accomplish in this Move will support your work in the other Moves and Phases.

The work you do in this Move will have you consider the work you have done in the previous Moves and Phases. As a result you will continue to work on the Transaction for Invitation and Transaction for

Presentation – adding language, tactics and practices that will support moving your Primary Transaction more effectively through this Move. This will continue throughout the process of your work in MAP. As you continue to consider this Move in the Transactions for Satisfaction Metrics, Completion and Assessment, you will return to this Move and expand on the overall Fulfillment Plan for your Primary Transaction.

Keep in mind that it is not our aim to “get it right” nor are we in the pursuit of “perfection” at this point in our learning. Simply apply what you know now, to the best of your ability, and do so deliberately. Uncover the General and Specialized Knowledge that you must learn to transact powerfully in this Move. Watch your moods, attitudes and states of mind as you do this important work of Invention. Do not brood, be annoyed, irritated or frustrated as you see the distance you must traverse to reach your aim in this Move. Simply allow yourself to learn. Keep in mind this is a game, like (water) drops on a penny, and games can be learned.

The Mechanics and Practice Program teaches that each Move and Phase is in and of itself its own transaction.

Every primary Move and Phase is a transaction that requires careful consideration and use of the Thirteen Steps. Your understanding and ability to apply the Thirteen Steps will be demonstrated throughout the program as you become more and more related to the fact that we are always transacting and all transactions are built on the same fundamentals. The Thirteen Steps to Building Your Primary Transaction is the spine of our work.

For this Study you will complete the Thirteen Steps for Building the Transaction for the Move Fulfill and Invent the Transaction for Fulfill.

INVENTING THE TRANSACTION FOR FULFILL

The Worksheet will guide your thinking and planning as you consider the Invention of the Move Fulfill as a transaction.

Some of you will have *Specialized Knowledge* that goes far beyond what we recommend in some areas, and others will recognize that this introduction to certain distinctions, principles, practices and disciplines is insufficient for your current aims, and you will need to seek additional specialized knowledge and professional help.

Use this Study and the Worksheet to inform your thinking subjectively and to help you produce the articulation required to move objectively. This is your study – make it your own.

INVENTING INVITATIONS FOR FULFILL

Requests

The principal action required of anyone accountable for the Fulfillment of Transactions is the ability to organize the effort of others. This is accomplished most often through the use of the linguistic distinction – Request.

Requests are speech acts; they are the act of formally asking for something or for another person(s) to take an action. Requests can be accepted, declined or countered but generally carry a more forceful, rigorous and deliberate mood than the acts of invitation(s) and offer(s). Requests, more often than not,

are not crafted or presented such that they elicit counter offers, but rather, tend to be received as opportunities to act or not.

Requests made in the Move Fulfill will more often than not be requests of others to take action by a certain time and do so at certain standards. As a result, requests are often assessed or viewed as agitating, negative, costly and difficult to decline.

Invitation for Fulfill

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 – in this case a ‘request’.

When anyone, and this is especially true for Producer personalities, considers making a request of someone, they almost never consider that a request is most effective after it follows the appropriate moods of Invitation and Presentation. If any thought is given to this it is likely thought of in terms of ‘manners’, or at best, ‘sales tactics’. Those who excel in the area of production, tend to hold moods of rigor and determination. An important aspect of setting the appropriate and proper mood for the acceptance and compliance of a request is to consider inventing an ‘Invitation’ first. When the Invitation is carefully and thoughtfully crafted, it allows for an initial acceptance on the part of the customer to recognize the sensitivities you are bringing to the importance, and objective nature of the pending request.

The Invitation for requests made in the Move Fulfill, is an offer made to an individual to receive a formal Presentation of the request itself. It is an important step in the process for supporting the shift of mood and attitudes as your Primary Transaction transforms from a subjective to an objective orientation. By making an effective Invitation to ‘hear or find out more about a request’, you begin the process of establishing a level of importance and trust in your processes and ability to transact. You assess the mood of the listener and can begin the process of moving the listener into proper moods if needed.

When you consider an Invitation in this Move, you take yourself out of the black and white, objective nature, moods and attitudes that dominate the domain of ‘Work’. You look to apply weapons that gain you favor, produce excitement or agitation in order for your Invitation to be heard and either complied with or declined quickly. In most cases we are simply setting the proper state or mood with someone to ‘hear’ a request. When people are in the proper and appropriate mood to hear a request, (which in the Move Fulfill almost always means taking some action if they accept) the likelihood of compliance is high.

Presentations in Fulfill are Requests

The Presentations of the most important and consequential requests made of others for the Fulfillment of the Primary Transaction are what we are distinguishing here.

Prepare for each Personality. Consider what kind of response or reaction your Presentation of requests might insight. Consider that requests, by their very nature, generate some ‘work’ on the part of the recipient. Thinking uses up energy and time. A highly complex request is best served up after an Invitation to receive it is in place.

Your aim in making Presentations of any kind is to consider the language of the personality you are speaking to and move to gain their compliance. As always, it matters that you are speaking to an Inventor, Performer, Producer or Judge and each will almost always have a default response to major and significant requests. To counteract these initial ‘default’ responses, you will need some ‘space’ for them to work through their biology. This is accomplished during the Presentation of your requests.

For example, Judges are almost always a “no” to any significant request. Until they figure out how a request can be satisfied, they will likely resist accepting it. Your Presentation of a significant request to a

Judge would take into account the thinking process required. When you consider the actual request as a Presentation and move in the appropriate moods of Present, you will be far more likely to gain compliance through the use of mood and weapons than if you simply make the request from those moods and attitudes associated with Fulfillment alone.

The Contract of Requests

The Contract Phase in Fulfill is simply meant to represent the listener's understanding and consent of the terms agreed to when they comply with your requests. Any (even quick and simple) written response or follow up to requests that are accepted, ensures that the terms and conditions of the request will be met. It is as essential an element in making and completing important requests as it is a representation of your compliance with others. Producer personalities tend to take this action seriously – all other personalities tend to leave this important follow up out. Make it a practice, when you invent transactions for Fulfillment of important requests, to follow up in writing. Fax, email or quick thank you notes that include the agreed to terms of major requests work very effectively. These moves will also serve to support your efforts in the case of disputes or misunderstandings – like a Contract – you will return to them often.

It can support or diminish your identity or transactional behavior, as well as demonstrate a level of professionalism and capability to organize the effort of others by confirming the conditions to be satisfied when requests are complied with.

Fulfillment

All matters that are concerned with the production of the 'Work' product associated with the Primary Transaction, are planned, managed and handled as part of your overall Fulfillment plan. Any work that is required to make and satisfy the obligations and metrics of the Primary Transaction is done in the Move Fulfill.

The work you will do in the Fulfillment of your Primary Transaction includes the 'Work' you invented in the other Moves and Phases. The systems and structures for organizing and facilitating all of the action required to produce effective action is considered here. The more detailed, deliberate, concentrated and focused you are in your thinking and planning as you Invent the 'Work' required to satisfy the Primary Transaction, the more successful you will be in articulating and executing your plan in practice.

In your study so far, you have speculated on and have begun to Invent certain 'Work' in the previous Moves and Phases. All of your Work in each Move and Phase will be articulated in this overall plan for Fulfillment.

As you learned in your study of the E-Myth, our goal here is to build manuals for the operations, functions and objective practices required to produce the effort and 'Work product' of your Primary Transaction. With this in mind you should begin to speculate, imagine and organize your thinking about how to produce your 'manual' in preparation for demonstration and instruction for those who will be working with you to satisfy specific functions and 'Work' in your overall plan for Fulfillment. Keep in mind that the more tactical the functions are, the more likely you will want them articulated in simple terms, such that, where possible, highly skilled or specialized labor will not be required for their fulfillment.

Satisfaction Metrics for Fulfill

Fulfillment will only be useful if you are capturing and measuring the proper results in a form and fashion that can be evaluated and properly assessed for their compliance. The metrics for the Transaction for Fulfill should be collected on a periodic basis and as often as needed depending on the nature of your offer. It is most useful to gather and report metrics on a regular schedule.

In highly sales driven offers where many Invitations, Presentations and Contracts are Completed on a daily basis, metrics should be gathered just as often. Weekly reporting is standard for most transactions.

The principle service or product that must be delivered to satisfy the terms and conditions of the contract is called 'Work product'. In 'Work product' - physical production of goods and products, intellectual property and other such 'deliverable' elements associated with the Fulfillment of transactions, quality control and other metrics - regulations and requirements are likely.

Keep in mind that Satisfaction Metrics are Compliance measures. Once the Fulfillment is Complete in any Move or Phase the numbers are gathered for further evaluation and Assessment. Once the Primary 'Work product' associated with the Primary Transaction is complete, it must be measured against some metric of satisfaction in this Phase.

Satisfaction Metrics for the transaction Fulfill relate specifically to the compliance measures of the 'production' or 'Work' of the Primary Transaction. These measures should not to be confused with the Satisfaction Measures related to the Primary Transaction for meeting your Chief Aims. The assessment of whether your Primary Transaction Fulfills on your Chief Aims, will be done in this Phase in the Transaction for Assessment. Here – you are looking specifically at the measure for compliance with regard to the 'Work product' of your Primary Transaction.

Some transactions have highly complex processes and systems as part of the overall Fulfillment plan. As a result these 'Work' or 'labor' intensive transactions will have many metrics to consider with regard to the compliance required for the Primary Transaction. Though often considerable and seemingly insurmountable in the beginning – it is absolutely imperative that each and every action related to the production of 'Work product' be measured to some degree of satisfaction and compliance in this Phase.

Fulfillment Completion

It is rarely taken seriously and as a result, many opportunities for the expansion of identity, authority, commitment and consistency, and more are left unattended in this Move as with the other Moves and Phases.

Formal demonstrations of the Completion of requests and physical 'Work' done in the Fulfillment of the Primary Transaction, lead to proper Assessment, Reinvention and importantly – future business. The Move should be consistent with the nature of your offer and/or industry, and appropriate to generate the proper moods, ethics and intent for your overall goals for the Primary Transaction.

Depending on the nature of your offer, demonstrations of Completion can be as simple as a thank you note, evaluation form, or personal call, or as elaborate as a gift, social occasion or formal Presentation. Many industries have traditions for completion of the 'Work product' that are standard operating procedure. In the motion picture industry for example, a well known practice for Completion of the 'physical production' of a movie is to host a 'wrap party' to celebrate the end of the movie's shooting process. By no means is the movie itself complete, but an important aspect of the 'Work product' is acknowledged by this tactic.

The important consideration is that you take an action that is appropriate to your offer, one that preserves future opportunities with those prospects you may want to involve or transact with again, and produces a sense of clarity and completion for yourself and those with whom you do not intend to make future Invitations and Offers.

The overall goal in the Move Complete – in any Move or Phase – is to leave the transaction with no further action to take, other than to move into the Assessment phase for yourself and/or with your team.

Fulfill Assessment

All questions about the process and effectiveness are considered in this Phase. What tactics, weapons and strategies are most effective in producing compliance through the Moves and Phases of the Transaction? What is missing in the processes? Which processes, requests or procedures caused the most agitation or confrontational reactions? What worked or did not work in the Move Fulfill?

As a transaction itself, does the Plan and execution for Fulfillment support the intentions of the Primary Transaction and move the transaction forward quickly and effectively? What aspects or elements of the Phase or the written agreement itself need to be assessed for Reinvention? In all cases, once the Transaction is Fulfilled, Satisfaction Metrics are captured and the transaction is Complete, it is then Assessed and continues as is or is reinvented or exhausted. This is true for the Transaction for Fulfill as well.

DELIBERATE PRACTICE

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

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

This program is designed to support the deliberate practice of Study and application of the Fundamentals of Transaction.

If you have not committed these five elements of Deliberate Practice to memory and can articulate your understanding of each as it pertains to your Primary Transaction – it is unlikely that you are applying them consistently. You must be able to speak them before you can act them.

YOUR BRAIN AT WORK

By David Rock

Consider what you have learned about your brain and how to apply it as you Invent your Plan for Fulfillment.

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. Refer to and use the book as you consider Inventing your Transactions for Contract.

Consider how each weapon can be utilized as you make requests of others to take action. Use the weapons to gain compliance in the production of your 'Work product'.

PROGRAM MEASURES

If you have any question or concern regarding any aspect of the program measures please contact us during this Study to ensure their accuracy.

Concentrate.

Breath.

Transact Powerfully.