



# Point Of View Marketing

the subtle, underestimated & credibility-building  
power of articulating why you do, what you do,  
the way you do it.

“Tad shows you how magical and powerful a good point of view can be for marketing your business and for attracting customers and clients that are made for you, and you for them. (And really, that’s what marketing is all about.) His book is full of practical ‘how to’ advice and examples, as well as beautiful stories that help you understand how points of view fit into the bigger context of word-of-mouth marketing. Want to feel good about marketing your business? Read this book.”

— Lois Kelly, author, *Beyond Buzz* and *Rebels at Work*, [foghound.com](http://foghound.com)

“What I loved about the book and this work is, it finally gave me a place to put things that have been rolling around in my head for a really long time. At first I was frustrated because there was just too much, too many thoughts. I didn't know where they went. But then I just started writing everything down and then checking it against what your definitions of the pieces were. So I came up with a metaphor and a map to help assist me in coming up with my Point of View based on your metaphor.”

— Natalie Forrest

“How can the soul or the world be re-enchanted once it has lost the enchantment? Only by returning to the story of the soul and retelling it up to the point of fracture; only by placing our story within the context of the greater song.

When Merlin is exposed to the terrible carnage of the battle of Arfderwydd he becomes mad and runs into the depths of the forest. Within the forest's embrace, he becomes one with the trees and seasons and puts aside the terrible sights he has seen to focus upon the gifts of the wild world, becoming rusticated and ‘uncivilized.’

Ever pertinent and prophetic, he sees through the pretexts and pretensions of those who come to lure him back to civilization with the sure instinct of an animal.

He does not respond to anyone except his friend, the Welsh poet, Taliesin who comes to sit with him. Only then does Merlin respond, asking the odd question, ‘Why do we have weather?’ This seemingly trivial query is all that Taliesin needs to help his friend. He begins to recite the creation of the world. At the end of Taliesin's recital, Merlin is restored as the sacred context of his story is given back to them.”

— *The Celtic Spirit*, Caitlin Matthews

# Contents

Introduction	8
Nine Reasons Why Point of View Matters	13
Reason #1: Your Point of View Will Attract You More and Better Clients	14
Reason #2: Your Point of View is Gold for Any Business Coaches, Copywriters and Designers You Ever Hire	16
Reason #3: Your Point of View Makes You Trustworthy to Your Ideal Clients	17
Reason #4: Your Point of View Makes It Easy to Find New Clients	20
Reason #5: Your Point of View Gives Your Work a Coherent Voice	22
Reason #6: Your Point of View is the Source of All Your New Content	24
Reason #7: Your Point of View Allows You to Be Yourself	25
Reason #8: Your point of view will make people talk about you.	26
Reason #9: Your point of view allows you to engage in Educational Marketing	27
Real Life Examples of Point of View in the Five Major Areas of Life	30
Major Area #1: Physical Health	31
Major Area #2: Money, Business, Livelihood	34
Major Area #3: Relationships, Sex, Dating	35
Major Area #4: Inner Peace, God, Spirituality	36
Major Area #5: Contribution, Social Change, Activism	38
Our Core Story: The Young Woman on The Island	41
Overview: The Three Elements of Your Point of View	49
The Point of View Pyramid	53
The Map	56
The Four Kinds of Maps People Need Most When They're Lost	64
The Story of My Gallbladder	66
The Empathy Map	67
The Context Map	69
The Options Map	73
The Guidance Map	76
Tying The Four Maps Together	78



Your Compass	81
Your Route	82
Real-World Examples of Maps, Compass, and Route in Point of View	86
Examples of Maps in Point of View	88
Example: The Eight Soul-centric/Eco-centric Stages of Human Development	90
Example: The Seven Chakras	91
Example: The Chinese Meridian System	92
Example: The Celtic Medicine Wheel	93
Example: The Hero's Journey	94
Example: The Addiction Tree	95
Example: Vicious Circle Thinking	96
Example: Benign Circle Thinking	97
Example: The Male Emotional Suppression Cycle	98
Example: George Lakoff on Liberals vs. Conservatives	99
Example: The Sun Food Triangle	101
Example: Political Spectrums	102
Example: Sexuality and Gender	103
Examples of The Compass in Point of View	109
Example: The Principles of Kind Business	111
Example: The Principles of Visionary Activism	113
Example: The 10 Principles of Erica Ross' Dance Our Way Home	114
Example: Christina Morassi on The Principle of Pleasure in Business	115
Example: Judy Wicks on the Principles of the Local Living Economies Movement	118
Example: Racheal Cook	119
Example: Midwifery for the Soul	120
Example: 12 Principles of Permaculture by David Holmgren	121
Example: Five Premises for Living from Non Violent Communication	123
Example: Commitments and Assumptions for Community	124
Example: Lynn Serafinn's 7 Graces of Marketing	125
Example: Sole Bike	129

## Point of View

Example: OMGYes.com	130
Example: Secrets of The Millionaire Mind	131
Example: From Invisible to Invincible: A Manifesto for Professional Women	132
Examples of Route in Point of View	137
Example: The Niching Spiral	139
Example: Nancy Juetten	140
Example: Jennifer Summerfeldt	141
Example: Anthony Robbins, The Six Steps of Neuro Associative Conditioning	143
Example: The Four Part Non Violent Communication Process	144
Example: Loving What Is and Finding the Truth with Only 4 Questions – The Work of Byron Katie	145
Example: The Original Twelve Steps of Alcoholics Anonymous	149
Example: Benevon	150
Example: The Cycle of Change by Prochaska & DiClemente	151
Example: Jay Abraham, Claude Hopkins, Schlitz Beer, and Preeminence	152
Example: Origami Accounting	154
Example: The Authentic Man Program Holarchy	155
Example: Meditation	156
What Your Point of View Is Not . . .	158
#1: Your point of view is not something you can discover on your own	159
#2: Your point of view is not necessarily quick or easy to uncover	160
#3: Your point of view will never be complete	161
#4: Your point of view is not objective	162
#5: Your point of view is not an opportunity to try to change minds	163
Candid Reflections on Approaching Your Point of View . . .	166
Thought #1: Apprentice To Someone	167
Thought #2: Choose an aligned community	168
Thought #3: Be curious	169
Thought #4: Get some space	170
Caveats on Approaching Your Point of View	172
Caveat #1: Beware of Dogma	173

## Point of View

Caveat #2: Crafting your Point of View is Like Tidying	174
Caveat #3: Learn the Difference Between Your Symptoms and Their Diagnosis	176
Simplistic. Complicated. Simple: The Three Stages of Articulating Your Point of View	179
Stage One: Identify (Simplistic)	189
Stage Two: Articulated (Complicated)	193
Stage Three: Embody (Simple)	195
Final Thoughts: Where to now?	204
Frequently Asked Questions	206
How Does This Work for Artists?	207
Do I Share My Political and Religious Point of View?	208
Appendix	210
Eleven Criteria of a Solid Point of View:	211
The Rant Experiment: Let Off Some Steam, Catalyze Social Change and Grow Your Business	212
What is a Rant?	216
Eleven Reasons Why Rants Get Such a Strong Response	217
The Three Places A Rant Can Come From:	223
So, How Do You Participate in the Rant Experiment?	224
Acknowledgements	227
Why is niching so hard?	228
About the Author: Tad Hargrave	229
More Point of View Resources	230

# Introduction

I struggled, for years, to articulate how I saw marketing.

I travelled all around this continent teaching marketing and found myself sometimes lucid and other times fuzzy. Some workshops went well and others didn't. It was frustrating. I wanted to create products but didn't have any sense of what they would be. I got interviewed on radio shows and tele-summits and found myself struggling to answer questions. I worked with clients one on one and found myself feeling disappointed with myself after the call. I was free-styling in helping clients. I was improving but my results were inconsistent.

Over the years, things came into focus and all of those programs began to move towards resolution. I don't really have any of them anymore. I feel solid about my workshops and don't need much of a script. I have an abundance of ideas for products that excite me. When I'm interviewed I feel clear and solid. My work with clients increasingly feels well structured and helpful.

Much of this shift has come from the work of articulating my point of view.

That's my hope for what this eBook and the accompanying workbook might do for you.

I've seen it in my clients too.

90% of the time, their challenges have to do with having no clear niche. For that, I created [NichingSpiral.com](http://NichingSpiral.com).

But, even those who could articulate a clear target market, problem they were solving and result they were offering, struggled. What they did was clear. For whom they did it was also clear. But how they did it was not. It was clear to me for whom it would be relevant, but it wasn't necessarily credible.

You help people with their migraines? How?

You help men who've gone through a bad divorce deal with heartbreak? How?

You help women make more money? How?

You help the dying find some peace? How?

You help activists make a bigger impact on the world? How?

Why do you do your work the way you do it?

## Point of View

And, if you've been itching to change it up, why?

Underneath everything you do in your business, and everything you don't do, is a reason.

That reason is your point of view.

People don't just buy what you do. They buy why you do it the way you do it. They buy your point of view.

Point of view is you explaining what you do and why you do it the way you do it. It's you explaining what your approach is and why you think it will work.

Few entrepreneurs understand this and, frankly, almost everyone dramatically underestimates the importance of it.

I stumbled across this notion years ago at a workshop.

I was sharing a metaphor I've used for years ever since hearing it from the good Bill Baren.

"Imagine," I said. "That your ideal clients are on Island A where they are struggling with some problem or symptom they don't like. They want to get to Island B where there is a result they are craving. Your business is like a boat that can get them from one island to the other."

People nodded.

The point of the metaphor was, "Don't just talk about your boat. Sure, that's important. It's what you're passionate about but also talk about the journey you are taking people on. Don't just talk to me about how great your massage is but also about how it might relieve my headaches."

But, as I stood there looking at the drawing I had made, it occurred to me that something important was missing. What this metaphor didn't account for yet was everything in between those two islands.

It didn't account for everything that was under the water: the rocks, the reefs, the tides and sea monsters. It also didn't account for pirates or the best time of year to travel. It didn't account for how the captain might be able to stay headed in the right direction for those long stretches in the open sea where there was no land in sight. It didn't account for all of the various routes one might take from Island A to Island B. That simple map I had used, for so many years, was suddenly wanting. It was missing important elements, things that needed to be accounted for in the way the journey was made.

It struck me that, as captains of our boats, it's our job to know about those things and to have some kind of opinion about them. It's our job to have strategies for how to deal with them.

## Point of View

Imagine you're thinking about hiring a life coach and you ask them about their approach and they say, "I don't know. I just sort of wing it."

Imagine you have a serious illness and you go to someone in the healing arts and you ask them about the protocol they'd recommend and they reply with, "I don't know. I mean . . . I guess eat more greens and do some meditation."

Imagine you are broke and want help in dealing with your finances and you meet a financial coach who tells you, "Well. I think that saving money is important. And budgeting and stuff."

Imagine how uninspired you would be by those answers.

People don't just buy what you do. They buy why you do it the way you do it. They buy your point of view.

Without this, I saw clients approach myself and others who had a strong capacity to help them. They were hoping myself or my colleagues might spread the word about them, endorse them, host a webinar for them or some other way of helping them grow their business but their point of view was so vague that it was hard to know if I could trust them. They had no easy to understand model or framework that I could see that would let me know not only what they did and for whom but how they went about it and why they chose that approach. And I wasn't about to spend hours researching it and interviewing them to see if I could figure it out. I felt confused and the confused mind says "no."

Around that same time that I noticed this in my workshops, I read Lois Kelly's brilliant book called *Beyond Buzz* where she went in-depth into something I'd never heard anyone else speaking of in the world of marketing: point of view.

If you've been following my work for any amount of time, then you've likely heard me talk about this.

In my estimation, aside from niche, point of view is a missing element in 90% of the businesses I come across. It is a missing piece in most modern marketing. It is largely underestimated and undiscussed. Ignored. It is also incredibly powerful.

It's what the best marketing has always been.

Why do you do your work the way you do it?

When I say "point of view," I mean: your angle, diagnosis, thesis, perspective, philosophy, take on things, approach, cosmology, system, world-view, aesthetic, ethos, core principles, voice, values, map, compass, and route.

Every single TED Talk you've ever heard is based around a liberating idea. Every single TED Talk expresses a point of view.

It's your way of seeing things. It's your particular way of describing how things are, how they came to be that way and how they might come to be different than they are.

The photos to the right illustrate very clear and amusing points of view.

Your point of view is your map of how things are, your understanding of why it is that way and some new notion about how to make the journey from Island A to Island B (or an old notion framed so that people can hear it in a fresh way).

Your point of view is a combination of three things. It's the map you use to get from one island to the other. It's the compass you use. It's the route you plot. Those three things: map, compass, route.

It's your opinion on how to go about solving the problem. It's the case you're trying to make to the jury about why the evidence should be looked at in a certain way.

It says, "Ladies and gentlemen of the jury. We all know there are \_\_\_\_\_ people/communities with \_\_\_\_\_ problem and I think you'll find that \_\_\_\_\_ is the best way to address them because of \_\_\_\_\_ factors."

It's an officer's suggested course of action to the captain of the ship. "Captain, given our obstacles, best course is \_\_\_\_\_ because \_\_\_\_\_."

It's acknowledging that what was done to solve the problem in the past was, somehow, not enough.

It's acknowledging that, if enough were being done, if the right approach had been found, we wouldn't still be having the issue. It doesn't mean your plans are guaranteed to work – but that you have a working blueprint; you have a direction.

It's your world-view, opinion, your take on things, your angle, your diagnosis, context, an expression of your unique voice. It's your thesis.



I do not get  
drunk – I get  
awesome.

## Point of View

It's the accumulation of all your past experiences of a particular journey organized, sifted and distilled.

It's functional. It has to work. It has to produce real results for people.

It's your answer to this question: Why do you do your work the way you do it?

— Tad Hargrave



# Nine Reasons Why Point of View Matters

Why indeed?

I suppose it's important to start a chapter like this with understanding that you can't not have or express your point of view. You always have one and you're always expressing it.

Whether you want one or not, you have one.

It might be generic. It might be unquestioned. But it's a point of view nonetheless. So the question is not, "Do you have a point of view?"

No. The question is, "How clear, unique and compelling is it?"

The question is: "Is your point of view as well articulated as it needs to be in your own mind, and as woven as it needs to be into the fabric of your marketing and business to help people figure out if your business is a fit for them or not?"

If it is, it will help you business grow. If it isn't, it won't.

What is the connection between point of view and business growth?

Point of view is the string that ties together all of the wildflowers of your business. Point of view gives context and meaning to what you're offering. Your point of view frames your work in the same way that a movie camera frames a shot. Your point of view is the golden thread you weave through everything you do. When it's clear, it brings an unmistakable and powerful cohesion to your business that most businesses lack.

Success seems to favour a clear point of view.

Think of best sellers like *The Four Agreements*, *The Seven Habits of Highly Effective People* or *Loving What Is*.

What do they all have in common? A clear point of view.

Think of enduring perspectives on health and healing like the medicine wheel, the Chinese meridian system and five elements, or the chakra system.

What do they all have in common? A clear point of view.

So here are nine particular reasons why your point of view matters . . .

## Reason #1: Your Point of View Will Attract You More and Better Clients

Your point of view will help you find your ideal clients.

Why?

Simple. Your perfect clients are, by definition, the ones who resonate with your point of view.

What does having a clear perspective have to do with marketing?

I think that having a clear point of view is the difference between people paying attention to you and ignoring you.

A clear point of view is a major reason people lean towards working with someone or lean away. I think that having a clear point of view is the difference between attracting okay clients and amazing ones. I think that unless your basic point of view matches theirs, they'll never become a client in the first place and, if they do, it won't last long.

To make this more concrete, here's a notion that might shift the way you relate to marketing.

There's an old adage that "people love buying, but they hate being sold to." And yet, there's the fear that if we stop advertising and selling then people will stop buying. But a) that's a terribly limited notion of marketing and b) it's just not necessarily so. What if there was a way to draw people to you who are a perfect fit for you?

There is.

But let me define "perfect fit" in a way that might be new for you.

**Criteria #1:** They are committed to taking a journey (from Island A to B) that you can help them with.

**Criteria #2:** They are generally the kind of person you like to connect with. They embody the qualities you most want (e.g. open minded, positive, ready to do the work and take responsibility for their lives, they show up on time, pay well, etc.)

**Criteria #3:** They share your point of view on life and particularly the journey even if they haven't been able to articulate it as well as you (or they're in a place where they're genuinely open to being persuaded about another way of seeing things.)

## Point of View

When you put out a clear point of view, your approach will attract people who are already aligned with what you believe; people who are open to what you have to say and ready to work with you.

It's like a clear homing beacon, a bright lighthouse that cuts through the rain and the fog indicating where safe harbour is. They see the lighthouse and think, "Aha! Finally. We've arrived."

You'll be getting a lot more people who are a match for what you're offering.

And consider this: while clarifying your niche with an explicit definition of who you're trying to reach (your target market) is vital – what if a niche could also be implicit? What if another way to look at your niche is, "People who are into \_\_\_\_\_ (point of view)?"

Interesting, yes?

Now, does this happen over night? No.

It can take time for your potential clients to sit with it before they decide they agree or feel aligned with it. Most people can't agree with your claims until they've had some time to think it through themselves. It takes times for people to steep, to mull over the implications of what you're sharing and to see if your world-view makes sense to them.

It's why I'm an advocate of slow marketing.

The more clearly you've articulated your perspective, the shorter a time frame this will be. The more elements of the point of view you have, the easier it will be for them to understand it all and decide if it's a fit for them. You make your life, and the life of the client, much easier by having this all clearly and thoughtfully laid out.

## Reason #2: Your Point of View is Gold for Any Business Coaches, Copywriters and Designers You Ever Hire

This one is actually very substantial.

I refer business to and work with all manner of these folks. And they are, almost always, being asked to do the impossible, namely: “Take my generic business and make it seem special.”

Can you imagine?

It would be like going to a used car shop and bringing them a generic car with a generic engine under the hood and expecting them to be able to sell it at premium prices. It’s insanity.

The questions you’ll be exploring here around point of view are at the heart of what they crave to know about your business. Not all of them are skilled enough to know this. Not all of them will feel comfortable asking you or pointing out how incredibly bland your business is. But they will all struggle in trying to bring something inspirational to you. They will fail and you will be unhappy.

If, however, you do the heavy lifting of articulating a clear and compelling point of view and you bring this to them? Magic will happen.

The first piece of magic is how much less you’ll need to pay. They’ll be able to do their work with you faster. It won’t take as many hours or rounds of experimenting. And what they make for you is far more likely to be on point.

Think of these people as translators. They’re trying to take what you’re saying as a business and translate it into a language the marketplace will understand. But too many businesses aren’t actually saying anything at all. Or they’re speaking in gibberish and there’s nothing to translate.

## Reason #3: Your Point of View Makes You Trustworthy to Your Ideal Clients

Your niche is central to your relevance in the eyes of your ideal clients.

Your point of view is central to your trust and credibility in the eyes of your ideal clients.

Think of anyone you deeply trust.

Don't they have a clear point of view?

Don't they have a clear and well articulated understanding of certain things?

There's something reassuring about knowing where someone is coming from and what they're about.

In fact, think of anyone who's well known for making a difference in the world. People often become famous for holding a certain point of view. Others who share the perspective say, "Yes! I've always believed that too. I've tried to articulate that for years but never been able to!"

This is at the heart of becoming a hub.

Think of Martin Luther King Jr., Sister Rosetta Tharpe, James Baldwin, Gandhi, Che Guevara, Malcolm X or Mother Theresa. Didn't they all have crystal clear perspectives and aesthetics? We come to depend on people for these. They are touchstones for us.

It's good to pause here and be reminded of what a touchstone is. It is a black stone that is used to test the purity of gold. It's something that helps us know what we're dealing with. People who can clearly express what everyone else has been feeling and thinking and back it up, people who have accurate maps of the territories in which we find ourselves . . . we love these people.

A point of view is the bedrock of credibility.

We live in a day of free information. If you want to know how to do anything, someone has an entire blog dedicated just to doing that. One hundred people have created Youtube videos on how to do it. It's all free. And it's utterly overwhelming. It's too much. Much of it lacks credibility. How to sort out what to trust and what not to?

Of course, the immediate challenge that arises is, who do you trust? What if there are conflicting opinions on how to get the job done? Holy overwhelm.

## Point of View

Consider the controversial example of vaccination. The internet is full of vastly differing, opposing points of view on this, each with varying degrees of proof and credibility. How do you know what to believe? Even me posting a question around this might make you uneasy. This is the impact of point of view.

Point of view is the thread that helps make sense of all this information. It's what we're all looking for. More than a single tactic, we're looking for someone we can trust and to whom we will go whenever we need help in a certain area. We're all looking for someone we can rely on who has a point of view that makes sense. We're looking for a perspective that can guide us.

Brian Welsh, who runs Mother Earth News magazine, once pointed out that, "Information from a recognized source, in a voice you're familiar with, with values you understand on subjects you're passionate about, have more value than random free information you can find in abundance online."

But let's break that down.

- **Recognized and trusted source:** sometimes this comes from just sticking around for a while, building your relationship of trust with your following. They come to know, like and trust you. You become a trusted advisor because you're such a generosity-based business, you offer so much free content, you make it safe for your clients to get to know you. You showcase lots of case studies and examples of your work to demonstrate your expertise. And the easiest way to become a trusted source is to hone in on a particular niche.
- **A voice you're familiar with and enjoy:** this question of having a particular voice is powerful. When we say "voice" we're not talking about how it sounds when you speak but about the particular vibe, point of view and tone of your expression. Some people speak in a very conservative voice, some have a sexy voice, some have a politically radical voice, some have a quirky and fun voice. And people will be drawn to you based on your voice. Not just what you say but how you say it. The more you find your voice, the more you'll attract clients who love you and are drawn to you just because you're the way you are. Consider: Canada's Rick Mercer, Donald Trump, Mr. Rogers, Mr. T, Garrison Keillor, and Louis C.K. Some voices are acerbic. Some are gentle. Some radical. But we tend to trust info that comes to us in a voice with which we are familiar.
- **Values you understand and resonate with:** it's so confusing why some people believe things. I don't get the values of a white supremacist. It makes no sense to me. If someone was a political conservative they might not get my hippie values. They'd look at how I do things and what's important to me and shake their head. It's so wonderful to walk into a cafe and see how it embodies your values. For me, when I see fair trade coffee, local and organic food etc. I "get" it. I understand

## Point of View

those values. I resonate with those. When I see that a business embodies a bigger cause than just money that I also am aligned with I'm so much more likely to buy because, by supporting them, I am helping to further the cause I'm passionate about too. People don't just buy what you do. They buy why you do it. More to the point, they buy why you do what you do the way you do it. Stop trying to change minds and focus on the people who resonate with your values.

- **On subjects you're passionate about:** again, abstract points of view aren't that compelling for people. But points of view on subjects I'm passionate about? I'm super interested in (if they're from a recognized and trusted source, in a voice I'm familiar with and enjoy with values I understand and resonate with). Those topics might be nerdy and they might be about pressing problems I want to solve or how to get results I'm craving.

This all has its roots in a clear point of view: a clear take on things.

Each magazine Brian runs has its own unique perspective. And so should each business. And so should yours.

## Reason #4: Your Point of View Makes It Easy to Find New Clients

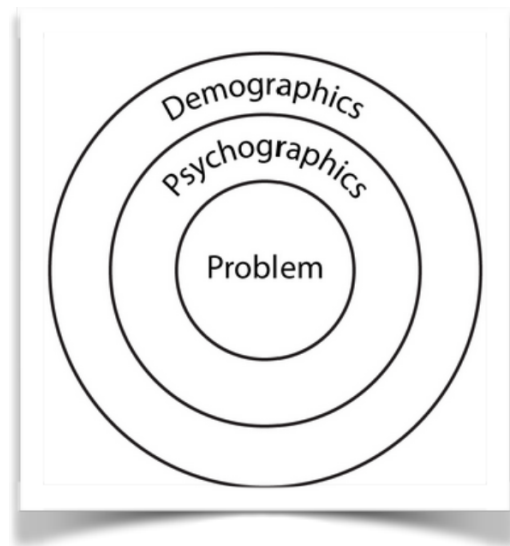
So then the question becomes, “How can you find people who already resonate with your point of view?”

As soon as people start thinking about “who” they need to reach, they think “target market” and, as soon as they think “target market” the immediate place most people go to in their minds is, “Aha! I need to figure out my demographic!”

But, this is much bigger than demographics.

When I’m looking at the idea of target markets, I see it as a bull’s-eye.

The outer ring is the **demographics**. Those are the external things you can tell about somebody just by looking. They buy chocolate once a week. They go to church once a week. They are black. They’re white. They’re a man. They’re a woman. Their income, their profession, their age – a lot of these things you could see or make a fair guess at just observing from the outside. Those are the demographics.



The next ring is the **psychographics**: their world view, what they value, their perspectives, the inner things that you can’t see.

**Demographic:** they go to church once a week.

**Psychographic:** they love God.

**Difference:** Going to Church does not guarantee someone believes in or loves God. They are correlative but not causative.

**Demographic:** they buy chocolate every day.

**Psychographic:** they love chocolate.

**Difference:** Buying chocolate regularly does not mean someone loves chocolate. They could be buying it for a friend. They are correlative but not causative.

Then the bull’s-eye is this journey that they’re on from Island A to B. The bull’s-eye is the problem they’re struggling with or the result that they’re craving.

An important take away from this is that you can build a target market around a problem easily but that it’s very difficult, if not inconceivable, to build one around the demographics.



## Point of View

An unspoken myth of target marketing is that people hang out primarily with people who share the same demographics. While this is true sometimes, it's not always true. The reality is that communities and networks of people do not form around demographics for the most part. They tend to form around the psychographics. They tend to form around the inner things, the worldviews and the way that people see things.

People are far more likely to hang out with others who share a similar worldview.

Not all black males, ages 50-60, living in Seattle, making \$60-80,000/year are going to hang out in the same places, read the same magazines, or frequent the same events. But Pentacostal Christians? Fanatical pet owners? Doctor Who fans? Vegetarians? Anarchists? Improvisors? You'd better believe they get together.

A clear point of view makes it easier for you to find your ideal clients.

How?

You can look at your point of view and ask yourself, "Where would I find people who might share this point of view?"

So you can ask yourself, "People who believe what I do, people who see the world this way, where do they hang out? What blogs do they read? Are there magazines that they read? Are there events or conferences that they go to? Are there key influential figures? What kinds of conversations are they having and where are they having them?"

For example: Russell Scott does spiritual retreats based on the idea that "you have to do it by yourself but you don't have to do it alone." And the basis of his work is what's called dyad work (essentially people working together in pairs, taking turns asking and answering questions).

Where might you find people who would be aligned with his point of view? I think of people who are into Byron Katie's work or other forms of self inquiry, nonviolent communication work, and co-counselling.

Ahmed Miles is an acupuncturist in Victoria, B.C. One of the main places he got his clients from for a long time was at a New Thought church in Victoria which had a certain perspective around masculine/feminine energies and how those worked. They brought him in to share from a traditional Chinese medical philosophy on this topic.

When he went, it was as if they had the elementary understanding of it and he was bringing them the PhD version. People were floored. Suddenly many of them were booking acupuncture sessions with him. He suddenly became so tight in that community, and he didn't even talk about his "boat." He didn't go there to talk about acupuncture and yet they're seeing him for acupuncture just because the point of view and the maps overlaid so well, the philosophy was so in alignment.

## Reason #5: Your Point of View Gives Your Work a Coherent Voice

A colleague has asked for my feedback on her new eBook. She sends it to me and it sits there on my laptop for weeks. Finally, I send it to the local print shop in hopes that having a printed and bound version will make it more likely that I read it. It sits there for months. I finally get around to it.

It's okay. But it's just that.

I email her and tell her I'm ready to talk about it.

"I want more of you in this eBook. Right now it feels . . . flat. Generic. I mean there's a point of view in it but . . . it's so common. I'm craving more strong opinions and unique perspectives. I desperately want to see your point of view laid out more clearly. I'm craving a unifying message to it all. Something you might repeat over and over. A drum you can bang. A thread to weave through it."

When you lack a point of view, it leaves your work feeling vague and generic to everyone. It lacks cohesion.

A point of view is what guides a business. It's why you do business the way you do. Your point of view will give your business a shape, aesthetic and feel that is recognizable to your ideal clients. Your point of view is what underwrites every conversation you might have about your brand.

When it's clear, your offers will become clearer, better and more aligned. Remember, your point of view is your diagnosis of the situation and so it informs and affects your offers, your solutions — even your tone. As your understanding of the territory deepens, your map gets better and you're better able to design a boat that is perfect for the route you want to take. The clearer your point of view is the more your offers will become embodied expressions of them. (e.g. if you're liberating notion is that we're all equal — it wouldn't fit to run a workshop where you are on stage speaking down to everyone the whole time with no chance for group interaction).

If you're running a men's program and your take is that men need more honest feedback from women about what it's like to be with them — you're hardly likely to have the basis of your business be e-books. You're far more likely to design workshops and events where men get a chance to get that live feedback like the Authentic Man Program did. Their point of view about raw authenticity isn't just an idea — it affects the tone of their marketing, the colours they choose on their website, etc.

Nothing in your business is left untouched by your liberating point of view.

## Point of View

Point of view is what underwrites your brand. It's where any meaningful branding comes from. It's the heart of your brand.

Given that my point of view is about being accessible to conscious entrepreneurs, I need to make my programs affordable. It wouldn't be very congruent for my programs to be the most expensive in the world and all happen at tropical resorts. So, I offer most of my live workshops on a pay-what-you-can basis.

## Reason #6: Your Point of View is the Source of All Your New Content

Having a clear point of view is the source of, and filter for, every piece of content you create or curate. And every piece of content you create or curate reveals your point of view.

If you ever want to write a blog post, you can simply look at some aspect of your point of view.

Every question in the Point of View workbook could be turned into a very solid video, podcast, tweet, meme or blog post.

## Reason #7: Your Point of View Allows You to Be Yourself

There's something even better than finding your point of view. It's expressing it. It's authentically saying what you think.

This can be scary. Will anyone listen? Will anyone care? It's the feeling that every artist feels as so beautifully captured in this video by Tanya Davis: [youtube.com/watch?v=qpunQZ4cUyI](https://www.youtube.com/watch?v=qpunQZ4cUyI)

In fact, it's more than that . . . this approach doesn't just allow you to be yourself — it demands it of you. It requires that you actually say what you want to say in the way you want to say it.



You get to cuss if you want to. You get to call a spade a spade. You get to say what you think about your industry. It's so relaxing to no longer feel like a fraud, like you're posing and pretending to be someone or something you're not. What a relief to no longer be chasing people but simply sharing where you're coming from and seeing who that resonates with that.

It might be more people than you think.

And consider this: Articulating your point of view is not only an offering to the world — it's a beautiful gift to yourself. It's healing. It refreshes you. It will have you excited about your business again. You will feel rich . . . overflowing with this feeling of, "Wow. I have so much to say about this!"

And you do.

You have more to say than you can imagine.

Don't believe me? Go answer the questions in the Workbook and see for yourself.

## Reason #8: Your point of view will make people talk about you.

Point of view is central to word of mouth marketing.

It's what draws them to you. It's how they talk about you to their friends. "You know how most \_\_\_\_\_'s do it \_\_\_\_\_ way? Well he does it \_\_\_\_\_ way instead."

For example,

"You know how most marketing coaches run expensive weekend workshops or free ones that are actually a sales pitch for their high end coaching programs? Well, Tad runs his weekend workshops on a pay what you can basis so you attend the whole thing and pay whatever you want at the end and there are no heavy pitches at all."

"You know how most plumbers show up late, dress poorly, have their ass crack showing, don't fix it right the first time and charge more than the initial quote? Well, these guys dress well, always show up on time and guarantee to fix it right the first time for their initial quote or they'll fix it for free."

"Do you know how a lot of people spend years trying to figure out and get rid of their allergies? Well, this guy guarantees he can identify and eliminate it in three sessions."

People like to talk about ideas that make a difference. It makes them feel smart. And, if the idea is liberating to them, you'd better believe they'll tell everyone they know.

## Reason #9: Your point of view allows you to engage in Educational Marketing

Chet Holmes is one of the masters of this notion of Educational Marketing.

The basic premise is that 90% of the market you're trying to reach, isn't interested in buying from you or anyone right now. They're thinking about it. They're shopping around. But they aren't buying. And, if you call them up and aggressively "go for the close" you will piss them off. But, if you ignore them, you won't get their business.

So, how do you reach them? You position yourself as a trustworthy and trusted advisor to them by being a source of information and perspective that they can trust. In his book, *The Ultimate Sales Machine*, Chet Holmes discusses the benefits that educational marketing had created for his clients:

1. It made it a lot easier to get appointments.
2. It enabled you to get in to see just about anyone-including the 90% who were not buying now.
3. Since the information was so good, it established the salesperson as an expert rather than as merely a salesperson.
4. Since the information was so good, it gave credibility to the salesperson.
5. When you begin any meeting with real data and hard facts, the sales material at the end of the meeting has a lot more credibility.
6. Because we have control over the material covered, it artfully unseats every type of competitor we have. For newspapers this would be the yellow pages, TV, radio, so on . . .
7. It created brand loyalty.
8. If someone gives you something of value, you want to give back. People who saw this orientation wanted to advertise, if only to honour the devotion of the newspaper that provided such useful information.
9. Part of the education taught of the importance of consistency in your advertising. This addressed another strategic problem that newspapers were having. Folks would try advertising once and if it didn't yield results immediately, they would pull out. The program taught me that it takes time to build a presence in the eye of the community.
10. It made people feel that advertising in the community newspaper was almost a moral obligation to support the community. "The more support we have, the more programs like this we can bring to the community."
11. The expert and strategically designed presentation made selling idiot-proof for the salespeople. The sales reps went

## Point of View

- around to business owners with a three-ring presentation binder that stood up on the desk. They flipped through the panels and showed the information to all the prospects. I recommend Powerpoint whenever possible, but the point is the every rep had the same material to present.
12. The presentation says everything the top management would want every prospect to hear and know. Most sales organizations leave 90% of the sales up to the rep.
  13. It made the reps smarter. Even if some reps weren't using the exact material provided, it gave them insights on business success that they never had before. This automatically made them more consultative in their selling.

To be clear, having a point of view is not the same as doing educational marketing and that's not the purpose of this eBook. If you want to know more about that, I recommend you check out the work of Callan Rush and Justin Livingstone and read Chet's book *The Ultimate Sales Machine*.

But point of view is what underwrites any successful, educational marketing you ever do. It's what makes it possible in the first place. Your point of view is the context for that content. It's what gives it shape rather than simply posting and sharing random pieces of free content that are all loosely related to the issues you address.

And so, this is what allows you to foster a strong relationship of trust with your ideal clients sometimes years before they ever decide to buy from you.



*“Ask yourself: Why do I do what I  
do the way I do it?”*

— Tad Hargrave

# Real Life Examples of Point of View in the Five Major Areas of Life

## Major Area #1: Physical Health

*How do we best take care of our bodies so that they operate at optimal levels?*

There are a lot of different points of view on this journey of health. Some people would say, “Well, you know, bad health is always a result of excess toxicity in the body.”

Other people say, “Well, that’s very simple, but it’s that the toxicity creates an acid condition in the bloodstream, and our bloodstream is supposed to be gently alkaline, and therefore it’s really acidity, that is the root cause of all illness.”

Somebody else would say, “Wow, well, that’s one part of it. Certainly there’s toxicity, but we also are deficient in a lot of needed nutrients, minerals, enzymes and vitamins. We also need to be supplementing pretty heavily to make up for these deficiencies.”

Somebody else would say, “Look, our body is such a miracle, and we can absorb all the nutrients we need, even from food that’s pretty deficient, and we can get rid of it but we don’t because of stress. Stress is what holds all this stuff in the body. Really, it’s all about stress. Stress is the source.”

Somebody else would say, “Well, yeah, that’s very nice, but that’s still very physical. The truth is that stress is caused by an inconsistency between the will of the soul and the will of the personality.”

Somebody else would say, “Oh, that’s bullshit. It’s all karma from past lives, and that’s why you have this inconsistency in the first place.”

Let’s hone in on diet and food. How many different perspectives and points of view are there on diet? I’m talking macrobiotic, Ayurvedic, raw vegan, vegetarian, the blood type diet, the Zone, the Atkins diet, the primal diet, alkaline diet, the four food groups. Those are all points of view.

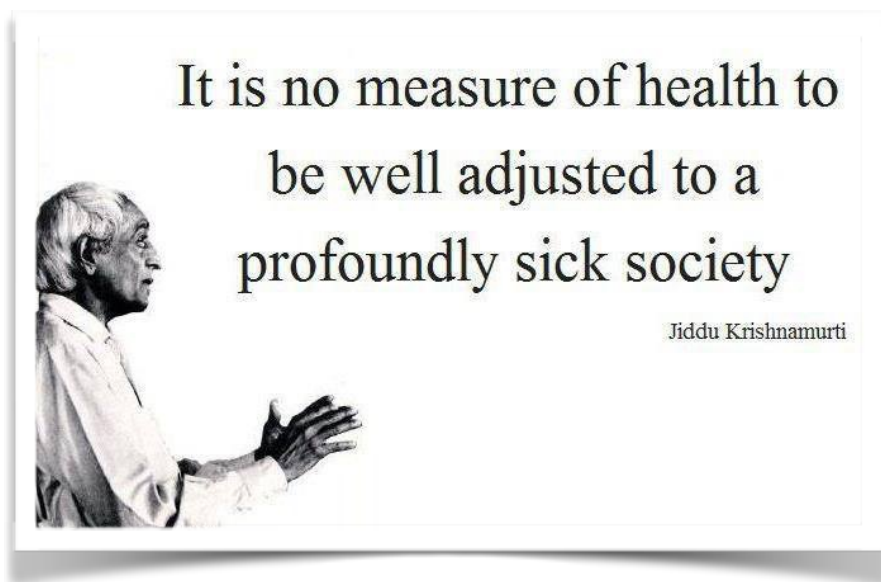
And, of course, there’s more to physical health than food.

Here are some more examples. Some of these are map, some are compass and some are route. They’re all incomplete, shorthand articulations of a larger point of view that would draw some people in and repel others. These are the doorway to a larger house, not the whole house. They are all an attempt to say, “Here’s why I do what I do the way I do it.”

## Point of View

1. The five elements in traditional Chinese medicine and the Chinese meridian system are maps. They are a point of view on what is needed to have in balance to live a healthy and happy life.
2. Pete Egoscue believed that our health was intimately tied to our body's structure and that our structure was designed to be maintained through movement.
3. Winnipeg's brilliant Beth Martens began to offer yoga classes to care givers (e.g. those taking care of elderly parents, sick spouses or children, etc.) because from her own life experience, she could see that they needed extra support.
4. San Francisco's restaurant Millennium is based on the idea that vegan food can be world class and taste amazing (not just tofu and salads).
5. Louis Pasteur created the germ theory to suggest that germs were the cause of disease. His colleague Antoine Béchamps believed that ". . . the microbe was nothing – the terrain was everything." He believed that germs were the result of a polluted and toxic blood stream not the cause of it. On his deathbed, Louis Pasteur confessed that Béchamps was right. But Louis Pasteur had sold his point of view better.
6. Nature Deficit Disorder is a point of view shared by many, which states that many of the maladies faced by people in our culture, especially children, come from our lack of connection to and time in nature.
7. I remember being surprised by how impressed I was with a house cleaner's point of view. She was from Montreal and she described cleaning as her spiritual practice. She talked about why she only used natural ingredients instead of chemicals. "There's a difference," she said. "Between clean and alive and clean and dead."
8. Deena Metzger, in her book *Entering the Ghost River*, suggests that health is not an individual thing but a collective one; that, if someone has cancer it is, in fact, that the whole community has cancer and it's just showing up through that person.
9. Stephen Jenkinson holds that health is about our lived relationship to other humans, the non-human world and the unseen world.
10. Water: distilled, rain water, spring water, reverse osmosis, alkalized, mineral water, etc. So many different perspectives on which water is the healthiest for us.
11. Kris Carr created a powerful documentary called *Crazy Sexy Cancer*. I don't think anyone would ever normally associate sexy with cancer. That's a distinct point of view.
12. What about a business called Buddhist Bootcamp? Would you imagine combining Buddhism with a hardcore workout? Me neither.

13. Love yoga but tired of going to generic classes? There are so many interesting takes on how to do yoga. There's Hatha, Vinyassa, Triyoga, Mysore, Bikram and many more schools of thought in it. But there are also things like Dubstep Yoga. Ganja Yoga. Yoga + Chocolate etc. So many surprising things yoga can be combined with. You can read more here: [nichingspiral.com/articles/yoga](http://nichingspiral.com/articles/yoga)
14. And who wouldn't love a website called Chocolate for Breakfast - Where Pleasure Meets Permission? Chocolate + breakfast? Hello!
15. In London, England, there's a coffee shop called Ethical Addictions. The name says it all. What about the Health Glutton? Those names hint at a larger point of view that fights at our cultural puritanism.
16. Gabor Mate puts forward the thesis that addiction has its roots in unresolved, childhood trauma.



## Major Area #2: Money, Business, Livelihood

*How do we sustain ourselves, pay rent and buy food? How do we have a healthy financial life?*

1. My core take in marketing is summed up in the metaphor of the journey from Island A to Island B.
2. Marketing guru Jay Abraham believes that the single most potent thing you could do to increase sales was to take on the risk of the transaction rather than expecting the customer to.
3. Contrarian Australian dentist, Paddi Lund once believed that the purpose of a business was about generating money but after years of deep depression he came to understand that the purpose of business was about generating happiness.
4. Kris Ward of Abundant Yogi has her point of view nestled in her company name — the idea that economic abundance and yogic philosophy are not mutually exclusive.
5. The former Mayor of Edmonton, Stephen Mandel, is a big believer in the book, *The Creative Class* which talks about how important the arts are to local economic development.
6. My friend and colleague Alex Baisley offered up the liberating idea for entrepreneurs that we should design our ideal lifestyle and then back our business into that — not the other way around. The idea that you can live your dream lifestyle right now; that you don't need to wait until you retire.
7. My colleague Carrie Klassen's tagline is "guilt free marketing for nice people." There's a whole worldview in there. That marketing can be done by nice people without guilt. What an idea!
8. Even though I really hate the notion, I saw a group on Facebook about the "enlightened billionaire." You wouldn't expect spiritual enlightenment and financial opulence to go together. I personally hate everything about that idea but it's a good example of what we're talking about.
9. The website of one of my dearest colleagues in the world says it all: [heartofbusiness.com](http://heartofbusiness.com). Most people see business as heartless. Not Mark Silver. Or what about Enlightened Marketing? Or my colleague Lynn Serafinn who wrote a book called *The Seven Graces of Marketing*. Even the name of your business can imply a point of view.
10. Charles Eisenstein wrote a book called *Sacred Economics*. The notion that economics could be sacred is a different point of view than what you'll get in the mainstream.

## Major Area #3: Relationships, Sex, Dating

*How do we create good, satisfying and deeply fulfilling relationships with others?*

1. Non Violent Communication comes from the belief that there are two ways to live. The first is to come from the place of “how do I get what I want?” and the other is, “how do we all get your needs met?” They believe that if we come from the second place we’re all much more likely to get our needs met and live happier and healthier lives.
2. David Deida believes that the “zing” in sexual relationships comes from polarized sexual energies – when one partner steps into their masculine energy and the other partner lets themselves open to the feminine energy.
3. The book *Men Are Great* says its point of view right in its title.
4. The Orgasmic Birth movement comes from the idea that birth doesn’t always need to be painful. That sometimes it can even be pleasurable. Radical notion!
5. The Kinsey Scale suggests that human sexuality is not an either/or issue of heterosexual and homosexual – but more of a scale or spectrum in which we all find ourselves.
6. John Gray had the novel notion that it’s like men and women are from different planets – *Men are from Mars, Women are from Venus*. A lot of people resonated with it. The idea was that if we could honour our differences we might actually come to celebrate and enjoy them rather than seeing them as sources of frustration.
7. The website [makelovenotporn.com](http://makelovenotporn.com) (extremely adult content) comes from the notion that pornography has skewed people’s understanding of what sex is and could be and has created a world of assumptions (points of view) on how it’s supposed to look. The website is about directly challenging those.
8. One of my colleagues in Winnipeg just sent me word of a course she was running, *Divorcing with Dignity – Learn How to Mindfully Separate and Maintain your Integrity*. When’s the last time you heard of divorce and immediately had the word “dignity” come to mind. Never. That’s when. “We had such a dignified divorce!” said no one ever. That this is a possibility is a distinct point of view.

## Major Area #4: Inner Peace, God, Spirituality

*How do we find peace, meaning and happiness in our lives?*

1. Many people follow the 10 Commandments, which are a point of view of how to live a good life.
2. Freud did not believe in the collective unconscious, but Carl Jung did. They had a difference of point of view and ultimately divided over it. Freud believed we had an Id, Ego and Superego. Carl Jung believed we had a soul and a shadow.
3. There are many different schools of thought in yoga, branches of the church and Buddhism that all come from the same root. What divides them now? Differences in point of view.
4. The four directions are an Indigenous perspective on what we need in balance to live a healthy and happy life in harmony with nature and the seasons.
5. The seven chakras come from the point of view that our well being starts from an energetic basis before the physiological one, and are a map and model of the seven core energetic centres.
6. The zodiac is not only a map of the sky but a point of view about why we are the way we are, and are born with the qualities we're born with.
7. A participant in a recent Vancouver workshop was going to lead a workshop for men with anger issues. His belief was that, underneath the anger, they were really just afraid.
8. Thomas Leonard wrote his book *The 28 Laws of Attraction* to articulate a point of view that said all this striving and personal-growing was actually unnecessary – that you could set up your lifestyle to bring you what you wanted much more easily.
9. Debbie Ford was a recent proponent of the ancient idea of “the shadow.” The idea that our greatest gifts and authenticity will be found in our darkest shadows and that the things we repress end up controlling us.
10. Byron Katie, author of *Loving What Is*, grounds her work in the understanding that our suffering is caused by our unquestioned stressful thoughts and fighting with reality.
11. The movie *Lemonade*, about people who used being fired as a chance to reinvent their lives, sums up their point of view in the tagline: “It’s not a pink slip. It’s a blank page.”



12. Christianity holds the idea that the only way to eternal life (which is itself a point of view) is through Jesus Christ.
13. Former Anglican minister Tom Harper wrote *The Pagan Christ* based on this idea: there was no historical Jesus of Nazareth — that most of the New Testament simply came from Egyptian myths that had been dressed in the clothing of a new age and time. The website [jesusneverexisted.com](http://jesusneverexisted.com) is based on the same notion.
14. Mama Gena's *Guide to the Womanly Arts* is a book that comes from the premise that the most powerful and enlightened thing a woman can do is to follow what gives her pleasure and to expand her capacity to receive pleasure.
15. I met a fellow in Calgary who used to be a wrestler and now he does meditation trainings and his business name? Wrestling with Consciousness. That name implies a certain aesthetic and perspective about what spiritual work might be like.
16. Or how about Burlesque Church as a company name? Who would have thought of burlesque as a spiritual path?
17. Want a meditation and mindful living path but find most teachers too dull? You might enjoy [zenbitchslap.com](http://zenbitchslap.com)
18. I really love the name Selfish Goals that one of my clients was considering for her coaching practice. Most of us are raised to think selfishness is bad. So, to have a website endorsing this idea? Cool. And what about Selfish Giving? Selfish Contribution? Those could work as provocative names too.
19. And what about [roguepriest.net](http://roguepriest.net). You immediately get that they aren't the usual priest.
20. There's a boxing school in Brazil called Fighting for Peace. Fighting and peace? Together? There must be a unique point of view here.
21. My friend Carlene Angela created a business called The Happy Depressive. A powerful, oxymoronic name with the provocative point of view built in.
22. Think about the four agreements, the seven chakras, the four directions, the four elements, the medicine wheel, the hero's journey, the four steps of Non Violent Communication, the four noble truths, the Kabbalah, the Essene tree of life, the eight branches of yoga, Feng Shui, the seven habits of highly effective people.
23. Wanting to ensure she only works with clients who are a good fit, Carmen Spagnola says on her website that if you are into ascended masters, hierarchies of spirituality and theosophy that you won't be a fit for her work. She's pointing out that her map is in conflict with those maps.

## Major Area #5: Contribution, Social Change, Activism

*How do we create positive change in the world?*

1. Joanna Macey, author of *The Great Turning*, believes that we are in a time of The Great Turning and that there are three core types of work needed. Holding Actions (e.g. lock downs, sit ins, tree sits, direct action, letters to the editor. etc). Creating Alternatives (e.g. strawbale, permaculture, solar power, wind power, non violent communication) and Shifting Consciousness (e.g. deep ecology work, yoga, shamanic work, writing books or making movies on our relationship to the planet, etc.). Moreover, she believes that all three of these types of work need to work together instead of criticizing the others as being “less real.”
2. George Lakoff wrote a book called “Don’t Think of An Elephant” and he believes that the best way to understand the worldviews of liberals vs. conservatives is to look at it as a family model. His point of view is that the conservatives fundamentally have a Strict Father model and that liberals have a Nurturing Parent model. And that both models have a very different worldview underneath them. The rest of the book explores the importance of frames (i.e. point of view) in politics.
3. The people who work for restorative justice believe that the point of justice should be about restoring wholeness in a community – not just punishing people.
4. Derrick Jensen lays out twenty very clear premises about why we need to act now to create change starting with a premise that western civilization is not and will never be sustainable. [derrickjensen.org/work/endgame/endgame-premises-english](http://derrickjensen.org/work/endgame/endgame-premises-english)
5. Feminism is rooted in the belief that men hold power, anarchism that the state holds power, racism that white people hold power. And they all work to confront and shift that power.
6. When Jon Stewart took over *The Daily Show* years ago, he believed that this mock news show should be about making fun of the media and their bias towards sensationalism and conflict, that it should make fun of the hypocrisy of those in power rather than being about pranking people (which the show had been). This point of view became the heart of the show as he gradually replaced everyone on the staff and built a team around that understanding. This same point of view is now being carried forward by Trevor Noah.
7. The anti oppression movement comes from the understanding that power and privilege are not evenly divided in society – and that the lines of power tend to run along lines of race, class, gender, and other forms of privilege.

## Point of View

8. Two of my favourite shows growing up, *MacGyver* and *Doctor Who*, are both rooted in the idea that problems can be solved with smarts and not guns.
9. [8tracks.com](http://8tracks.com) is an online community based on the idea that mix tapes are cool and people should be able to share and listen to music freely.
10. Tiina Veer of Toronto believes that yoga should be accessible to people with round bodies. [marketingforhippies.com/yoga-for-round-bodies](http://marketingforhippies.com/yoga-for-round-bodies)
11. Patch Adams holds the belief that health care should be free and that we can care for each other as a community.
12. My friend Aumatma Shah used to offer naturopathic health care on a gift economy basis (meaning people didn't have to pay anything other than what they wanted to).
13. My old pal Joey Hundert created [sustainival.com](http://sustainival.com) out of the notion that the best way to reach the unconverted with a message of sustainability is through fun — so he's created a sustainable carnival of sorts where he powers rides (e.g. the gravitron or ferris wheels) with waste vegetable oil.
14. The amazing project *Post Secret* is based on the idea that people would like to share their secrets and read the anonymous secrets of others.
15. Before his career-destroying affair was exposed, John Edwards shared the belief that there wasn't just "one America" there were "two Americas." There was an America where you could afford to feed your kids and an America where you couldn't. An America where you could afford health insurance and one where you couldn't. His analogy rang true for many.
16. My friend Jeff Golfman started his blog, [thecoolvegetarian.com](http://thecoolvegetarian.com) based on the idea that there were already enough recipes out there. There was already enough research to suggest that a plant based diet was better for people and the planet — what he saw missing was any conversation about lifestyle and how to live a rocking and fun life as a vegetarian or vegan, how to deal with the social aspects of it.
17. The documentary *The Corporation* came from the point of view that if we were going to consider corporations people (as they legally are) then we should be honest about their personality profiles: psychopaths.
18. The documentary *The Economics of Happiness* explores the idea that we need to shift from global corporate economics to local economics — and that this shift would create deeper community, happiness and well-being.

## Point of View

19. One of my pals in Edmonton runs an amazing non profit that brings people powered music (i.e. a concert powered by people riding stationary bikes that power the stage) and immense, people-engaging creativity to live community events. The project name? Music is a Weapon. Music + weapons? I'm interested! I like the controversy and conversation this starts. So much better (in my mind) than something like, "the community based music project." Booooooring. As Lucas Coffey, one of the group's founders puts it, "We never get sick of watching people's minds twist into knots when we tell them we are 'music is a weapon,' then give them a big hug!"
20. What if you're a hardcore feminist but you actually love the idea of being a stay at home mom? Well then you'll love The Radical Homemaker. Or what about the notion of "urban homesteading" who weaves together the urban mindset with the homesteading mindset.
21. I just saw this name the other day, "The Socialchange Diva." Remember, sometimes a point of view is about combining two or more things people wouldn't normally associate with each other.
22. Ron Berezan does permaculture and landscaping based on growing food in cities. The natural name? The Urban Farmer. This might not seem like a unique point of view these days as local food explodes everywhere but, when he started, it was.
23. The whole Slow Food movement is a point of view. We're a society raised with "fast food" so it can be surprising to hear the words "slow food" together. But it immediately, as a contrast to "fast food," let's you know what it's about.
24. The 2016 American election is full of different points of view. Both Bernie Sanders and Donald Trump share a map with which Americans resonate that includes and names how middle class Americans are getting screwed. Bernie Sanders says, "It's the 1%," Donald Trump says, "It's brown people!" Bernie Sanders says, "We need a revolution," and Hillary Clinton says, "We need to work inside the system." These are different points of view.

# Our Core Story: The Young Woman on The Island

It's late afternoon and the sun is beginning to set on an island. A young woman sits on the beach and takes it all in.

The island is, like many places in this world, a fine enough place to live. The young woman doesn't mind it. She's grown up on this island, spent her whole life here. But, as she gets older, she begins to see the problems with it. She sees how broken down everyone is on this island. She sees corruption and violence. She sees pollution. She sees how bad it is and how little anyone, wrapped up in their own lives as they are, seems to care.

"It's how it is," people say and shrug. But those words hold less and less purchase with her than they held before.

The young woman's island has cold winds of a certain despondency that never seemed to go away for long, and whatever blanket of comfort and rationalization that "it wasn't so bad" had begun to unravel a few weeks ago, when she had met a man whom she didn't recognize. He was, she discovered, from a different island.

She was stunned.

She hadn't even known that there *were* other islands.

They'd gotten to talking, and he told her all about the island he came from, but the young woman struggled to believe him. Perhaps, she'd thought, it was a joke. She had looked around to see if her friends were hiding somewhere, laughing at her. But then, she began to meet *more* people from *other* islands, and the realization took root: her island wasn't the only island.

These people had arrived on the young woman's island by boat at the new harbour being built on the far side of the island where she rarely went.

In the weeks that followed, she had kept noticing the issues of her island. The soil was poor and dry. Nothing much grew in it. The culture was in about the same condition.

In the wake of her conversations with the people from other islands, the young woman found that she fell asleep each night with the thought, "There's another place I could be. In fact, there are a lot of other places I could be."

And so, she sits there on the beach of her island, looking out over the water that, until a few weeks ago, had seemed endless.

\*

The young woman decides she has to make the long journey to the other side of the island. She hasn't been there in years. When she arrives, she sees a brand new dock and more boats than she's ever seen. She's never seen boats this large before. They are strange and magnificent things.

The first man she meets is walking off a big and beautiful boat. He is middle-aged and dressed neatly.

"Afternoon," says the man.

"It's beautiful," says the young woman. She can't think of anything else to say.

"Just bought it last month. Saw one. Had to have it. I'm getting pretty good at sailing her. You thinking of traveling?"

"I want to get off this island."

"Where to?"

The young woman speaks of the island she wants to get to and the older man shrugs. "I've heard of it. I'm sure we could ask around and find it easily enough. I believe it's in the same direction I'm headed anyway. Come back later if you'd like to go. We set sail tonight."

The young woman shakes the man's hand and walks off. She can't believe her luck. She's never felt so light. She continues walking and soon another boat catches her eye. A man on board looks over the side and greets her with a smile and a wave.

"Would you like to come on board m'lady?"

The young woman nods in awe and walks up the long, wooden plank onto the boat's deck.

The boat's captain greets her with a firm handshake.

"Have you ever been on a boat before?"

The young woman shakes her head. She has no words for what she's feeling now.

"They're things of beauty, they are. You can travel the world in one of these." The captain slaps the side of the boat. Two of those words lodge themselves in the young woman's mind, too big to grapple with: *the world*.

The world.

The captain looks the young woman straight in the eye and says, "This boat. She's incredible! You wouldn't believe her power! She can take you anywhere. Where do you want to go?"

The young woman shakes her head. "I don't know. Never been anywhere but here. But . . . I met this man from another island a few weeks ago. Maybe there."

"Which island was that then?" the captain asks and, when the young woman tells him, he breaks into a broad, beaming smile. "Wherever you want to go, this boat can get you there. Imagine it, this time next week you could be lying on the beach there looking back on this godforsaken rock."

"Could I try it out maybe? I've never sailed. Could we sail it around the island?" The young woman is trying to wrap her mind around this all. It's so much so fast.

The captain shakes his head. "Can't. No time, I'm afraid." He jots down an impressively large number on a piece of paper and hands it to the young woman.

The young woman's head begins to swim. The amount is impossible.

"I know. It seems like a lot. But is it too much to pay for your dreams? Your dreams are worth it young lady!" he slaps the young woman's back and jovially. "It only seems like a lot of money because you don't know how valuable this boat is. Come with me!" And, for the next hour, the man tours her around the ship, extolling the virtue and values of each element of it. The young woman learns about the quality of the wood, the technique of the building, the quality of the sails. "Why, if you add up every part of this boat, it's worth twice the price I'm asking."

The young woman is mute and she is drowning inside her own mind trying to find some plan she can swim towards but no plan emerges. She looks at the paper again. She's never seen a number so big.

The captain is looking at her. "Ah. The amount. It's too big, isn't it. I'll tell you what. I need to sell this boat in the next day because I've got another boat coming in tomorrow that I've got to sail and it's loaded with cargo. It's my fault. I should have sorted this out months ago but here I am. So look . . . I like you. If you come back before the end of the day and buy this boat, I'll give you 50% off. I like you, young lady. This boat, she'd do you nicely, she would. Get yourself off this god forsaken rock before you're too old. But be back before sunset or there's no deal. Plenty of folks who are wanting to buy today."

Then, pausing for a moment and eyeing the young woman carefully, the captain reaches into a wooden box near him, pulls out a rolled up scroll of paper and gives it to her.

"What's this?" she asks.

"Well, unroll it and find out."

The young woman pulls the string that binds the scroll and unrolls it. She looks but doesn't understand this strange paper. It's full of shapes.

"It's a map of the area to help you dream about all of the places you might want to go."

The young woman nods, shakes the captain's hand and continues to walk down the dock, its new beams creaking peacefully under her feet. She can hear the ocean but it sounds different to her now.

*The world has never been so big. You can go anywhere you want. You've never felt so light.*

\*

"Trying to sell you his boat is he?"

The young woman looks up to see an old man leaning back on the wooden railing of the pier, a full beard and long greying hair braided down his back, holding a stein of drink, surrounded by a crowd of men and women.

The young woman nods.

"He'd sell sand to a camel that man would," says one of the woman in the crowd, and laughter ensues.

The young woman's face reddens, upset to have her dream cheapened by their jokes.

"Whatever, old man. Are you selling as well then?"

The old man nods. "I am."

"And is your boat much better than the captain's?"

"Can't be sure. And even if I said 'yes' well . . . of course I would. It's my boat. But I tell you what. I have some business to wrap up here. Come down to the tavern tonight. A few of us will be having drinks and we can talk more about it if you're interested."

The young woman walks away, her heart a mixture of embarrassment and wonder.

"Are you sure you wouldn't like some sand?" shouts one of the men in the crowd after her. Laughter follows the young woman back up the dock.

\*



That night, the young woman goes down to the tavern. It is old, wooden, and dimly lit – in the way all good taverns are. There's good cheer in the air. The old man waves her over to his table, where she sits with the old man's friends. Spread out on the table is a well-worn piece of leather covered in designs like those on the scrolled paper map given to her by the captain.

*A map does something to you.*

The old man points at a shape on the map and says, "Have you ever seen a map before?"

This young woman shakes his head. "Not before today but the captain on the other boat gave me this. It's a map of the area," and she pulls out the map, now folded in a tight square, from her pocket.

"It's got all of the islands on it," she tells the old man.

*The world is so big. It can break your heart with its size.*

The old man looks at it briefly, grimaces and then turns it around for the rest of those gathered to see. Laughter breaks out. The young woman's face goes beet red in anger and embarrassment for a second time that day. Her eyes dart from face to face, deciding which one she wants to punch most. She should have just bought the boat this morning.

"I'm going to travel them all," the young woman blurts out. She doesn't know why she says it. Until that moment she'd had no plans to. She stands there confused and feels her dream begin to crumble before she's even been able to name it.

"Well, you might do just that. You seem like a very capable young lady. But this is a map of the whole world. Your island is barely on it I'm afraid. And the map is over a hundred years old. Don't mind my friends. It's all in good sport. They all sat just where you're sitting at one point in their lives. And most of them weren't half as good-looking or clever as you."

Laughter again. The men and women surrounding the old man feign being stabbed and betrayed.

"Some of them still aren't," the old man says, and looks meaningfully at one man in particular, who is clearly his favourite.

"If you get into business with this old man, this is how you can expect to be treated. It's miserable! The abuse!" roars the man as he gets up from his chair to walk to the bar. "Lord. I need another drink."

The young woman can't help but laugh.

“They mean no harm. But it’s the wrong map, my dear. It’s too big. It’ll do you no good,” the old man says.

“And I suppose yours is the right one then old man?”

“Well . . . don’t be cross. I don’t know if my map is the right one. Maps are never as accurate as you’d like them to be. But, at the very least, this is a map of the area and it’s very current. Only ten years old.”

He pauses, following the young woman’s gaze as it shifts between the paper map in hand and the leather map on the table. “It’s something to see, isn’t it?” his tone is kindly and his smile is warm.

“Which island is mine?”

The old man points to one of the shapes, one of the islands, on the leather map and the world the young woman has known from a lifetime of walking or rowing around this island, appears on the maps in front of her. She sees it all at once, her whole island, for the first time. Her whole island, carefully drawn in ink, the outline of all her days. She sees the ocean around it. And then she sees the other islands. There must be dozens. Some of them are so much bigger than her island.

*You’ve never wanted anything so much.*

Pint follows pint that evening, and the young woman hears the stories of those men and women gathered there, of the islands they’ve been to, the adventures and troubles they’ve had on the seas between the islands, of shipwrecks and lost voyages and long weeks stranded at sea. She hears stories of those who went and never came back. Or came back changed. Tales of Fever, of gold, scurvy and heartbreak. Laughter and quiet punctuate the night as the tales grow longer, some truer, some more fanciful.

Many of the men and women in these tales made it home, but had done so with broken hearts, with pride bruised and treasure lost, often with no idea why the journey hadn’t worked. They’d tried so hard. They’d invested in their boats. Yet fortunes were lost at sea.

The young woman is a sponge, absorbing it all. She’s learning about where the rocks are, where the sea monsters are, where the tides pull, when the best season to travel from her island might be.

She hears stories about terrifying sea creatures, of perilous tides and sudden storms, ships destroyed by rocks hidden just under the surface of the water, sirens who would lure you to your doom. The old man traces his fingers across the map, doing his best to help the young woman understand why those voyages had been doomed from their starts.

And then it happens; like a key turning in the door of her heart that she hadn’t known was closed or even there. The young woman listens and opens as the old man tells her about his home island.

The fertile soil, the beautiful weather, the rich traditions and colourful clothing, the festival and the music.

*There is a clicking as the key turns.*

“That’s the island I want to go to,” the young woman says. She’s never said anything more true in her life she realizes. And then a cold shiver goes through her body. The time. She glances in a panic out the window at the setting sun.

“I can get 50% off the captain’s boat if I buy it tonight,” she blurts out. “I should go.”

The old fellow nods and says, “Well, that might be just the thing to do and . . . tell me, what kind of boat is it?”

The young woman describes the boat.

“Well, you know if you want to get to that island, especially this time of year, that’s the wrong kind of boat.”

And then time begins to vanish again. Different types of boats. Different seasons to travel. A thousand particulars she has never considered. The young woman’s head feels as though it might split open. She is ashamed at how little she knows.

“And, once you’ve bought your boat, how do you suppose you’ll find the island you want to go to?”

The young woman’s brow furrows. “I’ll follow the map I suppose.”

“Well, a map is all fine and good here on a table. But it’s much more vast out there, understand? Sometimes you don’t see land for days. How will you keep yourself sailing in the right direction? What if the wind blows you off course?”

The young woman is silent.

“Do you know what this is?” asks the old man, placing a metal device on the table.

The young woman shakes her head.

“It’s a compass. It always points North. It’s something you’ll need to have while you’re out at sea. A good map needs a compass to keep you on course. And you’ll also need a trustworthy route across that map.”

They stay up until sunrise, the old man teaching the young woman about sailing. Telling her stories. Showing her the boats he has for sale.

“You’ll want a good boat. But even if you have one . . . a bad map, a faulty compass, the wrong route. That’s what’ll kill you. But you don’t need to buy a boat, my dear. You just need to hire someone to take you there — test the waters first. If you like the trip and the sailing, well . . . buy a boat then. I’ve done this trip hundreds of times. At this time of year, the weather’s rough so you can’t go through this passage here,” the old man taps a place on his map, a place on the map when two islands almost meet. “You’ll be dashed on these rocks. You also can’t go this way because pirates are usually sailing those waters now. The safest way to go is this route here but it will take you two weeks. However, if you’re willing to wait three months we can go straight through here and make it in four days.”

The young woman feels the wisdom of this plan and of the old man deep in her bones. They shake hands. She hires the old man to take her to the island she wants to go to. She’ll have time in those three months to prepare herself for the journey ahead, to make sense of it all, to say goodbye to her island.

## Overview: The Three Elements of Your Point of View

Your point of view is a combination of three elements: your map, your compass and the route you suggest.

If you have even one of them clear, you are miles ahead of most others. If you have all three, you are a very rare bird indeed.

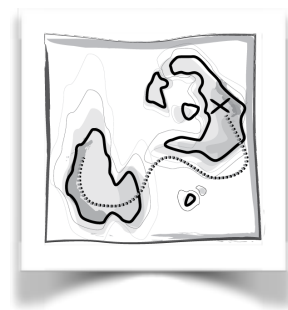
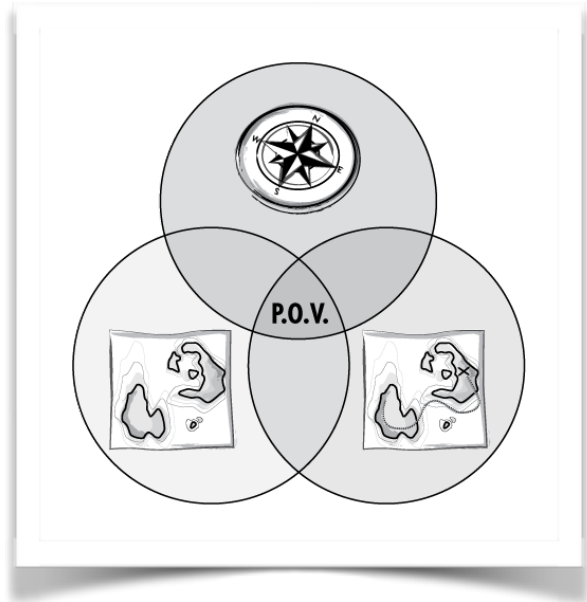
In the story you just read, the old man's map, compass and the route he suggests, all woven together, are his point of view.

A client of mine, upon hearing the story of the boy on the island wanting to buy a boat, pointed out that, "The old man instills confidence, because he obviously knows what he's talking about."

And that's certainly true. But notice that he's not just an expert in the boat. He's an expert in the journey. He's an expert in the whole arena of "going out at sea." He's not a salesman. He's a trustworthy advisor. Everyone hates the former and virtually worships the latter.

The second captain who tried so hard to sell the boat might be just as skilled at being a captain as the third one, and yet most people would still choose the third one.

It's not just about skill. It's about having a map, a compass and a thoughtfully planned route. It's about having a point of view they can trust. And that comes down to three things: your map, your compass and your route.

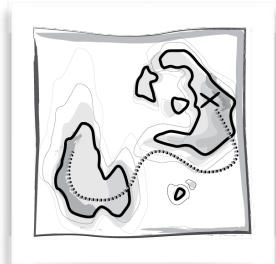


**The Map** is your general understanding of the lay of the land. It is your best attempt to capture the larger world and context within which your clients' issues happen. It's the bigger picture of what's going on. It's your attempt to give an accurate and honest representation of the territory through which your client is moving every day. The map is a description of what's so. The map defines the territory you live in. It gives some boundaries for your work. It's not a map of the whole planet. It's a map of a particular place and time. It lays out the basics of what you do and for whom. This is the foundation of a niche.

Think of the work you do and what got you into it. My guess is that it was a clear perspective you resonated with that made sense of your world and your issues. You found a map in it and thought, “This actually makes sense of my world.” Maps inspire trust.



**The Compass** is your guide. It points you North. It represents your core beliefs, understandings, assumptions, premises and values that guide your work. It's what points to your true north. These are the things you hold to no matter what is going on around you. Your compass is what allows you to make the journey even when you lose track of your route. It's your general guidance system that gives you direction and helps you move through the territory. Your compass is what you use to set whatever routes you choose and to make sure you're on track as you go. Principles are where your capacity to improvise comes from.



**The Route** is your best advice on how your client should get from where they are to where they want to be. It's your take on the particular step of steps they should follow and the order in which they should follow them. This is your prescription of what they ought to do. It's the generic, step-by-step process you take people through to help them handle their issue.

If we had chosen to use a chef instead of a sailor, the map would have been the layout of the kitchen, its ingredients and implements and all the places where she bought her ingredients. The compass would have been her deep understanding of the rules of preparing food and general knowledge of cooking. The route would have been the recipe.

If we had used a craniosacral therapist who specialized in helping people with their migraines then the map would have been their understanding of everything that contributed to migraines, the compass would have been their core understandings of how to work with the body to alleviate them and the route would have been the particular protocols and routines they might use with a client while they're on the table.

If it had been a life-coach who specialized in helping people simplify their lives, then the map would have been their understanding of all the elements that act to complicate one's life. The compass would have been their principles and philosophy of simplifying and life coaching. Their route would have been the laid out process that might have begun with de-cluttering, moved to buying new shelving and organizing containers, then gone into identifying values and setting goals for a dream lifestyle.

Map, compass and route.

Those three things. Those are what we want to identify.

I often think of all of the thoughts and ideas we have about our point of view as three different kinds of grain, let's say corn, wheat, and rye, that have all been stored in a big silo together. But they're all mixed into one pile. It's a mess. Some of those grains relate to your map. Some relate to your compass. Some relate to your route. But you only have one silo to hold them in.

Having the notions of the map, compass and route is like having three buckets into which to put them to start sorting them out. Without having these separated as concepts, I've found that coming up with a clear point of view is a hopeless and messy endeavour.

Certainly, any one of these is better than nothing, but without all three of them your advice is likely to mean your clients' voyage takes much longer, is more mistake-filled, costly and less pleasant than it otherwise might have been.

Stated another way: having all three means your clients' voyage is likely to be faster, more effective, cheaper and more pleasant.

Imagine someone comes to you and tells you that they are planning a trek through the desert. And imagine you have 20 years of experience in doing these treks. They want your advice.

In that situation, your job is to sit them down and say, "Look. Here's where you are on the map. Here's how many supplies (e.g. food and water, etc.) you have on your camel. Here are all the options of places that sound like places you'd like to go." Then, once they decide which place, you help them plan the trip. And you do everything in your power to make sure they are prepared for it because you know the consequences if they aren't.

They've come to you for advice. The responsibility is heavy.

You wouldn't want them to make a foolish mistake without your counsel. In this area, you have more expertise and knowledge than they do. The position of being a trustworthy advisor carries with it the promise that, "I will do everything in my power to keep you safe."

Consider what happens if you only give them one piece of your point of view.

**Only the Map:** At this level, you're showing people the map and saying, "Any route you decide will probably work." You dole out facts and figures. You don't insert your opinion anywhere. You simply say, "Here's the information. Decide for yourself."

**Only the Compass:** You sit them down and say, "Ah, yes. You want to get to this island. You sail that direction." But you neglect to mention that, while it's true that this island can be found, as

the crow flies, in that direction, that they will run into 12 islands that are in their way (some of them enormous) and some jagged, boat-ruining rocks along their way. You leave them to improvise in the territory.

**Only the Route:** You give advice. At this level, you say, "I think you should do\_\_\_\_\_,", but you don't give any rationale or reason as to why you think that is the best approach. You give directions, where to turn left and right, the names of the streets and the final address, but don't show them the larger map. They have no idea the best way to travel or any of the local customs that might help guide them. They have no overall orientation (e.g. is walking better? bike? car? boat?) If a single part of your directions to them are stymied, their plans are ruined and their progress immensely slowed or stopped because, with no sense of the big picture, they lack the capacity to improvise.

Of course, we often just want to give people advice. "Do this – it's what you need – trust me." We don't want to be burdened by telling the story of how we arrived at that conclusion. It's understandable. It's more work.

But you might find that just trying to shove the facts and your best advice down their throats doesn't garner you the response you'd hoped for either.

You might find that you get a better response from walking them, step by logical step, through your rationale for how you came to the conclusions you did. This is what the best personal growth books are: a point of view being expressed and then backed up.

**Your map. Your compass. Your route.**

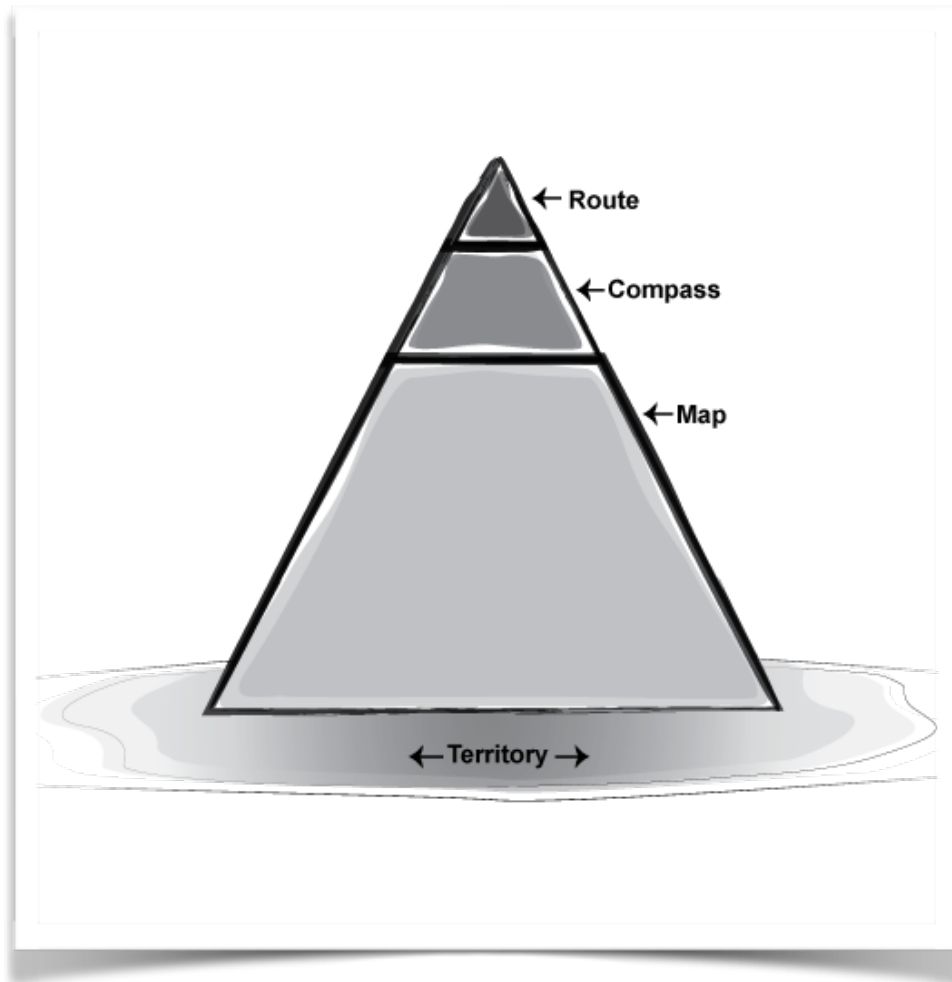
If you find an example of a solid point of view, you will, almost always, find all three of these. They just seem to come together.

The goal of this book is to help you get as clear as possible about what yours are.



# The Point of View Pyramid

Another way to understand point of view is to consider how a pyramid is built, layer by layer.



On the very top of the pyramid sits the pyramidion or capstone.

"In Egypt's Old Kingdom, pyramids were generally made of diorite, granite, or fine limestone, which were then covered in gold or electrum; during the Middle Kingdom and through the end of the pyramid-building era, they were built from granite. A pyramid was 'covered in gold leaf to reflect the rays of the sun;' during Egypt's Middle Kingdom, they were often inscribed with royal titles and religious symbols."

— Wikipedia

They must have been something to behold. I imagine an emissary from some far off kingdom, cresting a sand dune at sunset and seeing the light reflected off of it just before night fell. It must have been quite a thing to see.

On the Point of View Pyramid, the capstone is the route.

There's a similar feeling of importance people give to this. When we see someone with a clear plan on how to get us from where we are to where we want to be, there's such an incredible sense of relief. This is what so many people are working towards creating in their business.

However, without a pyramid below it, the pyramidion is beautiful but unimpressive, just as a route without a reliable compass or map can quickly turn into a dogmatic formula; hardly worth the paper it's written on.

The capstone is a testimony not to itself but to what holds it up. It is the most noticeable and yet the smallest part of the pyramid.

Below the route, we find the compass, larger in mass, by far, than the capstone. And below that we find the map which accounts for 80% or more of the stones laid down. And all of it, is lying on the territory, the largest by far.

It's important to understand that, properly understood, the pyramid is not in service to the capstone. The direction of service flows down to the Earth, not up to the top of the pyramid. The route we come up with is a guide, it's not God. The route must bend to what the compass shows and what the map says. And the map must be an attempt to accurately represent the territory. So the route is in service to everything that comes under it. It's an attempt to help you move through the territory, as it is, from one place to another in the best possible way.

But capstones can be replaced easily just as routes can. If your approach isn't working with your clients, it's easy enough to change it.

Re-evaluating your core assumptions, beliefs and principles? That's a bit more work.

And rebuilding your entire model of the world? That's the most difficult of all.

The route is the most simplistic piece of your point of view. The principles are more complex. The map, if it's a good one, is the most complex of all. And, even the most detailed map is only a shadow of the actual territory.

So the job of all this is to be faithful to the territory not the capstone. When a business starts to deify its capstone it means that dogma has set in and it has become dangerous and unwilling to look at how things may have changed in the environment and how what was appropriate last year might not be appropriate anymore.

This is not to downplay the capstone. It's the finishing touch. Its intricate carvings tell the story of everything beneath it. Without it, the pyramid looks unfinished and, somehow, less impressive.

## Point of View

The compass is placed in between the map and the route because it's the ligament that connects them. Your core principles and assumptions are what allow you to look at the territory and your map of the territory and decide which route might be best.

# The Map

*"To look at a thing is quite different from seeing a thing one does not see anything until one sees its beauty."*

– Oscar Wilde

In marketing, we want to be cartographers.

A map is an attempt to faithfully represent a particular territory.

A map is your best attempt to bear witness without judging. A map is an observation without evaluation. A map says, "this is how it is" not "this is how I think it should be." A map has no capacity for dogma and it doesn't traffic in hope.

It's worth noting that maps come at great expense to the map-makers — especially the kinds of maps we're talking about here.

These are maps that include the most horrid islands you could imagine and the most beautiful. They include the best and worst of humanity. These are maps out of hell, but they include a clear topography of hell on them. And how do you think it was mapped out so well if not by many people spending a lot of time there and deciding that, instead of resigning themselves to it or simply complaining about it, they would learn it and commit that learning to paper so that it might be of use to those who came after. People paid a price to learn the territory of heartbreak enough to make a map of it that would do it justice. This is why good maps are worth so much.

When people say "it shouldn't be this way . . ." or tell others, "You should be loving . . ." — should is a theory. Maps are not theories. A map would articulate what's so: "We sometimes aren't loving." A map is a description not a prescription. A map is trying to describe what's there not what we think should or shouldn't be there. What we think should and shouldn't be is just a theory or idea we have in our head. It's not true. What's true is that it's there or it's not.

When people look at a fine map that captures the hills and valleys of their life it elicits an 'amen' from their lips. A map is testifying to something. A map is honest.

When people look at a map full of 'shoulds' and 'shouldn'ts' they either submit to it or they rebel. This kind of map is dishonest because it's not speaking to the way the world actually is.



It is your understanding of the terrain that your people are moving through from Island A to Island B. It's your sense of the tides, the depth of the waters, where the reefs lie, where the sharks and pirates are (and at what time of year). Having a map is important. It shows that you have been a witness to the way things are in a particular terrain. It is the foundation of your credibility and effectiveness.

Without a map you are winging it. You're wandering. You're still exploring and you're unable to guide people.

Without a map you can be a danger to others.

When I say map, you might think of:

- How the calendar and the four seasons are temporal maps of the year (though where I come from, the Cree Indigenous people have words for six seasons which more accurately reflects the climate here)
- Astrology as a way of mapping the stars
- Maps of moon cycles
- Flower bloom schedules
- A website map lists the website's content
- How a SWOT analysis for business development is a map of a business and the marketplace
- Bill Plotkin's way of mapping the world onto a tree with the roots as the Lower World, the trunk as the Middle World and the branches as the Upper World
- David Hawkins' Map of Consciousness
- Maslow's hierarchy of needs
- Ken Wilber's Integral Therapy Map
- The seven chakras are a way of mapping the body
- Any venn diagram and quadrant based chart is a map
- Mindmaps are a way to map out ideas and see the connections between them.

An important note: A map offers no opinion about where you go in the territory. A map is description not prescription. It's observation, not evaluation. It's a witness, not a judge.

**A map gives context and context gives immediate relief.**

It's worth rereading that last sentence a few times over.

When people come to us in pain, we often want to jump to solutions for them. But what they need first is empathy. And, once they have that, they need context. They need your best answer to the age-old question, "Why does it hurt so bad?" You need to have an answer to this worthy of the question and an answer that can help them make sense of it. If you do, then they might trust your answer to the question, "What can I do to make it better?"

It is a hard thing to be in pain.

It is a hard thing to be lonely, broken hearted, sick, broke, or to feel lost in this world. That's all desperately hard sometimes.

What makes these struggles immeasurably harder is not knowing why you are struggling.

When you're in pain and have no diagnosis of it that makes sense, it's a helpless feeling. A map shows people where they are and the options of places they can get to. To be able to show people a map of the world they live in affirms to them that they aren't crazy. It helps make sense of the things they've felt but not been able to articulate.

\*

Stepping back a bit: Once you've established the basic relevance of your work clearly by pointing to it on the map and naming the issue you help people with, once people see that what you're offering is a fit, that it's designed for people like them, you need to go about building some credibility.

But there's a level of this credibility most people ignore which is sharing why you do your work the way you do it. Sharing the 'point of view' or 'philosophy' that guides your work. It's surprisingly powerful to give people the bigger picture, the context that you see yourself working in.

It's like showing people, not only the best route from Grand Central Station to Central Park — but breaking out the whole map of Manhattan and explaining why you chose that route. There's something about this that is enormously reassuring and can allow people to really relax into your guidance.

Stephen Covey often gave us a scenario of somebody visiting Seattle and buying a map of the city. The problem is, the printer of the maps made a mistake and it's not actually a map of Seattle. It's a map of New York. And so the visitor is utterly lost. There isn't one corresponding point. They could 'try harder'. They could walk faster. They could try to think positively about the whole thing. But that all misses the fundamental point.

### *It's the wrong map.*

More effort isn't usually the best answer. More exertion doesn't always help us do anything except to get us lost faster. Often, what is most needed is a new way of seeing the situation we're in. Or the capacity to be able to step back and see the larger picture.

Having the right map matters.

When maps don't match the territory, people feel crazy. It's so easy to assume that they are wrong and the map is right. This is the basis of the abusive tactic known as "gas lighting" which according to Wikipedia is:

"... a form of mental abuse in which information is twisted or spun, selectively omitted to favour the abuser, or false information is presented with the intent of making victims doubt their own memory, perception, and sanity. Instances may range simply from the denial by an abuser that previous abusive incidents ever occurred, up to the staging of bizarre events by the abuser with the intention of disorienting the victim... The 1938 stage play *Gas Light*, known as *Angel Street* in the United States, and the film adaptations released in 1940 and 1944 motivated the origin of the term because of the systematic psychological manipulation used by the main character on a victim. The plot concerns a husband who attempts to convince his wife and others that she is insane by manipulating small elements of their environment, and subsequently insisting that she is mistaken, remembering things incorrectly, or delusional when she points out these changes. The original title stems from the dimming of the gas lights in the house that happened when the husband was using the gas lights in the attic while searching for hidden treasure. The wife accurately notices the dimming lights and discusses the phenomenon, but the husband insists she just imagined a change in the level of illumination."

This happens all the time when people tell people of colour that they are imagining the racism they experience, or men tell women that they're making a big deal out of nothing. They are saying that, because that behaviour and dynamic isn't on their map as a white man that it can't exist. And, it can cause people to question their sanity.

*"All through school and university I had been given maps of life and knowledge on which there was hardly a trace of many of the things that I most cared about and that seemed to me to be of the greatest possible importance to the conduct of my life. I remember that for many years my perplexity had been complete; and no interpreter had come along to help me. It remained complete until I ceased to suspect the sanity of my perceptions and began, instead, to suspect the soundness of the maps."*

— E.F. Schumacher

But when a person of colour goes through an anti-racism workshop they see a different map and, very often, it's one that matches their lived experiences in such a way that they are nodding the whole time as if to say, "Yes. That's my life." A white person sitting through the same workshop is often dumbfounded. They're shocked. They can't believe it's true. The map they're seeing doesn't match their experience of the world and they often defend the map they have.

## Point of View

The white person's map says that racism ended with Martin Luther King Jr. and that everything has been good since. The man's map says that women no longer suffer any oppression. The settler's map says that indigenous people have been treated equally. When you try to show them a map that includes police violence, the prevalence of sexual assault and the ongoing effects of colonization, the response is often denial. The implications of those things being true can seem like too much to bear.

This is to be expected. If the map of the territory you're offering is significantly different than theirs, you can expect pushback, even to the point of anger.

\*

The real question is: does your map work?

Does *your* map match *their* territory?

Can they find themselves on it? Can they see their struggles on it? Can they see the causes of their struggles there? Does it help them see how they got to where they are now and how they might get out? Can they find their hopes and dreams on it? Can they find new lands and bodies of water on your map that they had never even heard of before? Why hasn't what they've already tried worked for them? What do they need instead?

These questions are central to our attempts at map-making.

One of the core functions of an advisor of any kind is to keep refining their maps to make them more accurate, real and useful.

Your map will never be the territory but, the more accurately it reflects the territory, the more helpful it will be. The more accurate your map is, the more deeply you will be trusted.

The fuzzier your map is, the less confident they will feel about working with you. They won't trust you really understand the territory they're walking through.

Your point of view is grounded in your map. If your map is fuzzy, your point of view will be fuzzy and your analysis and diagnosis will confuse them. They won't say "yes" to your solution because the confused mind says "no." It starts with your map. A clear map means your point of view has a fighting chance of making sense to people.

Again, whether or not people even consider your business relevant is a matter of whether or not you can help them solve a problem they have, or help them get something they want.

Whether or not people trust you to deliver on your *promises* has everything to do with your point of view.



*Point of view = credibility.*

If I trust the quality of your map, your compass and the route you have planned out, I am far more likely to spend money with you than with someone else.

\*

Let's say you're a psychologist or aspiring spiritual guide to people. You want to help them wrestle with life's big questions.

Well, sometimes we humans make mistakes and do things that hurt other people.

How do you explain that?

Your explanation is an example of point of view.

You might say that it's a result of birth trauma, a lack of attachment as a child, a result of original sin or you might just say that a part of being human, built into the design, is that we sometimes forget how to be one.

Why do good things happen to bad people?

Why do good people do bad things?

What do we do with people who do "bad" things?

Are there any such things as "good" and "bad?"

If you're wanting to help people struggling with relationship issues, you will likely be faced with questions like: why do people cheat? Is monogamy possible? What is gender? Why can't I control my sexuality? Why can't I say "no?" What's up with polyamory?

If you're wanting to help people with money, you will need to have a map that can make sense of questions like: Why am I so terrible with money? Why are some people rich and some people poor? What should I do with the little money I have? Why do I fight with my spouse so much about money?

If you're wanting to help people with their health then your map needs to accommodate for questions like: What is disease? Should I cook my food or not? Should I eat a lot of fruit or not? Which diet is the best? Do diets work?

## Point of View

If these kinds of questions have no home on your map, if I can't find them and their kin there, then you don't have much of a map at all.

Your answers to these questions reveals your point of view.

\*

A solid map is either inherited from others or created by yourself.

Either way, you will need to spend a considerable amount of time out on the land itself making sure you have had some real-world experience with everything marked on the map. There is no substitute for this. This world is full of people who have read the books but haven't done the work.

As the old joke goes, "What's the oldest way to avoid meditation? Read books about meditation." Or, today, I suppose it would be, "Post articles you've skimmed about meditation on Facebook."

But, if you haven't been steeped in a long term meditation practice yourself, what are you doing teaching meditation to others?

My program called The Meantime — a 30 Day Cashflow Challenge grew from years of working with clients and dealing with my own cashflow struggles.

The Niching Spiral, my niche-specific website and homestudy program, and was created out of more than a decade of struggling, unsuccessfully, to help people figure out their niche. It came from actually being out on the land, making maps and then testing to see if I could find my way back to the same place later. Map making is a cycle of visiting a place, going away and making a map and then using it later or giving it to someone else to see if it works.

\*

As you begin to explore and articulate your own point of view I think you may find that the way you approach it makes a big difference in what you come up with.

The manner of your approach to the territory determines what you will find and what your map will look like. I write this eBook as the descendant of those whose people came to North America, before it had that name, and imposed Europe on what they found. The discovery of North America, for the majority of my people, has yet to happen because we didn't come here to discover something. We came, some of us running from one thing and others hungry for something else. But we didn't come to learn what was here and so we are left with very few, if any, maps of this land that include the original names of the places they represent; names borne out of years of careful observation about the nature of the place and names containing stories of what happened there is history and myth.

*“The map is not the territory.”*  
— Alfred Korzybski

Map making is, primarily, learning. Map making is discovery. Map making is the faithful witnessing of how things are, including all those unwelcome things we wish weren't so. A map's job is to describe the territory, but it is not the territory and so a map is a guide, it isn't God. A map is a shorthand way of describing how things are, not how we think they should be. A map is a reading from the Book of How It Is not from the Book of Supposed To. It's there to be the by-product of a deep observation and paying-attention-to the world as it is.

A map is your best attempt to capture the patterns and tendencies you see in the world because . . . there don't seem to be many absolutes. Sadly, it's easy to turn this extravagantly colourful and wild world into black lines on a white page. And some people will respond to that and cling onto it because it gives at least the illusion of control. But those maps end up not being very helpful guides in the real world.

Stephen Jenkinson, writing about nomads in his book *Die Wise*, has this to say:

“I call the great peregrinations ‘wanderings’ because I doubt that those people were forced to move. I think, instead, that they obeyed. I think that their early, faithful bargains with the natural world, rooted in the indigenous capacity for intense observation and for a way of living that required little accumulation, forged a keenness in those people for knowing themselves – and wanting to know themselves – as kin to what surrounded them. Their ways of life I think must have been collaborations with the places they lived in. Their movements weren't flights, they were followings: As the wind and the water and the animals went, so must have gone the people. Etymologically, ‘obeying’ means to be in the manner of hearing, of listening, and that's what the wanderings seem to me to have been: listenings, probably the conjuror of all human faith and all our sense of home. Those ancestors obeyed the ways the world has of being itself – weather, water, elevation, the grasses, and the animals – and so they moved . . . they recognized in their wanderings the nap\* of the world and followed it, as your hand follows the grain of a hickory axe handle when you rest from wood splitting or traces down eddies of a newborn's head when you are trying to find out who is this young one who had come among you.”

\*This word “nap” here doesn't refer to sleeping and it isn't a mis-spelling of “map.” It refers to a raised, hairy or scruffy surface. The nap is the pattern you can see in raised fibres of velvet or suede or some other soft and fuzzy surface. A pattern emerges from the nap being brushed to one side or the other, like a pressed fingerprint. It's what shows on the skin of the world.

# The Four Kinds of Maps People Need Most When They're Lost

People are desperate for guidance from someone who knows what the hell they're talking about. They want someone to point them in the right direction.

In the end, being a trustworthy advisor is about your capacity to give your clients four things, in the following order: empathy, context, options, and guidance.

Each one of these is a map. And each map is like a transparent layer you could lay over top of the one that come before it and, taken all together, they map one complete and trustworthy map. If you miss any of these layers your guidance will not be as reliable.



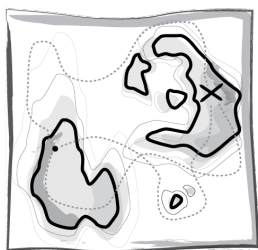
**The Empathy Map** lays out their symptoms. This is the map that accurately represents how their life is. It's a map they look at and say, "Oh my God. Are you spying on me? How did you know?"

This map includes Island A (their pains, problems and symptoms) and Island B (all of the results they are craving and yearning for). This map is the one that establishes relevance.



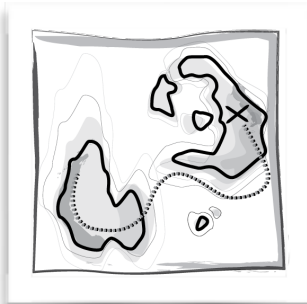
**The Context Map** helps them see everything that's making their journey more difficult for them that they hadn't seen before. This map is eye opening. The emotional impact of this map is relief. Finally they see it. This map helps them see why things are the way they are. Once you see a context map, you can't un-see it.

This map reveals the hidden level of their reality. However, in the absence of the empathy map, this is just abstract theory. The empathy map is what grounds these unseen dynamics in their lived experience.



**The Options Map** helps them see that there are many routes they could take and many types of vehicles in getting from where they are to where they want to go.

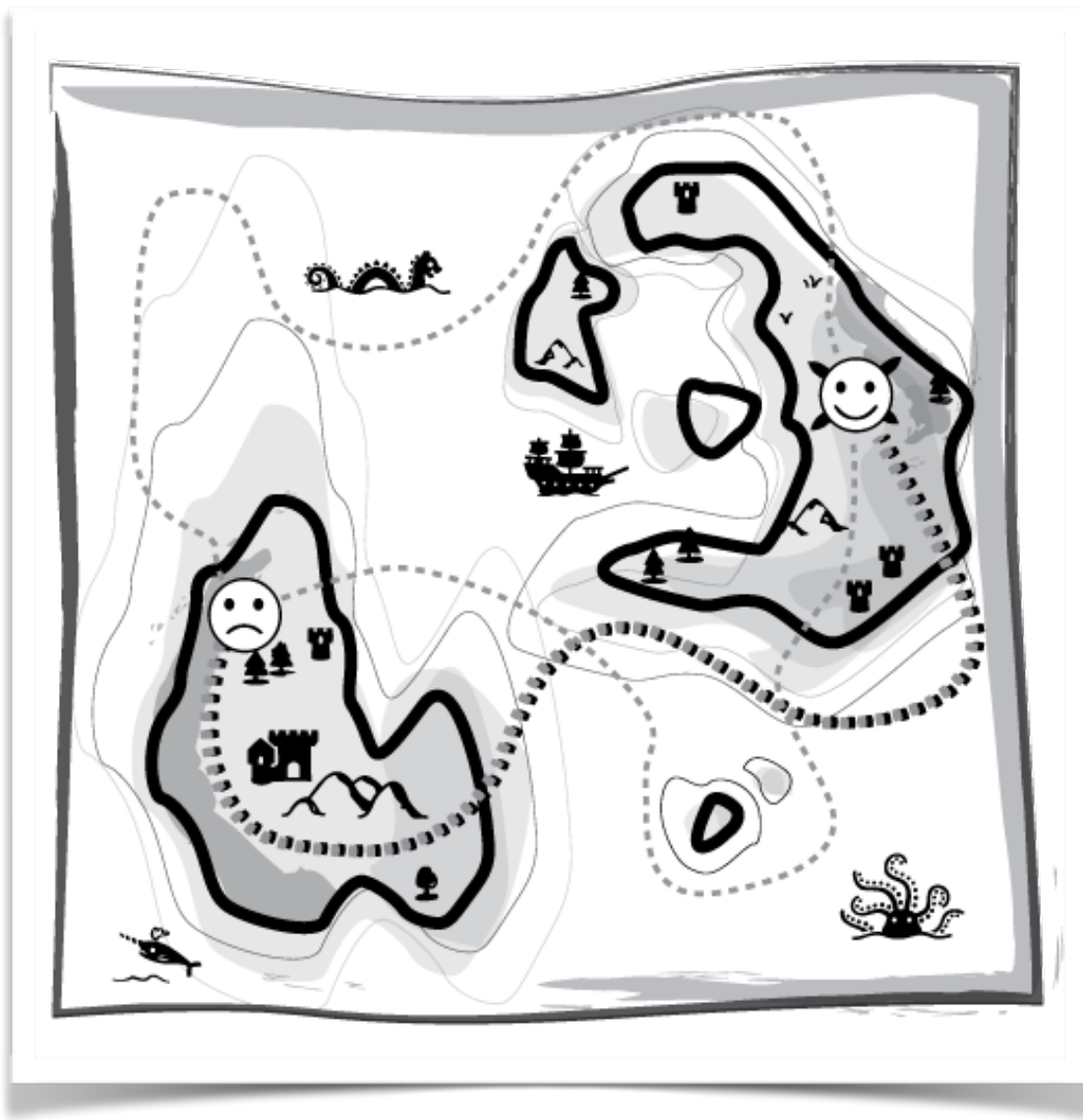
This map helps relax people. It can also be overwhelming. Which is why people crave the fourth map.



**The Guidance Map** is where you make the case for the best route from Island A to Island B. It's where you make the case for your boat as a good one to get on.

If this is the only map you show them, it will seem like a shameless, selfish plug. It won't be trusted. It will seem like "marketing." It will sound like, "Hire me to help you with things!"

All four maps, layered on top of each other, are what grant you the capacity to be a trustworthy advisor. When they are combined they look something like this:



## The Story of My Gallbladder

It's 2006. I'm in Scotland in my tiny room at Sabhal Mor Ostaig, a Gaelic college on the Isle of Skye. I'm doing some stretches and I feel a small hardness on the upper right side of my abdomen. It's there again the next day.

I go to see the doctor. An ultrasound is taken.

Gallstones.

"Are you in pain?" asks the ultrasound technician.

I shake my head.

"Well, you will be by tomorrow."

I narrow my eyes at her.

They inform me they'd like to operate in two weeks. I am thrown into researching online and resolve to attempt a holistic approach to the issue.

Within ten days, I am on an airplane back to Edmonton, leaving the Gaelic college two months early to give my healing the focus it deserves.

Over the next two years, I try everything to heal it naturally. I eat raw meat and dairy. I do Chinese herbs and bitters. I get acupuncture. I spend hours visualizing it already healed. I delve deep into Non Violent Communication work because I read the gallbladder is connected to anger and resentment. I take chanca piedra. I do every damned thing I can find.

But most of what I find online (e.g. pills that will dissolve and flush your stones away, and gallbladder flushes with lemon juice and olive oil) turns out to be bullshit.

I am discouraged. I eventually stop trying. I stop spending money on solutions because I don't see any course of action that I feel confident in.

In September of 2008, I had my gallbladder removed.

## The Empathy Map

So, the first thing people need when they're struggling is empathy.

Hell, life can be hard. The first thing I find people need to hear is, "You're not crazy. You're not alone."

We need a map of the territory that comforts us when we are afflicted. A map we can look at and say, "Yes! It's just like this! This is my life! Amen!"

The old adage that we don't care how much someone knows until we know how much they care is a true one.

The doctors I dealt with in Scotland, likely because the procedure is so common, showed no particular empathy.

When I returned home and met with my family doctor, I was astounded at his empathy.

"So, what do you think's going on here?" he asked.

I was shocked. He was asking me my opinion and seemed genuinely interested. I told him my thoughts of what I thought it might be.

"And what do you think we should do?" he asked.

I was astounded again.

I told him that I was hoping to try some holistic approaches first before surgery.

"Well," he said. "It's asymptomatic. Let's just keep an eye on it and see how things progress."

This attitude is in such sharp contrast to the attitude of so many practitioners who are undone by their own know-it-all arrogance.

Before you swagger in with your maps of guidance and advice and show off how smart you are, try making a little room for empathy and caring. Try unrolling your map that shows clearly where they are and where they crave to be and ask them, "Does any of this look familiar?" Watch their jaw



drop. Watch their eyes well up with tears from finally meeting someone who ‘gets it’. A little bit of empathy can go a long way.

The mantra here is not “empathy instead of education.” No. It’s “empathy before education.” Empathy doesn’t replace education. It sets the table for it. Before you start educating people about your point of view and your fancy diagnosis, first empathize. First acknowledge that the symptoms that they have in their life and their experience in such a way that they say, “Oh, my God. This person totally gets me. They understand what it’s like to be me.”

It feels so good to be understood.

And the rest of the maps make absolutely no sense to people without this layer being present. Without this layer, the only layer of these maps in which they can find themselves, the rest of the layers are theoretical or, as far as they’re concerned, maps of distant lands in which they have no personal interest.

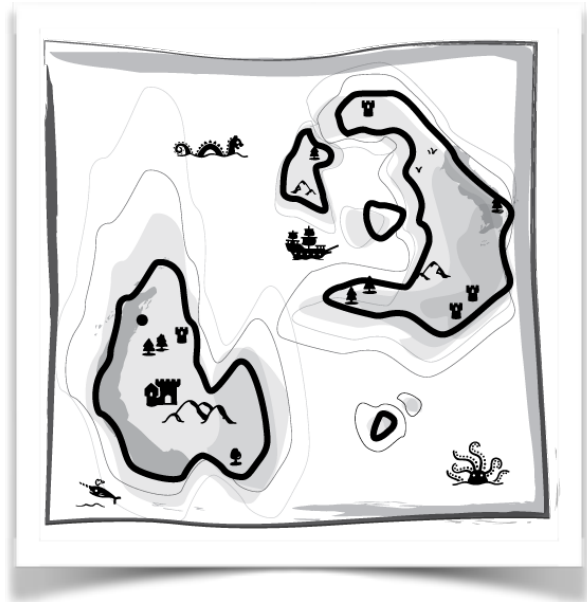


## The Context Map

But the second thing we need when we are in the midst of hard times is context.

This is where most of our work in articulating your point of view will find itself. This map is the motherlode. I would say that 90% of your energy in map making needs to go here.

Why do you do what you do the way you do it? Much of the answer to this question can be found in this layer of the map.



What I was craving more than anything, was for some good doctor to sit me down and say, “Ok. Here’s how your stones formed in your body and here is the mechanism that could dissolve them. These are the overall principles involved. Given all of that, here is the protocol that I recommend.”

But, fundamentally, I wanted someone who could tell me why, as a thirty year old, white male who ate healthily, I might be having gallstones.

I wanted a map that could point out all of the things I couldn’t see. I knew there must be something. But I didn’t know what.

If someone could have shown me such a map and suggested a route based on it I would have spent thousands of dollars and invested so much time into that protocol. But I never found it. I just found a lot of holistic health types who talked in unsatisfying and untrustworthy platitudes about how they could help me balance my ‘whole system and how that should help with things overall.’ But when I pressed them for any detailed, nuanced or considered perspective on gallstones, they had nothing beyond approaches that I’d already attempted or dismissed.

They weren’t offering me a contextual map of where I lived. They were offering me a whole globe.

We need a map to help us understand where we are. We need a clear diagnosis that helps make sense of our symptoms. All we know is that some things just aren’t working. But we don’t know why. We’re lost and we don’t know where we are.

If someone can help make sense of our struggles, our pain, our confusing and overwhelming symptoms, if they can point to a map and say, “I know you feel lost but this is where you are on this map and this is why you can’t seem to leave this place,” they will have our deep gratitude and instant trust.

\*

Chet Holmes shared this example of educational marketing based on the context map in his book *The Ultimate Sales Machine*:

“I had a client who had designed an amazingly innovative research tool for law-firms. The challenge was actually getting his foot in the door to make a presentation to the decision makers. If you called a law firm partner and said, “I have a great research aid that will help you be more effective,” he or she would usually bunt you to the librarian. So the challenge with this client was to build a program that would skip the librarian and go straight to the management committee. We designed a core story educational seminar: ‘The Five Most Dangerous Trends Facing Law Firms.’ We called the managing directors of the top 50 law firms to offer the free education.”

This approach got the managing directors, the decision makers, to their workshop and sold a lot of their research tools. They were helping to give the law firms more context of what was going on in the overall legal industry rather than simply saying, “Let us tell you about our technology.”

\*

A good Context Map points out our blind spots. It shows you things that, once you see them, are difficult to unsee.

My friend Antoine, working on his real estate portfolio, decided to map out the Alberta economy. In the end he came up with 20 points on the Alberta economy.

He did this right before a major conference and, when he would hear speakers who had something to say on any one of those points, he’d track them down and ply them with questions to develop a more articulated understanding of it.

He was searching for a more articulated understanding of the context of the Alberta economy, a map full of the opportunities and hazards before he went running around in it.

\*

When Taliesin sits with Merlin, he realizes that the trauma of war has shattered Merlin’s understanding of the story of the world and so Taliesin re-stories him. He helps re-weave the context of the world. He helps make sense of things again. He helps Merlin remember the bigger picture and to find himself in it again. There’s a reason that losing one’s mind has often been referred to as ‘losing the plot’.

This is what people are silently begging us for that they don't even know they're begging for: context.

First we need the Empathy Map. We need a map we recognize and can look at and say, "Yup. That's how it is." But a good map must offer more. Otherwise why do they need you? Why hire you as a guide if your map is identical to theirs? Why hire you if they have just as much experience in the territory as you do? There are a lot of new business coaches who have never actually built their own business. They have someone else's map and they're learning the territory as they go. Why would you hire them? Your map needs to include everything they see . . . and more. That 'more' is the heart of your credibility.

People want a clear, well thought-out point of view on why they have these symptoms that makes sense to them and has them say, "Wow. I never thought of it that way. That makes so much sense."

People want clarity and a sense of control. Most people feel scared and out of control in their lives. They feel that their lives are being directed completely at the whim of external forces. Most people have resigned themselves to how their life is right now. They don't think that it's ever going to get much better than it is. They've tried before – and been let down. They've learned not to get their hopes up too high. They have settled.

Most people are confused and feel lost in the wilderness of their lives with no map at all and no sense how to get out. Deep down, their lives don't make sense to them. They're doing all of the things that they were told to do to be happy, healthy and wealthy but it isn't working.

They are silently thinking, "I don't know what else to do." In many cases, if people simply knew better they would do better. But they don't want to admit what they don't know because then they would feel stupid, embarrassed and ashamed.

The diagnosis they have received makes no sense to them. The maps they have been given throughout their lives have proven, over and over, to be worthless (e.g. be loyal to your company, get a degree and you'll get a job, be spiritual and positive and bad things won't happen to you).

They are desperately looking for someone who can look them straight in the eye and tell them the truth about the possibilities and limitations of their current situation.

If you can offer them a better map, one that actually matches where they are and helps them see what they haven't seen yet about the terrain, they will be grateful to you forever. You free them from helplessness.

Do not underestimate the potency of this gift.

Most people do not understand the source of their pain or confusion. Identifying the true source is liberating. "Oh!" they gasp. "So that's why I've been so miserable, sick or poor!"

## Point of View

Imagine the relief of a person who finally understands:

- That lousy tired feeling was the result of an allergy to wheat or dairy products (they stop eating them and their energy quadruples).
- The student who is finally told that they can home school instead of attending classes and still get into university and that it is indeed normal to hate schooling. Relief and a way out.
- A husband who reads a book like *Men Are From Mars, Women Are From Venus* finally realizes how his wife (and most women) communicate.
- An entrepreneur who is shown the secrets of incredible marketing and finally understands what they're been doing wrong.

We are all craving a perspective and a point a view that we can trust; something on which we can hang our hats.

So, what context are they missing?

What elements are they not aware of or accommodating, that are making their journey more difficult, if not impossible? Carl Jung might say that it's because they not aware of their own "shadow." A nature guide might suggest that they trying to ignore their inner wildness. Are they not seeing the need for hustle? Are they unaware of how traumatized they are and how talk therapy will never really cut it? Do they need more space in their life but they're too busy to see it?

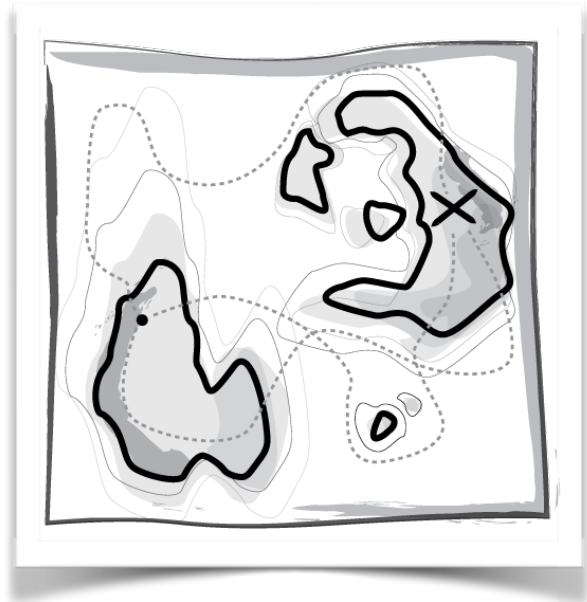
If you had to fill in the blank here, what would you put? "Because you don't see \_\_\_\_\_ you stay stuck on Island A."

## The Options Map

I was so grateful to my doctor for letting me know that monitoring my gallbladder was an option.

But, lacking any real map of the situation, lacking context for why I might have gallstones, it was hard to feel confident in any of the approaches I explored. Hopeful? Yes. Confident? No.

The third thing people need are options that are rooted in a trusted perspective. They need possible routes that they can see plotted onto a map. Once they feel heard and understand where they are, they need to understand the various options for getting to where they want to be.



This calls on us to not only be an expert on our boat, but also on the journey. That's bigger.

But this is not what most sales people do.

Most salespeople are high-pressure, unskilled, and at the end of the day, they're just punching in time at a nine-to-five job. They're not experts in the journey. If they're lucky they're an expert in the boat but not always even that. They do not truly care about and revere their clients. In fact, they don't even call them "clients." They call them "customers."

And if you look up the word "customer" in the dictionary, the essence of it is "someone who buys a product or service." A client on the other hand is very different. A client, in essence, is "someone under the care or protection of another."

When you decide to do the hard work of becoming a trustworthy advisor, you begin to see yourself as the shield, protector, advocate, ombudsman, defender, fiduciary and protector of your clients.

When you decide to do the hard work of becoming a trustworthy advisor you sometimes even become one of the only viable solutions to a problem they may never have even verbalized before meeting you. You become sought out not just for advice about your product or service but about all the other products and services that deal with the same problem.

For example, if you are a magician you stop being seen as "the best magician" but as an expert in the local entertainment industry. Meaning that — whenever they need an entertainer for any performance, gathering, trade show or banquet that they will call you and ask for your professional

opinion. They don't just call to ask you about your opinion on other magicians — they call you when they're hiring a band, a hypnotist, a juggler etc.

Your role is to help them understand and appreciate the full dimension of possibilities available to them and the limitations they face.

"Here are your options," you tell them as you unroll this third layer of the map onto the first two. "You could hike over the mountains this way. You could sail this way. Or you could drive this road. Driving will take you one day and it's relatively safe. The hiking will take ten days but it's beautiful. The sailing will take you five days, it's about as safe as driving but it's also beautiful and out in the open waters."

Let people know what their options are and they will trust you more.

Taking this educational marketing approach can also get your foot in the door.

I think of a client of mine in Nova Scotia who was selling cloth diapers. She had a challenge. People are either already buying cloth diapers or they aren't, and if they aren't, it's usually because they think they're disgusting. So how could you reach them? Putting on a workshop on cloth diapers seemed pointless. I suggested another approach.

"What if you put on a workshop about natural parenting? This is the journey they're interested in. Cloth diapers are your boat but they aren't the journey. You've got to contextualize what you're offering inside of that journey. And, one of the ways you could get their attention might be to put on a Natural Parenting workshop or talk in which could have others present on topics such as: infant massage, conflict resolution for exhausted parents, how to make healthy food for your baby, creating a non-toxic home, simple games to help your child connect with nature. Something like that. Or you could simply do that presentation yourself. And, in the middle of it, you sneak in a pitch about cloth diapers. There's no reason you can't be a hippie and be sneaky too. The best part is that, if you're doing it with others, then everyone can promote the event, not just you, and everyone wins."

In the end, she changed businesses and it never happened.

Help people see the options they have to get to Island B and make sure your product or service is one of those options.

Another client of mine was a mortgage broker in Calgary who specialized in entrepreneurs, because he was a whiz at helping entrepreneurs refinance their mortgages to get the financing they needed for their businesses.

I asked him if he'd reached out to the local entrepreneurial Meet-Up groups to do presentations. He said he had but that he hadn't gotten much of a response. My guess was that he was basically pitching to them, "Hey! Book me to come in and give a pitch about my services." That's not a

compelling pitch. I suggested that, instead, he might want to come up with a presentation called something like, “The Five Major Ways to Finance Your Business (And the Upsides and Downsides of All of Them).” He could talk about things like: credit cards, bank loans, lines of credit, borrowing from friends and family and also refinancing your mortgage. And when he spoke about refinancing he could say, “So, here’s my take on the upsides and downsides, who it’s for and who it isn’t for. If you have any more questions about it, this is my area of expertise, I’d be happy to stick around and chat.”

In the end, I don’t think he followed through on the idea, but I think it was a good one.

Would a presentation like this take more time to prepare? Sure. But it would be ten times more relevant, useful and compelling as well. Become an expert not just on your boat. Not just on the route. Become an expert in the overall context and terrain and watch how much more trust you engender.

## The Guidance Map

*“People are silently begging to be led.”*  
— Jay Abraham

This is the final layer of the map that highlights one of the options you’ve laid out. This is the map where you suggest a particular route and make your case for it.

Again, when I had my gallstones, I was desperately looking for someone who could give me this. I wanted a route I could trust plotted out on a map that made sense to me. I wanted a protocol that was credible and doable.



I’d lost all my motivation to try. If someone could have made the case for a difference approach, I would have tried it. I would have spent so much money and time on it. But no one did. All I got was generic, holistic advice. It was so discouraging.

I wanted someone who could help me understand:

- Where I was in my gallstone condition (including all of the assets and liabilities around it)
- The basis for their approach to treatment
- The implications of it
- Examples of where it’s worked in the past
- The fullest possible range of alternatives to it
- How it might work in my life
- How it’s worked in their life or the lives of their clients
- The potential upside of doing it and cost of not doing it
- The possibilities and limitations of their approach

When we speak about guidance, there are two levels worth mentioning.

The first is the general level (the compass) and the second is the specific (the route).

In many ways, this fourth level of map is what they were really after when they were looking for options. At the end of the day, they can get too many options; so many that they feel overwhelmed



and immobilized. “Overwhelmed by insurmountable opportunity,” as Pogo said. Again, most people are silently begging to be led. They’re craving for someone to take their hand and walk them from where they are to where they want to be.

They don’t always want this guide to make the decisions for them (though sometimes they do), but they do want someone who can not only explain the options but also give them their best advice and opinions on what would be best.

But you need to go through these four stages (empathy, context, options and guidance) in order.

You’ve probably experienced this where someone tried to give you guidance without any real empathy or diagnosis and it felt awful.

If you try to give people guidance before they have any context they will resist it because they don’t understand why you’re suggesting it. But if they understand the context (the map) then they’re more likely to share your opinion and do it because ‘it just makes sense.’

Your job is to make your case as to what your perspective is and why you stand behind it so strongly. Your job is to help them see if this point of view is a fit for them. Your job is not to convince them. It’s to make sure they understand where you’re coming from and what kind of help they’re likely to get from you.

And then, if it's a fit, if your island is the one they want, if your journey is the one they want to take, you can talk about working together.

## Tying The Four Maps Together

Empathy, context, options and guidance.

This is what your potential and existing clients want from you.

If you don't do this you might find yourself in the same situation as a dear friend of mine who is a Naturopathic Doctor.

A number of her clients had left the room upset. One was screaming.

She was a naturopath who wasn't doing a very good job of communicating her point of view upfront. She was working with worn down, marginalized populations. But she tended to go for the jugular on her patient's issues. She was willing to speak the truth about what she saw. You might, at first glance, think that what she needs is a lesson in bedside manner. Maybe. But it's also possible that what's going on is that she was working with clients who were, deeply, not aligned with her point of view but, instead of finding it out from her marketing, they were finding it out while seated in her office and baring their souls to her.

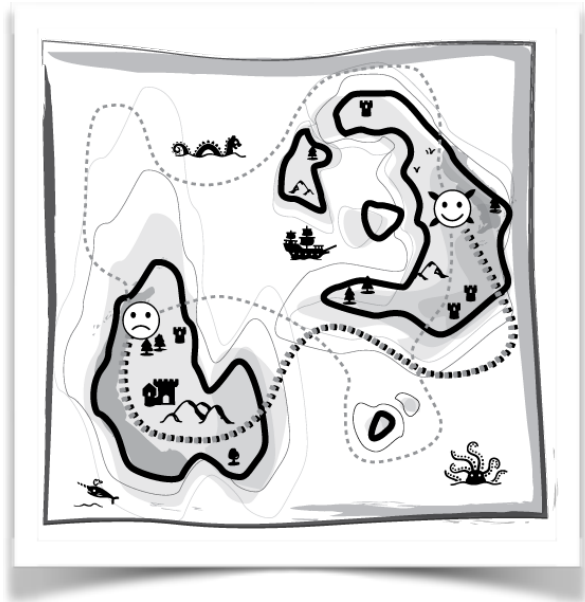
I suggested to her that it might be a kindness to potential clients to ask them to attend a monthly workshop she led where she shared her point of view or to watch a video.

"If someone wants to hire me as a coach," I told her. "They need to either have gone through a recent workshop or have watched my three-hour, Marketing for Hippies 101 video. I hate repeating myself. If they've watched the video then we'll share a map and a language which I can reference. And, if they watch the video they might realize we're not a fit. That saves them money and saves us both wasted time."

So, it's those four in that order: empathy, context, options and guidance.

If all you do is give empathy, they may feel understood, but they're still stuck, and that is frustrating.

They likely have friends who can give empathy. It's a gift, but it's not the only thing for which they came to you.



If all you do is give context, then they know where they are, they've got a lay of the land, but they will feel overwhelmed with how to get from where they are to where they want to be. Should they walk? Bike? Fly? Take a boat? What time of day or year should they go?

If all you do is give options, the options won't be trusted because they're not grounded in anything. This is what all of your well-meaning friends do when you're struggling, "Have you thought about this?" they ask.

If all you do is give guidance, you're that asshole who loves to give people advice all the time. "You wanna know what you should do? I tell you right now . . ." And, honestly? Fuck that guy.

So, we need them all.

You could just say, "Take these pills." but that's not as likely to work as if you first empathize with them, explain your understanding of how things got the way they did and then share exactly what you think they need to do to resolve it. Engaging them in this conversation is critical.

\*

You don't get this kind of a multi-layered map without someone, yourself or someone else, having gone out onto the land and become familiar with it.

Often people end up starting the business they needed when they were younger. They struggled and now they work to help others who are struggling in a similar way. They spent the time in that terrain of suffering.

But it's vital to say that spending time in a terrain doesn't mean you know that terrain.

Just because you were depressed for twenty years doesn't necessarily mean you have any intimate knowledge of depression. No. All it means, for sure, is that you know what it is to live like a depressed person. But knowing depression itself? That's a different story.

Most of us spend years on a territory without mapping it. Of course. That's human. And there's no problem unless you're setting yourself up to be a guide to others. How many times have you gotten terrible directions from someone you were visiting? They are too peripherally familiar with their city and they assume too much local knowledge on your part, so their directions are vague and you get lost. It's incredibly frustrating and engenders a feeling of betrayal. You were let down.

On the other side of it, when you've lived somewhere your whole life you can find places without knowing the address but you're likely terrible at giving others directions on how to get there without a map.

On the other hand, just because you've read books about depression doesn't mean you understand it. Just because you've studied maps for years doesn't mean you know the territory.

When I was younger, a dear friend of mine had just been dumped by his longtime girlfriend. I had recently gone to some Tony Robbins seminars and learned some personal growth techniques and so I thought I'd help him out. "It's so easy! You just collapse the anchor!" I told him as I laid out how these powerful, emotional change technologies worked.

I'll never forget his look. It said, "What's wrong with you?"

Of course, what was wrong was that I was too young. I didn't know yet. I'd never been heartbroken. I'd seen plenty of maps but I'd never spent any time in that territory.

You might grow up in a neighbourhood and never really explore it, never be curious about it, never map it out. Most of it might remain in your peripheral vision for most of your life. And that won't cut it when you're guiding someone else.

Making a worthwhile map calls on us to be attentive and curious in the midst of our suffering at best or, at worst, to be able to reflect on that time and see it again with new eyes. It's going back to the neighbourhood you grew up in and seeing it with adult eyes as well.

Map making is expensive. It costs the person making it a great deal. That's why maps are so valued.

# Your Compass

Why do you do what you do the way you do it?

What is it that guides the decisions you make?

Much of that comes down to your compass.

I often sum up the compass in two words:  
“Always this.”

Your compass is the set of principles, or central ideas that guide your work.

These principles are your North Star upon which you rely.

They are the foundation of your work.

“Always this,” you will say to others who are on their journey.

If you had to sum up your best advice into two words, what would those words be? (e.g. You’re okay. Exercise more. Be grateful.)

That’s an example of your compass.

They are the foundation of your core philosophy, take on things, unique perspective, understanding lens, cosmology, beliefs, values and core thesis about life, your industry, your clients’ issues and the journey they’re on. They are the central understandings that you use, like a compass, to guide your boat as it makes its journeys. The principles can also be articulated as the needed elements to make the journey or the ingredients needed to make a recipe.

Your compass is the set of assumptions, premises and dictums you have about people and life that inform the way you move through the territory in which you find yourself.

You might think of Google’s “Don’t be evil” or how Nordstrom’s customer service manual used to be one page with one sentence: “Use your own best judgment at all times.” You might think of the Golden Rule. You might think of the simple lessons embedded into folk tales, mythology and fables.

Your compass is your mantra. It’s what you can use to keep you centred and on track.



## Your Route

Once you have a general sense of the map drawn and you've laid out your core principles, there is one more step: you've got to plan out your route.

You've got to be able to articulate the series of steps you take people through to get them from where they are to where they want to be.

This is so crucial for developing a sense of trust.

A map is a fine thing.

Having a set of principles is very good.

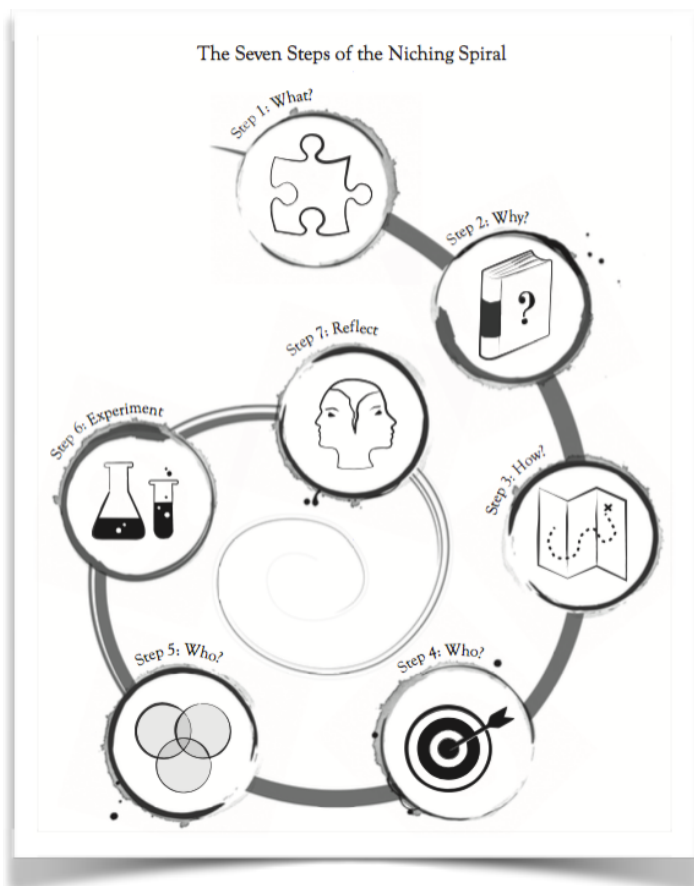
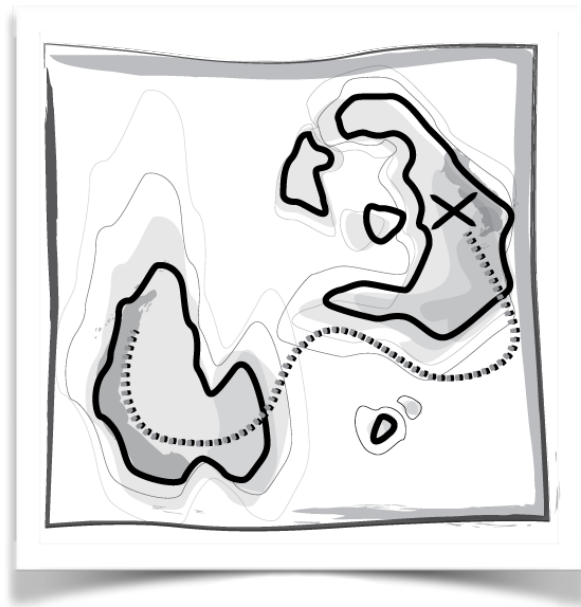
But, without a plan, it's not trustworthy.

My seven-step Niching Spiral, which you can see here and learn more about at [nichingspiral.com](http://nichingspiral.com), looks like this image to the right.

It took me years to come up with this model. To figure out what the steps were and in which rough order they seemed to best go in.

I tinkered around and, finally, found a way of talking about niching, a map that actually made sense to the people who saw it. They would hear me break it down and breathe out a huge sigh of relief.

Note: One of the surest ways to know your point of view is solid, is when people you share it with are visibly relieved. They were lost but now are found. They were blind but now can see.



Your process is a kind of amazing grace to them. In my Niching Spiral model, you'll see that "How" is Step Three and that it's represented by a map with a route drawn on it guiding people to the treasure.

In sorting out your niche, it's important to not only consider what you're offering and to whom you're offering it, but how you will offer it.

Your "How" is your unique and particular approach to your work. This approach is grounded in your point of view.

If you can't give me a series of steps, then I will question how well you know the territory in this map. If you can't give me a step-by-step process by which I can get from where I am to where I want to be, I'll wonder if you've ever made this journey successfully before.

Your process is the step-by-step system you have developed to help people get from Island A to Island B. It's your protocol. It's the route that you lay out for their journey, on your map, guided by your compass. Your process is your recipe. It's your best generic advice that you might give to someone wanting to deal with a particular issue. Of course, you would tailor it a bit for each person but, generally, it's what you would suggest.



## Five Elements: A Compelling Process Is . . .

### **Element #1: Focused.**

It should be focused on one particular journey. The more clear the journey, the easier it will be (e.g. "I can take you to the Halifax harbour" vs. "I can get you to North America" vs. "Yeah. I can get you off this island.")

### **Element #2: Simple.**

No less than three steps. No more than seven.

### **Element #3: Credible.**

People should hear it and think, "Huh. That would work." Having a clearly laid out process makes you more down-to-earth in people's eyes and trustworthy because you have a believable approach that is rooted in observation and testing. This is the key of the process you suggest: Does it make sense? Do people hear it and say, "You know what? That would work."

#### **Element #4: Sequential.**

It should have some loose but clear sense of syntax or order. It should have some sense of, “Okay. We start here and then we go here and we end up here.” Your map just lays out how things are and says, “This is how it is.” Your compass can be summed up as “Always this” but your route is better summed up as, “First this, then that.” Your map describes. Your process prescribes. Your process has a sense of progression, sequence and syntax to it. “First this, then that.” You might think of a route plotted on an old treasure map. You might think of a recipe that tells you how to make a dish, step-by-step. You might think of IKEA furniture instructions. You might think of the Sun Salutations in Yoga or Qi Gong exercises that go through the yin meridians in order. Your compass gives direction but your route fills in all of the details. Many coaches don't break it down well for their clients on the specific things they are going to work on to get from where they are to where they want to go.

#### **Element #5: A Suggestion.**

I don't think we need any more “airtight” systems in the world. Let's make sure that whatever processes we develop leave some room to breathe and evolve. Let's have our points of view be dogma free zones. It's a possible map for the world. As Caroline Casey puts it, “Believe nothing. Entertain possibilities.”

Of course, we need to speak to the shadow side of this all.

Most of us are sick of seeing, “Six Figures in 90 Days Using My Proven System.”

We're sick of bullshit philosophies based on nice ideas. We're sick of hopeful formulas based on wishful thinking.

So many people have been badly burned by exaggeration, lies and deception here because, in the end, a system is just a generic plan. It's just your best thought of how to get from one place to another given what you know at the time. Sometimes it works out and sometimes it doesn't. It's your saying, “This is what I think gives you the best chance at getting from where you are to where you want to go.”

#### **Element #6: Reassuring.**

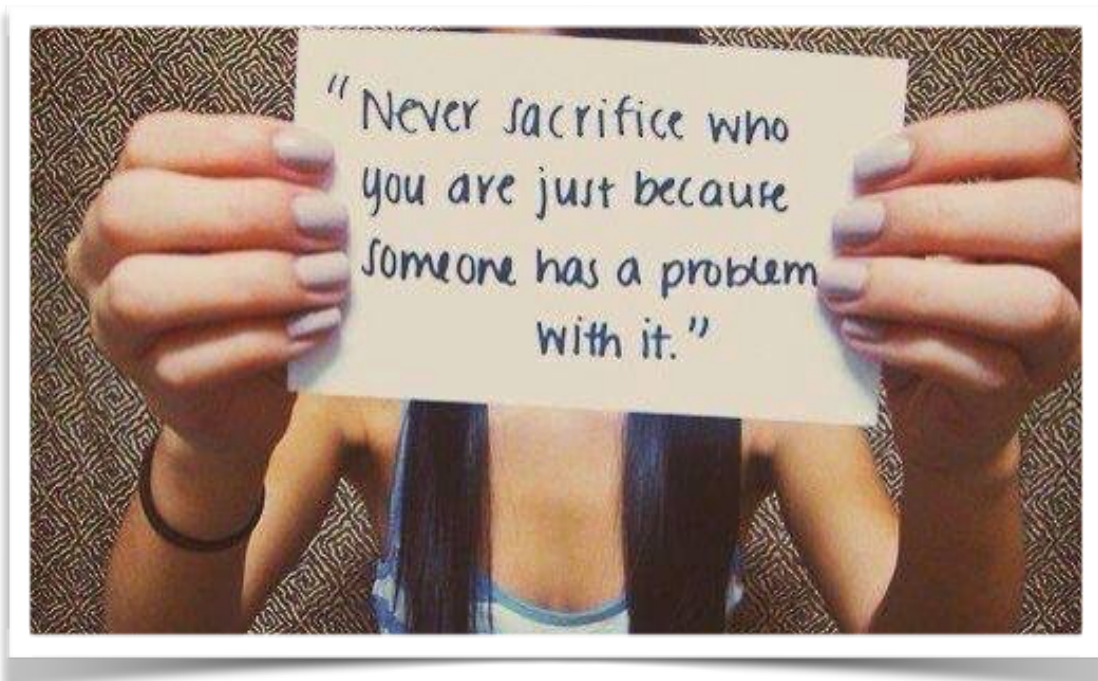
A clearly articulated route helps clients get their heads around the work, even if you end up going off-course (i.e. not following your process 100%) during your work together. It can be really scary to go on a journey into the unknown. A clearly articulated route also helps when the person consults their spouse and can describe why it's worth the investment.

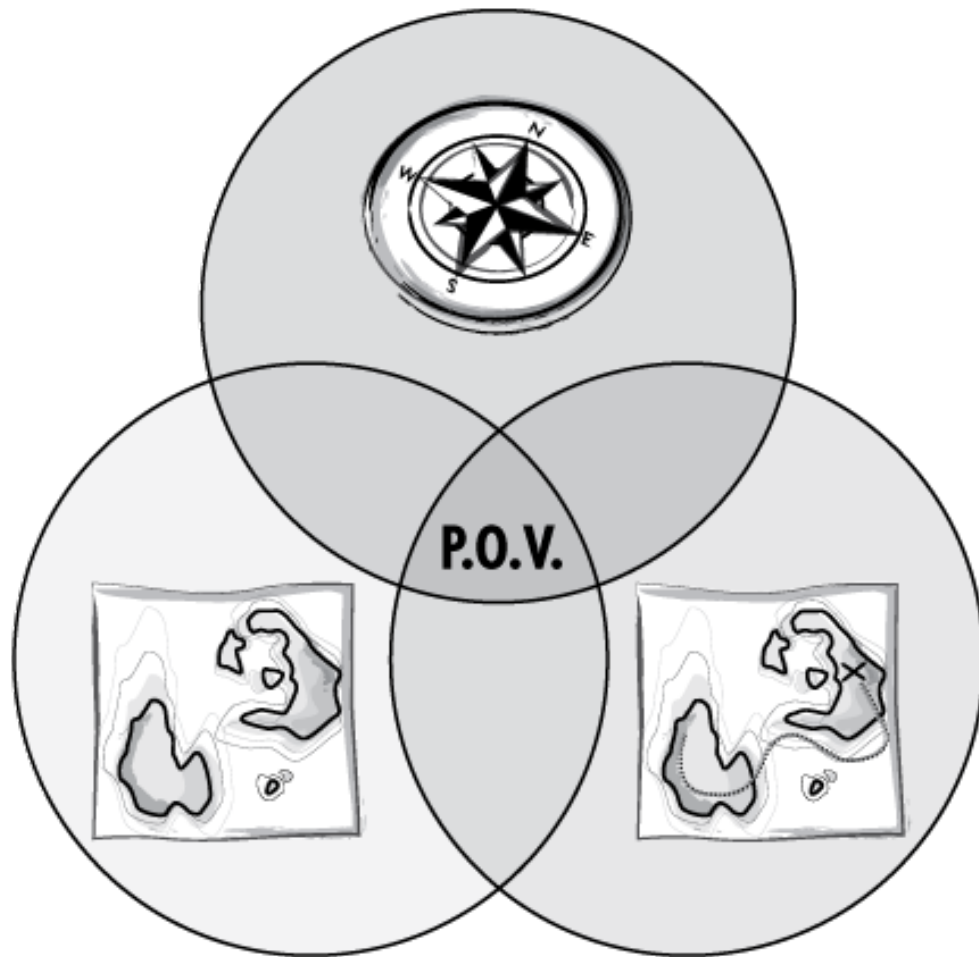


## Point of View

As you build your system, you will fail. Over and over again. But, each time you fail, you will have the opportunity to learn and to refine your approach, to make your system better. You will have a chance to go back to the territory once again with your map and ask yourself what you missed. You will never stop doing this.

The key is to make sure that you never promise anything you aren't confident you can deliver. You simply say, "Here's the route I'd suggest going. Here's how many times I've made this journey myself." Then they make up their mind about whether or not to hire you. That's it.





## Real-World Examples of Maps, Compass, and Route in Point of View

## Point of View

Understanding the map, the compass and the route on an abstract level is one thing. But, it's an entirely different thing to see examples and case studies from the real world.

These are examples I've been collecting for the past year or so, knowing that I would be writing this book. I am sure more will be added to the next edition. Perhaps one of them might even be your own.

The following sections contain examples of all three.

Some of these you will resonate with and some you won't.

Some will make intuitive sense to you and some won't.

But they will all help you see what you like and what you don't like as a way of expressing your own point of view. Don't worry about whether or not you agree. That's not the point. The point is to take a look at how others have done it, both in the content and the format, and see what ideas it might give you.



## Examples of *Maps* in Point of View

## Point of View

*“You can't use an old map to find a new land.”*

— Gary Hamel

Maps can look like a lot of different things.

It could look like this old map of the world from 1565. This map was the best attempt at the time to accurately render the lay of the land to make travel easier.



This is one of the central functions of maps — to facilitate travel from point A to point B.

But maps can look like many things.

The central thing to remember is that maps are descriptions of the territory you're promising to help people traverse.

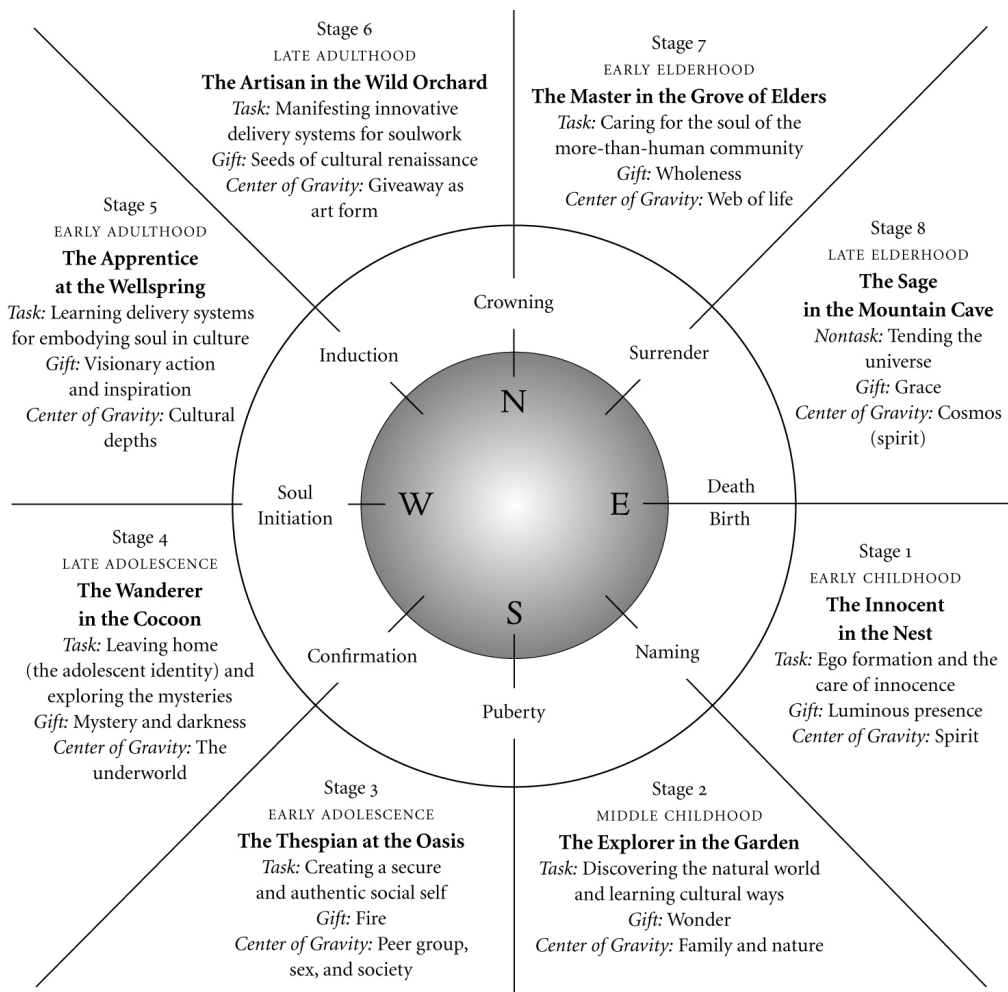
Your principles and your route are prescriptions about how to make your way through that territory.

What follows are a number of examples of maps that people have created to help in making particular journeys.



## Example: The Eight Soul-centric/Eco-centric Stages of Human Development

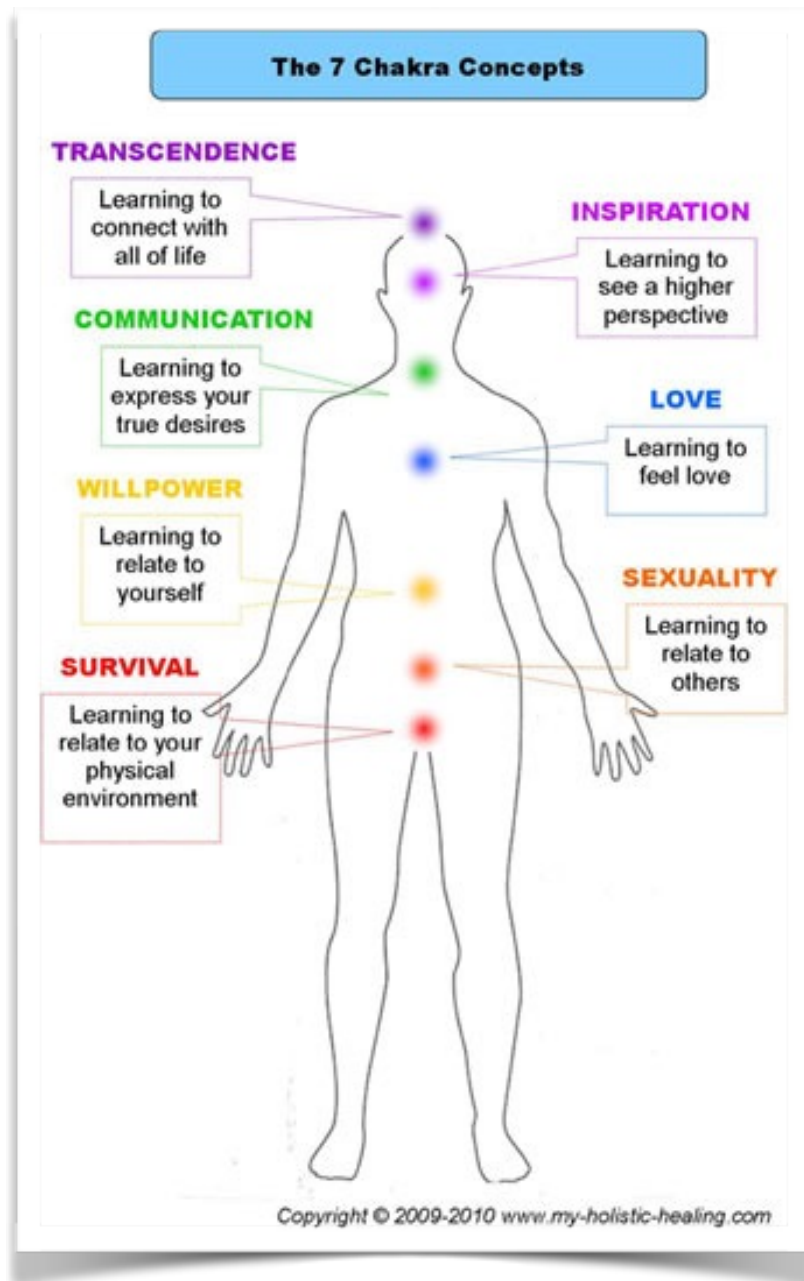
Bill Plotkin maps out a soul-centric model of human development:



The Eight Soulcentric/ Ecocentric Stages of Human Development  
From Nature and the Human Soul © Bill Plotkin (New World Library, 2008)  
[soulcraft@animas.org](mailto:soulcraft@animas.org)

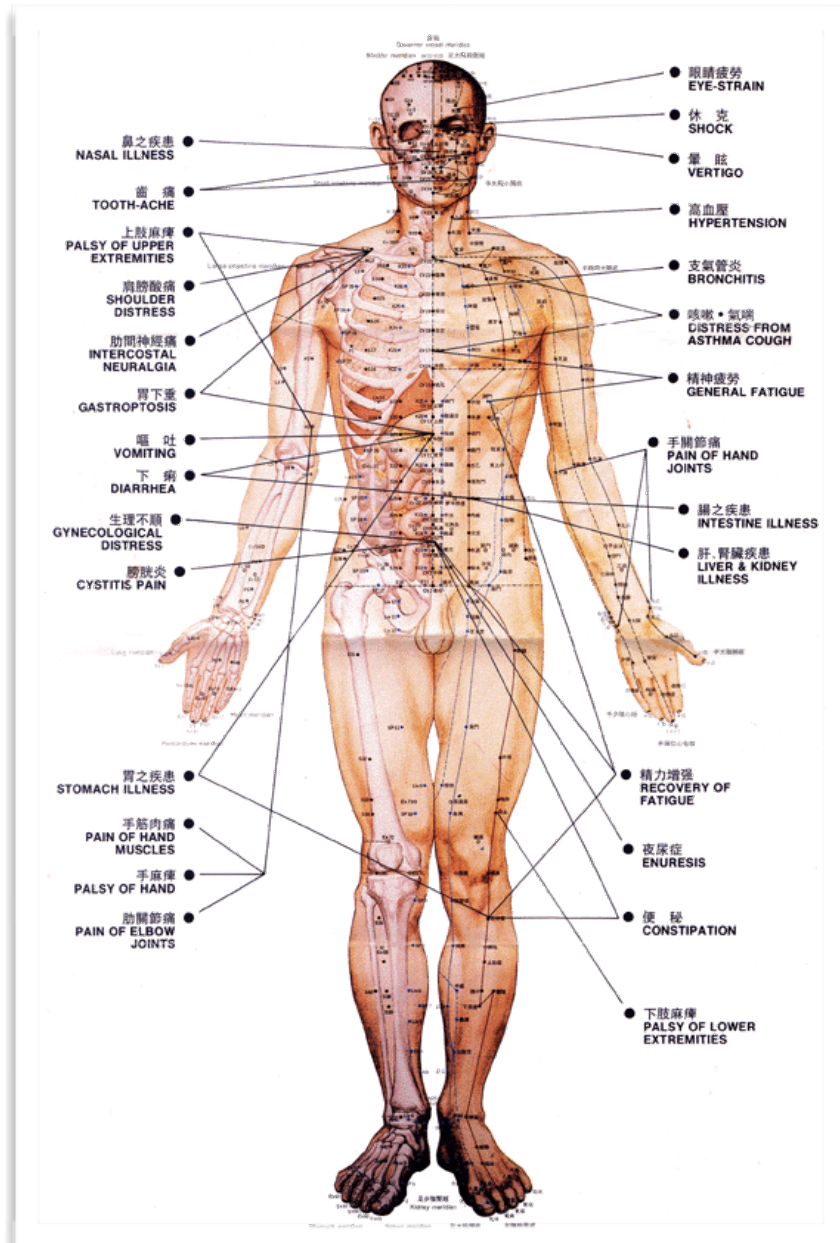
## Example: The Seven Chakras

The seven chakras come from centuries of witnessing and spiritual exploration of how the body works, and which parts of the body seem to be connected to which issues.



## Example: The Chinese Meridian System

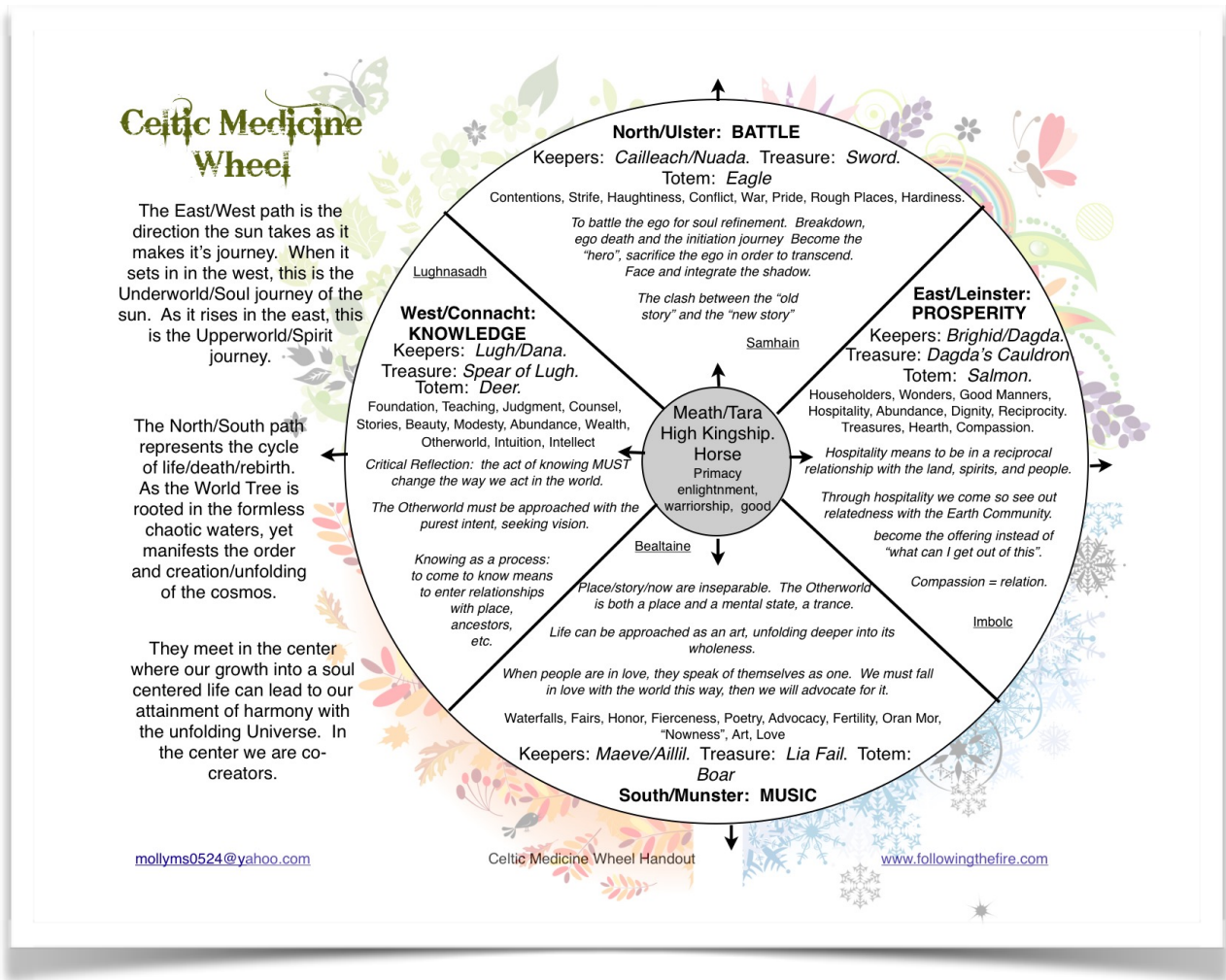
The map of the body's energetic centres from the point of view of traditional Chinese medicine. Like a map of the land, it tells you where to find the things you're looking for without giving direction or prescription as to what to do about it. This map is a faithful witness to the body.





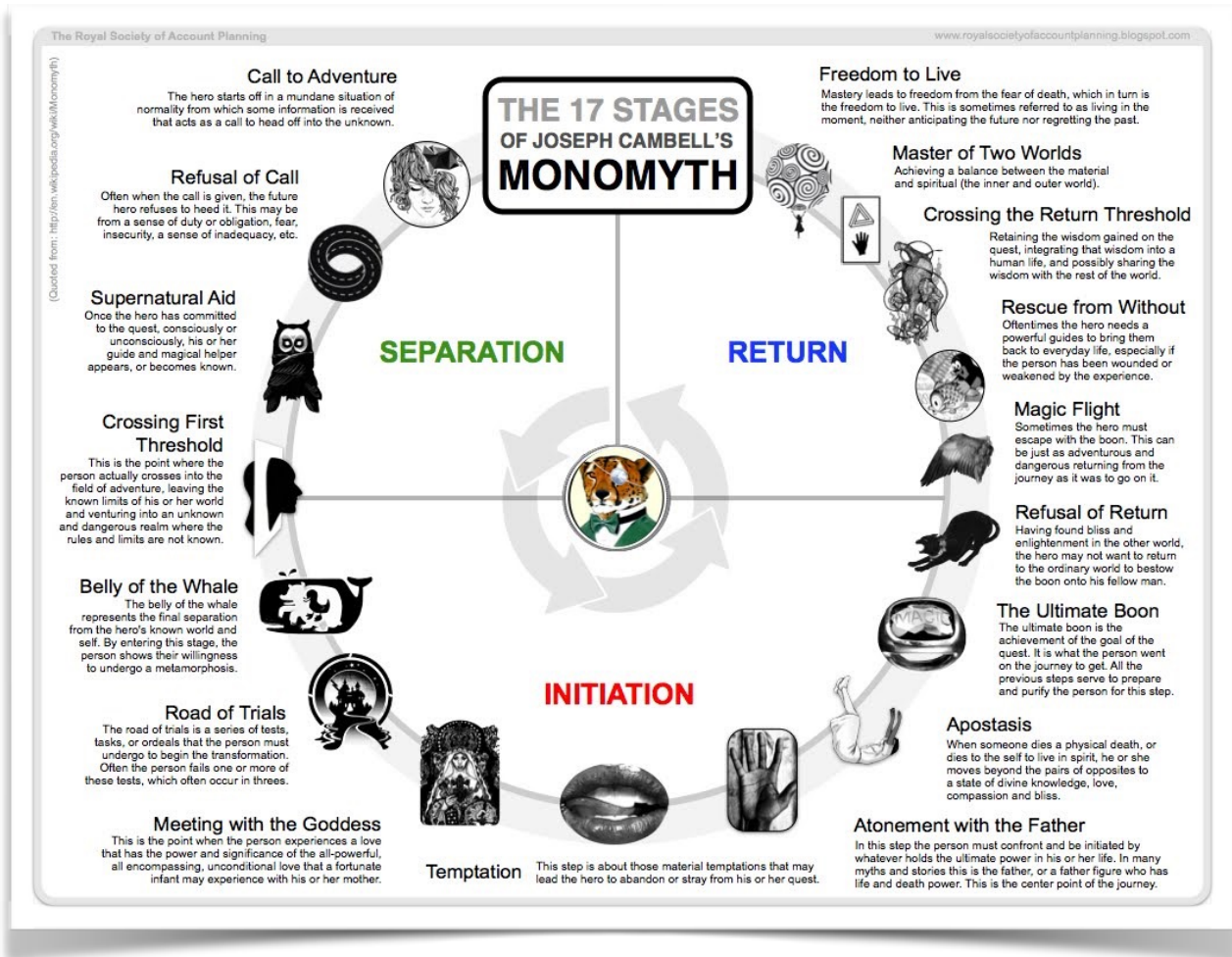
## Example: The Celtic Medicine Wheel

This map comes from an old Irish folk tale in which a young man is told, by one of his ancestors, the layout of Ireland by the four directions and what is to be found in the centre.



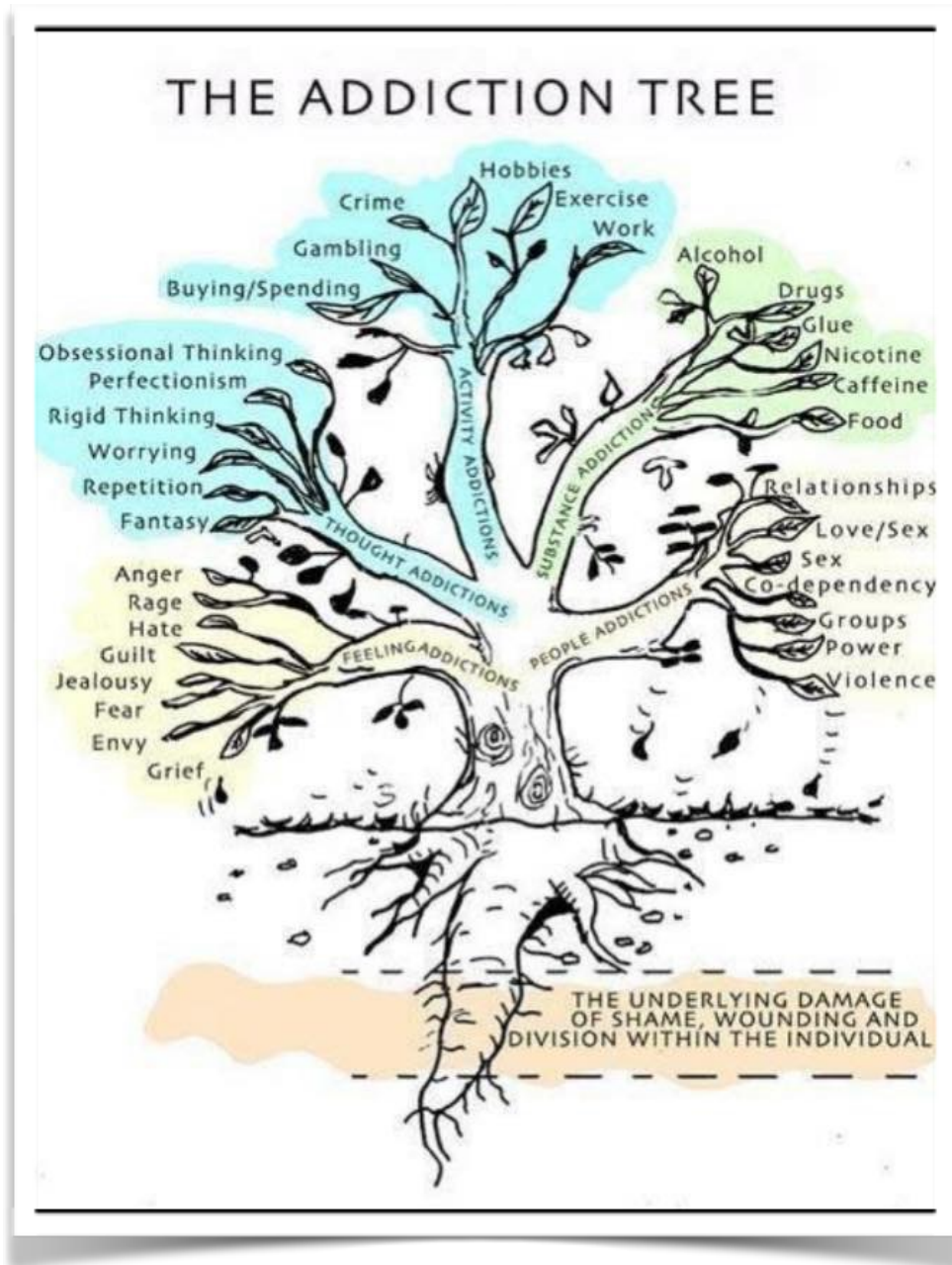
## Example: The Hero's Journey

Joseph Campbell's notion of the hero's journey, while it does have an order and a sequence to it, is properly a map (description) rather than a route or process (prescription). It's saying, "Here's what happens to someone that turns them into a hero," rather than, "Here's how you too can become a hero." This map of his was put together over many years by Joseph Campbell in reading the world's literature and folklore and looking for patterns.



## Example: The Addiction Tree

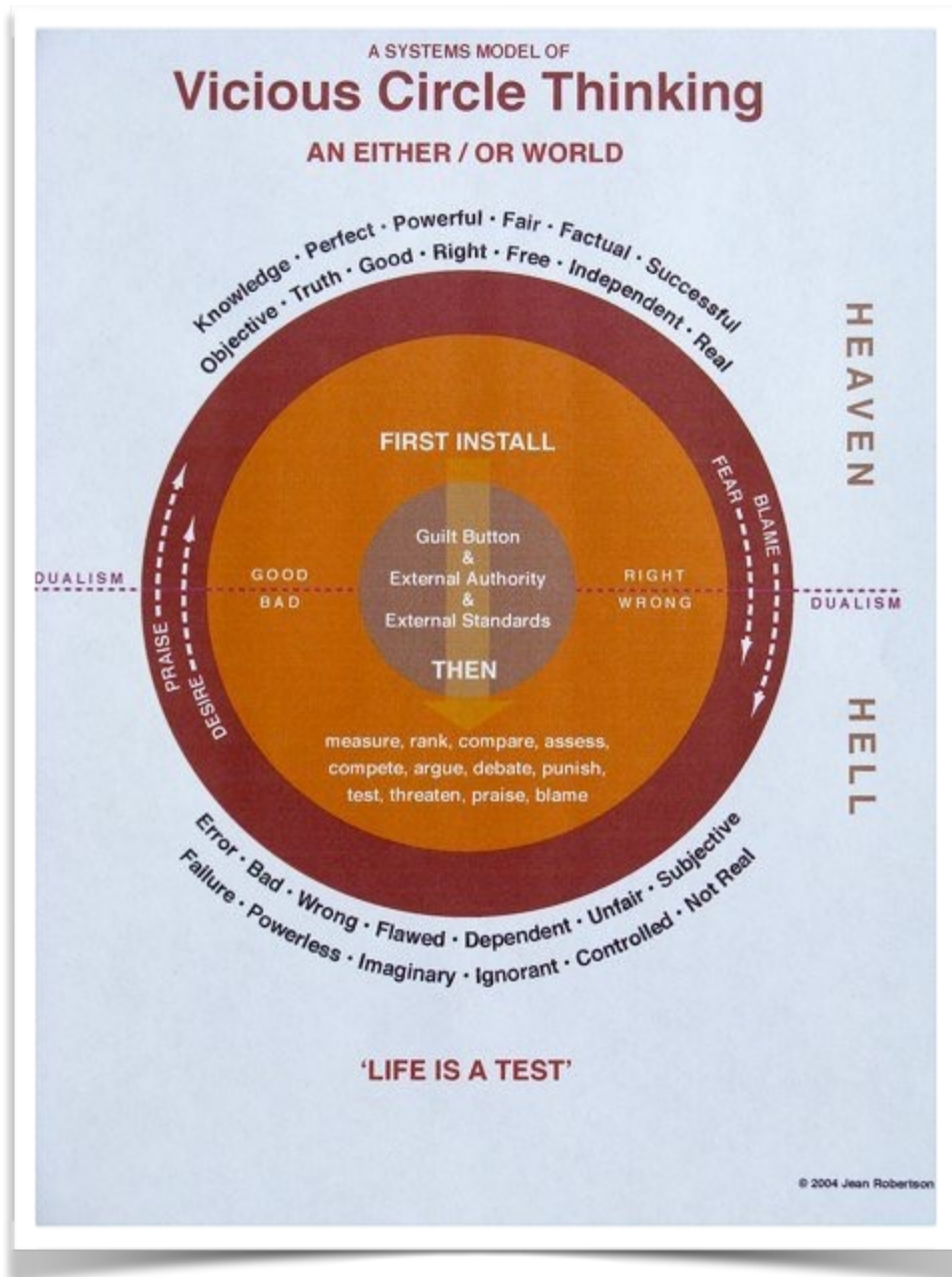
This is such a beautiful example of a map in that it not only describes the different types of addiction and how they relate to each other, but in the metaphor of a tree, shows what the roots are that keep it alive.





## Example: Vicious Circle Thinking

This map from Jean Robertson is an attempt to show how and why it is that so many people suffer and the system that is behind it. This map is wonderful because it also contains some principles and suggested processes as well. This map says: "If we want people to suffer, here's how we do it."



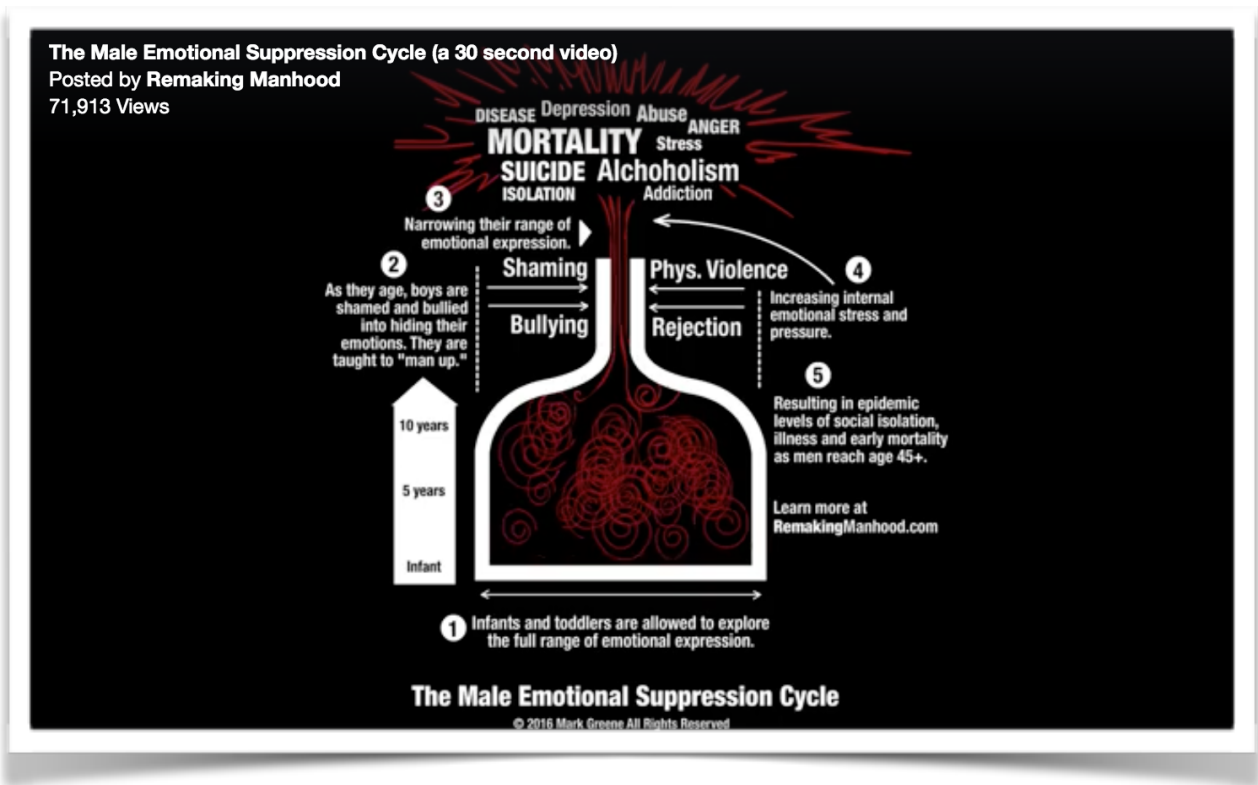
## Example: Benign Circle Thinking

This map is the twin of the one above from Jean Robertson. It is an attempt to show what another way of living might be that isn't the Vicious Circle Thinking. Again, it contains principles and some process.



## Example: The Male Emotional Suppression Cycle

The good people at [remakingmanhood.com](http://remakingmanhood.com) have created a thirty second video you can find online that offers a map of how men are led to suppress themselves emotionally as they grow older and how this harms them. Here's a screenshot of the final image.



## Example: George Lakoff on Liberals vs. Conservatives

George Lakoff has done something incredible. He wrote a book called *Don't Think of an Elephant* in which he breaks down the differences between liberal and conservative worldviews. He has provided a map that describes the territory of both with uncanny accuracy and uses this map to help Americans understand why people do what they do. Why do conservatives, for example, vote for a government that will shut down their factory and send their jobs overseas? Liberals have similar inconsistencies. Why? George Lakoff's mapping out of the left and right wing of America helps us understand. This is what maps do. They help us make sense of the world.

### **At the centre of the conservative worldview is a Strict Father model.**

This model posits a traditional nuclear family, with the father having primary responsibility for supporting and protecting the family as well as the authority to set overall policy, to set strict rules for the behaviour of children, and to enforce the rules.

The mother has the day-to-day responsibility for the care of the house, raising the children, and upholding the father's authority. Children must respect and obey their parents; by doing so they build character, that is, self-discipline and self-reliance. Love and nurturance are, of course, a vital part of family life but can never outweigh parental authority, which is itself an expression of love and nurturance—tough love. Self-discipline, self-reliance, and respect for legitimate authority are the crucial things that children must learn.

Once children are mature, they are on their own and must depend on their acquired self-discipline to survive. Their self-reliance gives them authority over their own destinies, and parents are not to meddle in their lives.

### **The liberal worldview centres on a very different ideal of family life, the Nurturant Parent model:**

Love, empathy, and nurturance are primary, and children become responsible, self-disciplined and 'self-reliant through being cared for, respected, and caring for others, both in their family and in their community. Support and protection are part of nurturance, and they require strength and courage on the part of parents. The obedience of children comes out of their love and respect for their parents and their community, not out of the fear of punishment.

Good communication is crucial. If their authority is to be legitimate, parents must explain why their decisions serve the cause of protection and nurturance. Questioning by children is seen as positive, since children need to learn why their parents do what they do and since children often have good ideas that should be taken seriously.

Ultimately, of course, responsible parents have to make the decisions, and that must be clear.

The principal goal of nurturance is for children to be fulfilled and happy in their lives. A fulfilling life is assumed to be, in significant part, a nurturant life—one committed to family and community responsibility.

What children need to learn most is empathy for others, the capacity for nurturance, and the maintenance of social ties, which cannot be done without the strength, respect, self-discipline, and self-reliance that comes through being cared for.

Raising a child to be fulfilled also requires helping that child develop his or her potential for achievement and enjoyment. That requires respecting the child's own values and allowing the child to explore the range of ideas and options that the world offers.

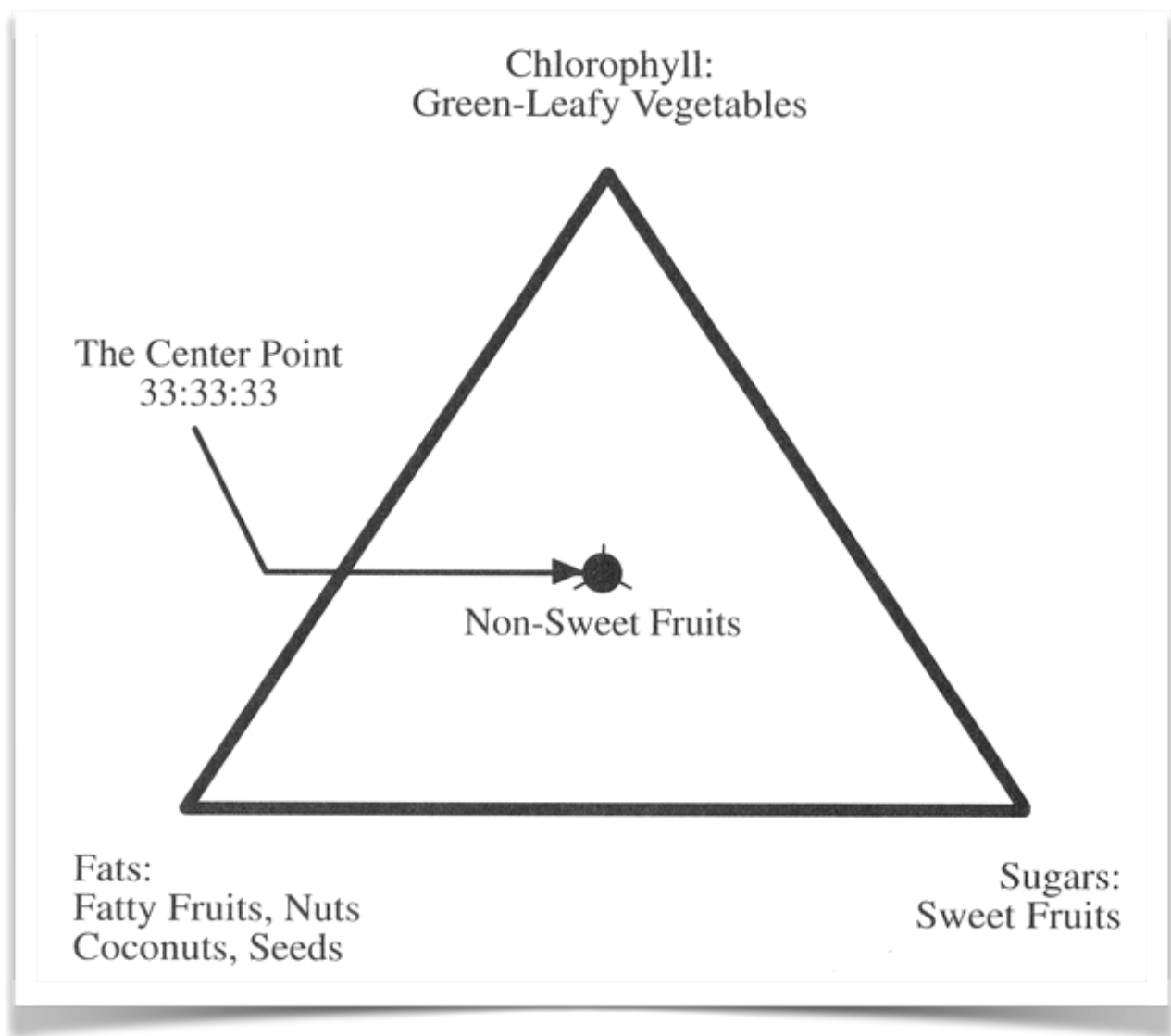
When children are respected, nurtured, and communicated with from birth, they gradually enter into a lifetime relationship of mutual respect, communication, and caring with their parents.

Source: [press.uchicago.edu/Misc/Chicago/467716.html](http://press.uchicago.edu/Misc/Chicago/467716.html)



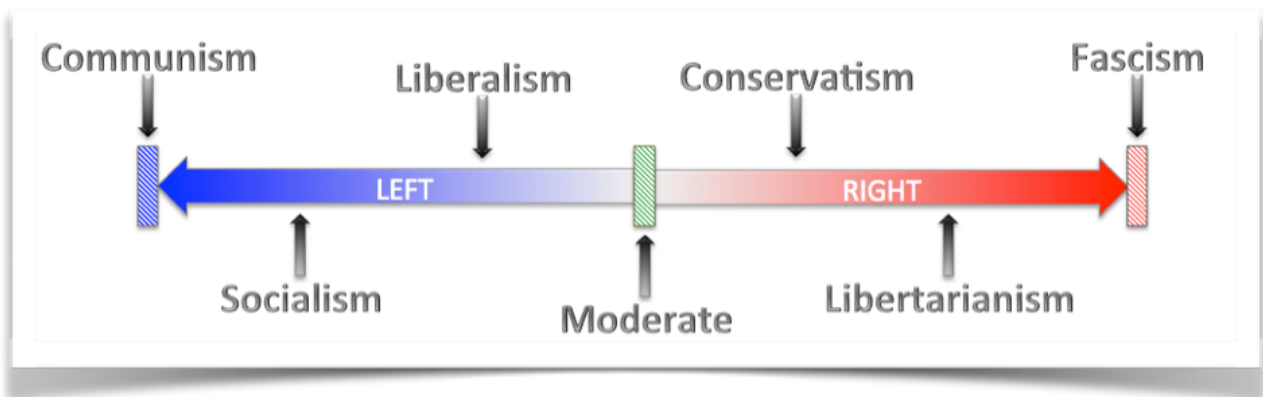
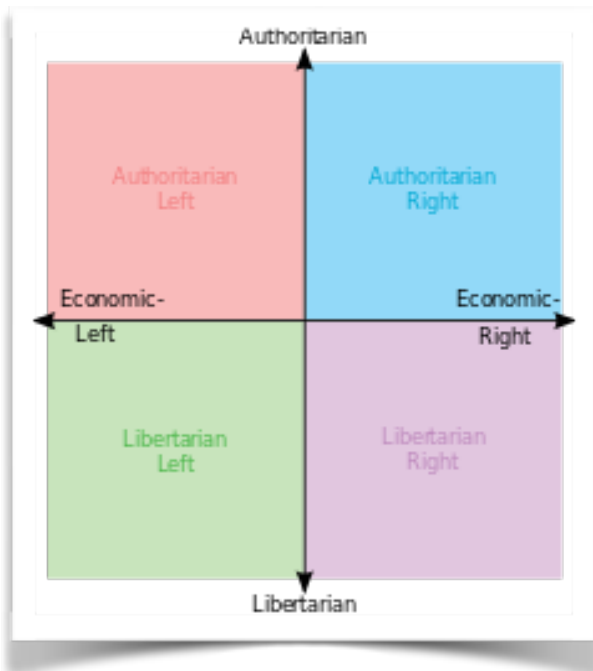
## Example: The Sun Food Triangle

Years ago, David Wolfe created what he called the Sun Food Triangle as his way of visually representing his view of the ideal diet which, for him at the time, was a raw vegan diet. His ideas that we should balance green leafy vegetable with sweet fruits and fatty fruits, nuts and seeds by trying to stay in the centre of the triangle. If you started going too heavily to any of the corners, you should correct it. He felt that non-sweet fruits were balanced in the middle. This map is a great illustration of how maps work by only naming things that are important to the maker. Animal products are nowhere to be found on this. Someone else's map (e.g. another food pyramid) might look entirely different.



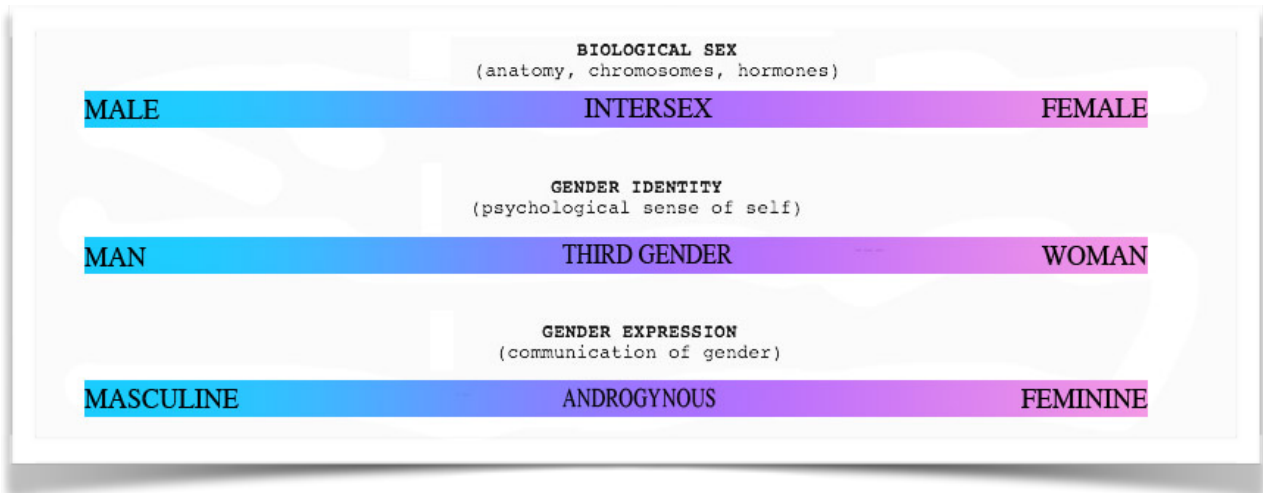
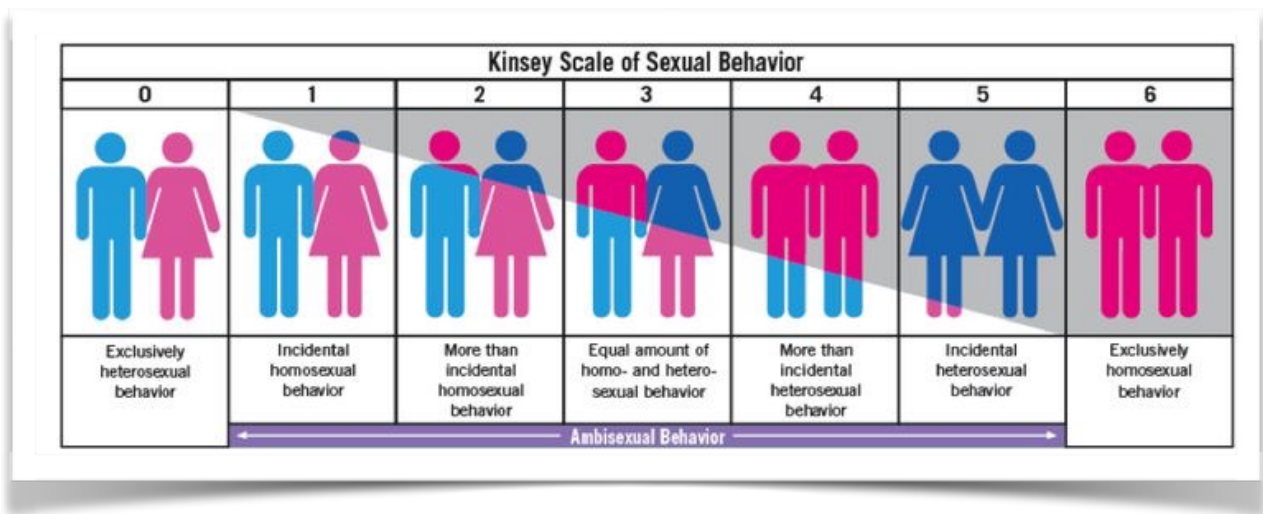
## Example: Political Spectrums

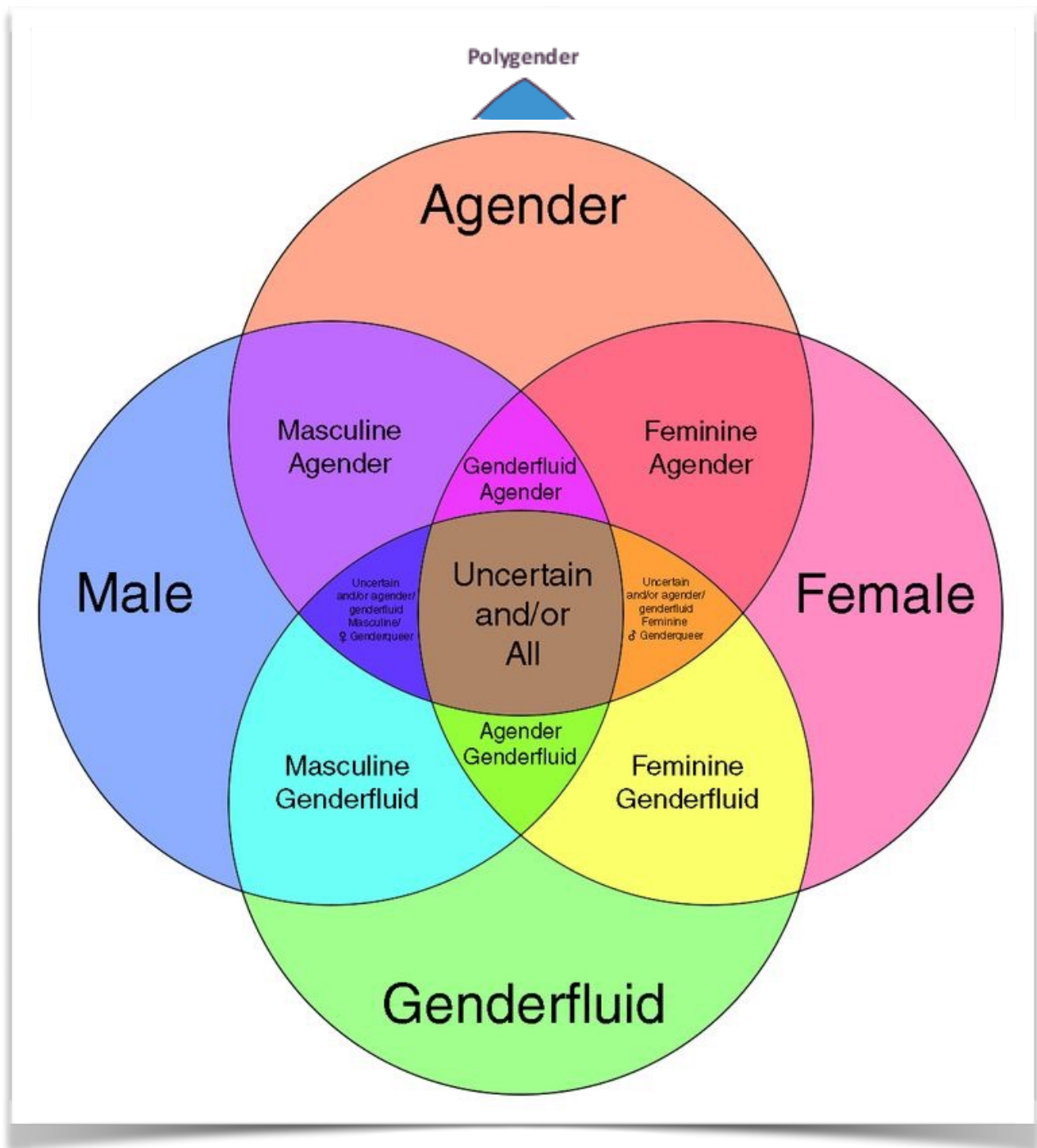
Look below at three different ways people visually represent and name political spectrums. Again, a useful map is something in which you should be able to find yourself. You should be able to point to it and say, “I am here.” The goal of the makers of these maps is to help people find out where they are and where others are.



## Example: Sexuality and Gender

On the next few pages you'll see a number of different maps of gender and sexuality. It's good to see how many ways there are of visually representing complex dynamics. Notice the some are very cut and dried and others are more complex. I share so many for gender and sexuality because, as human beings, this is something that affects us all. See if you can find yourself in all of them and see if there's a map amongst these that resonates the most with you.



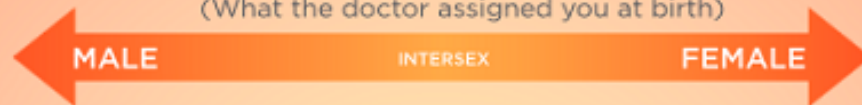


# THE SPECTRUM

Our sexuality and gender identity aren't set in stone. In fact, people's identities can be fluid. THE SPECTRUM can help you visualize how you feel at any given time. Mark how you identify today on each line, but don't feel limited – It's ok to mark something different tomorrow!

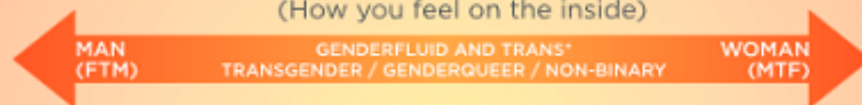
## BIOLOGICAL SEX

(What the doctor assigned you at birth)



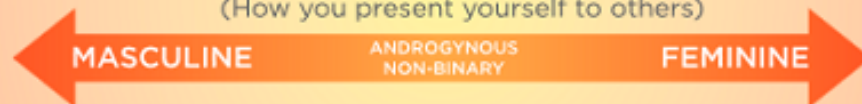
## GENDER IDENTITY

(How you feel on the inside)



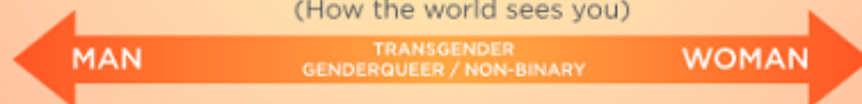
## GENDER EXPRESSION

(How you present yourself to others)



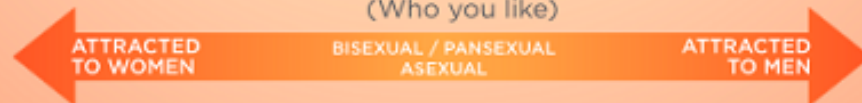
## GENDER PRESENTATION

(How the world sees you)



## SEXUAL ORIENTATION

(Who you like)

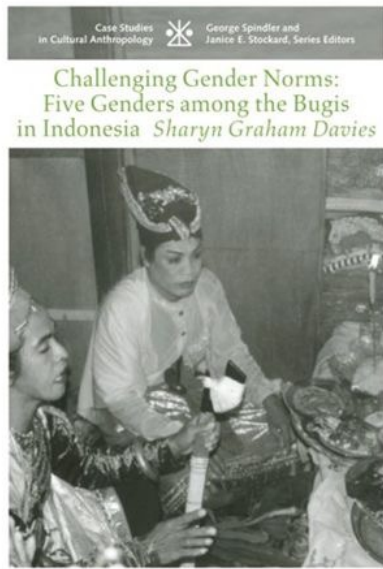


The Trevor Project is the leading national organization providing crisis intervention and suicide prevention services to lesbian, gay, bisexual, transgender, and questioning youth.

[TheTrevorProject.org](http://TheTrevorProject.org)

		Sexual orientation	
		androphilic attracted to males person's sex not specified	gynephilic attracted to females person's sex not specified
Person's sex	male sexual orientation not specified	homosexual androphilic male	heterosexual gynephilic male
	female sexual orientation not specified	heterosexual androphilic female	homosexual gynephilic female

## Gender in other cultures:



<http://www.youtube.com/watch?v=K9VmLJ3niVo>

Taboo - 3 mins

- Bugis people of Indonesian island of Sulawesi have 5 gender categories:
  1. Oroane (masculine male)
  2. Makkunrai (feminine female)
  3. Calalai (masculine female)
  4. Calalai (feminine male)
  5. Bissu (embodying qualities of both male and female)
- Calalai are anatomical males who adhere to responsibilities of women. They engage in homosexuality and dress as women, yet they don't follow all cultural suggestions

Core Masculine Traits	Core Feminine Traits
Sense of mission leading to freedom	The search for love and intimacy
Competitive	Compassionate
Living on the edge	Deep radiant beauty
Analytical	Emotional
Growth from challenge	Growth from support and praise
Definitive and decisive	Ambiguous, unpredictable



*“The more closely our maps or paradigms  
are aligned with these principles or  
natural laws, the more accurate and  
functional they will be.”*

— Stephen R. Covey





## Examples of *The Compass* in Point of View

You do your work in a particular way. Why?

What is it that you rely on when life throws you curve balls? This is what the compass is about.

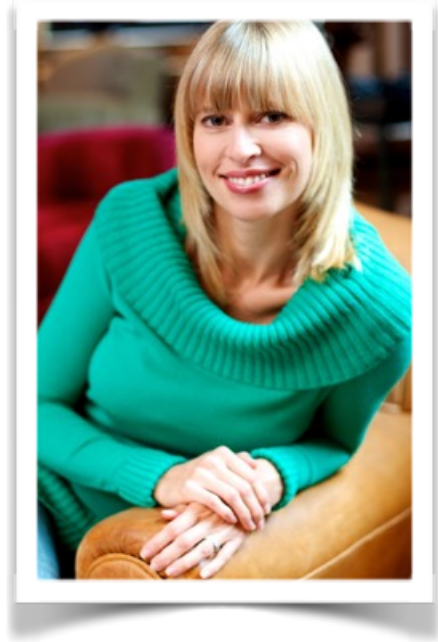
Your compass is where you talk about what's most important to you. It's where you boil down what you believe into bite-sized ideas.

In my workshops, I often tell people they could do a lot worse than articulating their Top Ten Principles. Of course, it's not always as easy as it looks.

In the following section, you'll read a number of examples of how different people have articulated their compass and you may find yourself remembering other examples that you've seen over the years. And you might find, even in reading the examples of others, that you are inspired with and shown what some of the elements of your own might be.

## Example: The Principles of Kind Business

These were written to articulate her term “kind business” by the good Carrie Klaassen of Pink Elephant Communications. Carrie runs an annual School of Kind Business and lives in Toronto, Ontario. [pinkelephantcommunications.com](http://pinkelephantcommunications.com)



\*

A kind business . . .

. . . IS, FIRST, AN EXPRESSION OF GENIUS.

And I mean genius in the late middle English sense, meaning “spirit attendant on a person.” Isn’t that beautiful? I believe we all come into this human experience with spirit attendant upon us, with Source/Nature/Mother/God/Love/Greater Power/Spirit-given gifts and that using those pure abilities in service to others is the essential foundation of kind business.

. . . SPREADS JOY.

A kind business aims to delight.

. . . IS FAIR.

A kind business prices its services fairly to its clients, to its greater industry, and to its owner (and the people who rely on that business owner).

. . . MAKES MONEY.

Because money is so good for buying birthday presents and stamps for love letters and flowers for grandmothers. It’s so good for paying team members and other service providers. And it’s really, really good for giving away. A kind business knows how to receive, and release.

. . . NURTURES HUMAN CONNECTION.

Through the shape of its services, through the wording of its emails, through the videos on its website and posters on its Facebook page, a business has a thousand opportunities to make its clients feel un-alone and welcome and wanted and understood.

. . . DOES GOOD, AND GREATER GOOD.

A kind business seeks to improve the lives of its clients, and the people who aren't its clients.

## Example: The Principles of Visionary Activism

Caroline Casey is one of the most brilliant, wild women I know. She's Joseph Campbell meets Timothy Leary meets Hunter S. Thompson and Ezra Pound meets nomad meets occult mystic meets anarchist punk meets elder. Read more about her at [coyotenetworknews.com](http://coyotenetworknews.com).

\*

Here are her core principles of visionary activism, which I love because they are so spacious and so challenging. These are principles that ask something big of us.



PRINCIPLE 0 (ZERO). Believe nothing, entertain possibilities. Therefore everything hereafter is offered playfully.

PRINCIPLE 1. Imagination lays the tracks for the Reality Train to follow.

PRINCIPLE 2. Better to create prophecy than to live prediction. What makes us passive is toxic. What makes us active is tonic. This is the difference between predictions, which make us passive, and prophecy, which is active co-creation with the divine.

PRINCIPLE 3. The invisible world would like to help, but spiritual etiquette requires that we ask. Help is always available (co-operators are standing by).

PRINCIPLE 4. The only way the gods know we're asking for help is [through] ritual.

PRINCIPLE 5. If something's a problem, make it bigger.

PRINCIPLE 6. We only possess the power of an insight when we give it expression.

PRINCIPLE 7. Creativity comes from the wedding of paradox. We aspire to be disciplined wild people who are radical traditionalists.

## Example: The 10 Principles of Erica Ross' Dance Our Way Home

Erica Ross is a woman that I wish all of the women in my life could meet. She's radiant, full of wonder for the beauty of life and is deeply loved in her Toronto community and abroad. For more go to [ericaross.com](http://ericaross.com).



\*

1. **Body is Our Teacher:** We live in and through our bodies. It is here where we contain and reveal our entire life experience. This is where we must listen, learn, feel and heal.
2. **Dance Heals and Wholes Us:** Our body's primary language is movement. Through the dance we find all parts of ourselves. We realize our wholeness.
3. **Loving Kindness Creates Safe Space:** Through loving kindness we soften our body, heart and mind to find a meeting place of non-judgment, acceptance and peace. There we can feel safe to just be.
4. **Self-Expression and Self-Worth are Birth Rights:** We are all precious and unique. It is our right to find and love who we are, and express our personal truth authentically.
5. **Acceptance of Self is the Way to Joy and Freedom:** When we accept all that we were, are and will be without judgment; where there is no right or wrong, good or bad; we are liberated.
6. **Embracing the Divine Feminine Within Creates Balance and Deeper Knowing:** It is time for us to remember and reclaim our original power and instincts as women. We have our own unique way. We just need to listen and respond with dignity and love.
7. **Radiance is Our Original State of Being:** We all were born with a spark of spirit, of life. This spark is called radiance, light, love and beauty. It is our task to shine!
8. **Letting Go and Relaxing are Keys to Magic-Making:** When we are in a state of peace and relaxation a shift of consciousness happens called magic.
9. **We are All Sacred and Interconnected with the Great Whole:** We are part of a great community called humanity, life, all that is, the universe. We each contain a seed of divine energy that unites us all.
10. **Possibilities are Limitless, Miracles Do Happen:** Anything is possible under the sun. Why not open ourselves to endless possibilities?

## Example: Christina Morassi on The Principle of Pleasure in Business

The following was written by Christina Morassi in an email to her list. In the email, she articulates her understanding of the way that pleasure is a reliable compass to follow in growing your business. [christinamorassi.com](http://christinamorassi.com)



\*

Hey there Tad,

So let's take this metaphor further . . . Because it's super interesting to look at your business like a person!

Take a moment and tune in . . . How do you feel about YOUR business?

Are you in love? Is it a contentious relationship?

Might you be treating your business like a one night stand?

If so . . . Please don't!

I see so many women entrepreneurs who like to niche-hop. They're trying a little bit of this, and a little bit of that . . . And every time you turn around, their messaging has changed into something new.

Know anyone like that?

I'm telling you, it all feels a little wham-bam-thank-you-ma'am! :)

And I personally don't believe this leads to being a PleasureCEO.

To me, the highest art is to go DEEP, excavate the ultimate integration of all of who you are, create something uniquely you, and commit to the mission that is yours, and only YOURS.

Could you imagine clicking into a business idea that blows you away, and that you've never seen before out there?

That's exactly what happened for my PleasureCEO Maven client, Lauren Dobey!

We did a 3-hour intensive last week, and the idea that came through was like nothing I've ever seen, and was truly divinely inspired. I'll let her tell you about it when she's ready . . . Because it may want some time to fully land. But let's just say it was exquisite, and quite the glorious evolution of her current business.

Here's how we got there! We created sacred space, got connected to her sex power + turn-on, followed the bread crumbs of all she loves to do, and surrendered to receive something great.

And Voila! The PleasureCEO's new operating system for business yielded us great results.

So today, I'm going to share the exact exercise that was a part of that experience to help you tap into your own Turn-On. I've had people tell me this activation is life-changing, so definitely check it out!

PLEASURE ACTIVATION: Tap Into Your Own Turn-On & Harvest it for Good.

You have the power to take responsibility for and ignite your OWN Turn-On, and then use it for good, including in your business!

- \* Put your attention on your genitals.
- \* Breathe in and out from this place in your body.
- \* Notice the sensations there as a way to keep learning the language of the body.
- \* Call to mind someone you have desire for, and an attraction to.
- \* Feel the Turn-On in your own genitals!
- \* On a scale of 1-10, how high is this Turn-On?
- \* Decide to amplify it, and dial it up like a stereo. Now where are you on a scale of 1-10?
- \* Notice you have the power to tap into your own Turn-On, and even make more of it.
- \* Then begin to harvest this Turn-On from your genitals, and breathe it up through your entire body.
- \* Keep savouring it, and revealing in it. This should continue to amplify it.



## Point of View

\* Lastly . . . Harness this potency and direct it toward an action step in your business to power it up!

What did you think? Fascinating, right? I love when a woman realizes she is in charge of her own Turn-On and that no one else is required. And then it's even more exciting to me when a woman realizes how to use this inherent power in business too.

So this is what we're up to in these PleasureCEO parts! Quite the different kind of business coaching, and I LOVE IT. :)

Thanks for joining me on this journey . . . And if you feel a pull to receive my support in creating that wild love affair with YOUR business, then let's talk. I've got a few more spots left to connect with folks about my 6-month PleasureCEO Maven program, and you can apply for one of them here: [ChristinaMorassi.com/TalkWithChristina](http://ChristinaMorassi.com/TalkWithChristina)

No more businesses like one night stands, My Loves! It's time to go the distance and create a wild love affair with your business instead.

Here's to Ecstatic Wealth for ALL,

Christina

## Example: Judy Wicks on the Principles of the Local Living Economies Movement



The following quote from Judy Wicks says it all. She's the founder and proprietress of the White Dog Cafe in Philadelphia. She co-founded the Business Alliance for Local Living Economies (BALLE), a network of business groups in North America that create living economies in their regions. For more info [bealocalist.org](http://bealocalist.org), [judywicks.com](http://judywicks.com)

\*

### **The Local Living Economies Movement is about:**

Maximizing relationships, not maximizing profits,  
Broad-based ownership and democracy, not concentrated wealth and power,  
Sharing, not hoarding,  
Life serving, not self-serving,  
Partnership, not domination,  
Cooperation based, not competition based,  
Win-win exchange, not win-lose exploitation,  
Creativity, not conformity,  
A living return, not the highest return,  
A living wage, not the minimum wage,  
A fair price, not the lowest price,  
"Being more, not having more,"  
Interconnectedness, not separation,  
Inclusion, not exclusiveness,  
Community and collective joy, not isolation and unhappiness,  
Cultural diversity, not monoculture,  
Bio-diversity, not mono-crops,  
Family farms, not factory farms,  
Slow food, not fast food,  
Our bucks, not Starbucks,  
Our mart, not Wal-Mart,  
a Love of life, not love of money."

## Example: Racheal Cook

By Racheal Cook, [rachealcook.com](http://rachealcook.com)

I like this email because it has a clear point of view. It says that “working one on one with people is your fastest path to cash.” That’s a core principle that will guide Racheal’s work with people. I have other colleagues who would argue that live events are the way, or online events, or public speaking etc. Those are different points of view. They are all True North on their compass of guidance based on a particular map of the market place.



### Why Working 1 x 1 is Your Fastest Path To Cash

RachealCook.com

Today I'm diving into my go-to strategy for the fastest path to cash in your biz... but first, let's travel back to December 2010.

My twins were about to turn 1 and I was finally feeling ready to come back to my original business The Yogipreneur after almost a year of away from the biz.

That's right – a year of no blogging, no social media, no emails.

And after living on savings and my hubby's teacher salary (and you KNOW that isn't much), funds were running out. My two long term clients were wrapping up. I needed to relaunch my business... but when you're bank account is dwindling to a few hundred bucks and rent is coming due, you just don't have time for complicated strategies that ultimately could take months to implement and see results.

*I needed to make \$2500 THAT MONTH (yep – I remember EXACTLY how much I needed to keep a roof over my babies heads and food in their little bellies!).*

So I spent a couple of hours mapping out a game plan, then the next few days taking action and implementing like crazy.

The result? Two weeks later I had filled my private mentorship program with a handful of new clients, billed over \$10,000 in new revenue, and gave my business the runway it needed for me to ramp up over the next few months.

[This week, I'm kicking off a brand new blog series to help you get clients \(and much needed revenue\) in the door. Read the first post, right here.](#)

To your success!

Racheal

## Example: Midwifery for the Soul

My dear friend Jennifer Summerfeldt has worked as a doula and attended dozens of births. She began to see that the process of giving birth was very similar to the process of personal growth and so pulled out the core principles that she saw that they shared that could help healers better support their clients in their unfolding. What follows are her words. [womenfreebirth.wordpress.com](http://womenfreebirth.wordpress.com)



\*

A Midwife of the soul knows the terrain of inner chaos, pain, and triumph. She too has traversed those desert lands and has found her way through. She trusts in this process and holds space for others to find this inner strength, courage, and determination to birth the Self anew.

### Spiritual Guidelines for “Midwife for the Soul”

- Be careful not to induce a “spiritual labour” process
- Meet people where they are at, not where you are at
- Learn to manage your energy
- Follow your instincts, know your hidden agendas
- Know the difference between ideas vs. ideologies
- Follow the labor
- Create heart connections, not just mind and body
- Know your rank, the sum total of your privileges
- Know your power and use it wisely
- As you live you midwife, as you midwife you live
- Trust the process, without a doubt
- Offer TEA (time, energy, and attention)
- Be able to work from the centre, and from the edge
- Be impeccable with your word
- Learn how to navigate altered states without fear
- Be the witness, not the watcher
- Sit in the fire of transformation (radical heart centered living and conflict resolution)
- Do not disturb the immediate postpartum
- Practice the Tao of Midwifery

## Example: 12 Principles of Permaculture by David Holmgren

David Holmgren is best known as the co-originator with Bill Mollison of the permaculture concept following the publication of Permaculture One in 1978. His passion about the philosophical and conceptual foundations for sustainability which are highlighted in his book, Permaculture: Principles and Pathways Beyond Sustainability inspired the permacultureprinciples.com website where you can learn more about permaculture and sustainable living. For info on Permaculture: [permacultureprinciples.com](http://permacultureprinciples.com)



Permaculture is an approach to designing human settlements and perennial agricultural systems that mimics the relationships found in natural ecologies. It was first developed practically by Austrian farmer Sepp Holzer on his own farm in the early 1960s and then theoretically developed by Australians Bill Mollison and David Holmgren and their associates during the 1970s in a series of publications.

– Info sourced from wikipedia.org

Central to permaculture are the three ethics: care for the earth, care for people, and fair share. They form the foundation for permaculture design and are also found in most traditional societies.

\*

### Here are the 12 principles of permaculture as described by David Holmgren.

1. Observe and Interact – “Beauty is in the mind of the beholder”: By taking the time to engage with nature we can design solutions that suit our particular situation.
2. Catch and Store Energy – “Make hay while the sun shines”: By developing systems that collect resources when they are abundant, we can use them in times of need.
3. Obtain a yield – “You can’t work on an empty stomach”: Ensure that you are getting truly useful rewards as part of the working you are doing.

4. Apply Self Regulation and Accept Feedback – “The sins of the fathers are visited on the children of the seventh generation”: We need to discourage inappropriate activity to ensure that systems can continue to function well. Negative feedback is often slow to emerge.
5. Use and Value Renewable Resources and Services – “Let nature take its course”: Make the best use of nature’s abundance to reduce our consumptive behavior and dependence on non-renewable resources.
6. Produce No Waste – “Waste not, want not” or “A stitch in time saves nine”: By valuing and making use of all the resources that are available to us, nothing goes to waste.
7. Design From Patterns to Details – “Can’t see the forest for the trees”: By stepping back, we can observe patterns in nature and society. These can form the backbone of our designs, with the details filled in as we go.
8. Integrate Rather Than Segregate – “Many hands make light work”: By putting the right things in the right place, relationships develop between those things and they work together to support each other.
9. Use Small and Slow Solutions – “Slow and steady wins the race,” or “The bigger they are, the harder they fall”: Small and slow systems are easier to maintain than big ones, making better use of local resources and produce more sustainable outcomes.
10. Use and Value Diversity – “Don’t put all your eggs in one basket”: Diversity reduces vulnerability to a variety of threats and takes advantage of the unique nature of the environment in which it resides.
11. Use Edges and Value the Marginal – “Don’t think you are on the right track just because it’s a well-beaten path”: The interface between things is where the most interesting events take place. These are often the most valuable, diverse and productive elements in the system.
12. Creatively Use and Respond to Change – “Vision is not seeing things as they are but as they will be”: We can have a positive impact on inevitable change by carefully observing and then intervening at the right time.

# Example: Five Premises for Living from Non Violent Communication

Years ago, I read a book on Non Violent Communication. I can't remember the book or the author but I made a note of the five core premises the author laid out which were the foundation upon which she felt NVC was built. When I used to lead NVC workshops, I would begin with having people get into small groups to discuss these. If people deeply disagreed with these premises then the workshop likely wasn't going to be a fit for them. If I could do those workshops over, I would have put these premises on the sales page and asked people to read them first before they signed up. Your principles can act as filters.

\*

**PREMISE #1: We are all natural givers.**

- We each have a lot to give.
- We enjoy giving when we do it willingly. In fact, there may be nothing more fulfilling to human beings than giving to others. Enriching the lives of others is the most satisfying motivation for our actions.

**PREMISE #2: We can give and receive to meet the most needs for everyone.**

- Needs are universal and identifiable. All humans have the same needs.
- We are happier and healthier to the extent that our needs are met.
- Our needs are independent of specific people.
- We are always trying to meet our needs.
- Feelings are helpful messengers of met and unmet needs.
- Identifying our needs is empowering.

**PREMISE #3: To meet needs, we can become more conscious about how we think, listen, talk and act.**

- We are agents of choice.
- There are many ways to meet needs.
- We can choose how we act, focus, listen and talk.
- We can't control our feelings, or our thoughts, but we can respond to them in life-affirming ways.

**PREMISE #4: We can continually learn new ways to meet needs.**

- We can refine strategies to meet needs.
- We can celebrate when strategies work.
- We can learn from strategies that don't work.

**PREMISE #5: By focusing on needs we can prevent, reduce, and resolve conflicts.**

- Needs are never in conflict.
- Conflicts occur when we think there is only one way or one person to meet a need, or a strategy chosen to meet a need means that some other important needs will not get met.
- For the most fun, we can find ways to meet everyone's needs.

## Example: Commitments and Assumptions for Community

Community isn't always easy. Sometimes we get prickly with each other and rub against each other in painful ways. It can be good to have support in getting through those moments. One of the most inspiring people I've ever met is Jean Robertson. She radiates a sense of continual curiosity about life. Where others would bring judgment, she would bring an open-eyed interest in how things came to happen the way they did. I've never met anyone who "tinkered" with community quite the way that she has. This text is some of her reflections from the process so far. Sadly, this gem of a woman doesn't have a working website anymore.



\*

### ASSUMPTIONS

1. Everything you know and everything everyone knows is only a model in our heads of how things are.
2. We are co-creating an unknown together; no one is in control of what happens.
3. Not knowing is a necessary and creative state.
4. What we each think and do matters to the whole world.
5. No one is wrong, nothing is wrong, no one is to blame for anything.
6. We can trust ourselves and what we most deeply want.
7. Everyone wants closeness with others and autonomy, and these are compatible.
8. Being fundamentally happy is a worthwhile and attainable goal.

### COMMITMENTS

1. I commit to seeing absolutely everything that happens as part of a learning process.
2. I commit to speaking self-responsibly, and speaking only out of and about my personal experience.
3. I commit to listening non-judgmentally to myself and everyone else.
4. I commit to giving no praise, blame, or apologies, and searching for another response (appreciating and acknowledging).
5. I commit to welcoming differences and conflict as part of the process.
6. I commit that, when someone expresses a concern to me, rather than being defensive, I choose to be curious about what they are thinking and feeling and needing, and curious about how to create a win-win situation.



## Example: Lynn Serafinn's 7 Graces of Marketing



My friend and colleague Lynn Serafinn published her book *The 7 Graces of Marketing: how to heal humanity and the planet by changing the way we sell*, which reminds us that marketing can be either a thing of beauty or a source of our collective discontent. It reminds us that the choice is not “Do I market or do I keep my integrity?” But rather, “How can I make my marketing more gracious and graceful every day? How can my own marketing be a part of the healing of the world?” Lynn paints it out so clearly – for each virtue, there is a toxic mimic (twice the calories and none of the nutrition) . . . Marketing shouldn’t feel like we’re holding our breath just waiting to be discovered as frauds. It should feel like easy breathing. [lynnserafinn.com](http://lynnserafinn.com)

\*

### Grace #1: Connection

This is the “antidote” to the “Deadly Sin of Disconnection.” Connection is at the foundation of everything in life – Connection to Self, Source, others, our businesses, and our audience – determine how effectively and authentically we communicate and conduct our lives.

When business owners are disconnected from Self, their businesses cannot be genuine representations of who they are. And the problem is, as businesses get bigger and bigger, that Connection becomes increasingly difficult to maintain. When business owners are not connected to Source and others, it opens the door to exploitation of both natural resources and people. Connection is the first of the 7 Graces, because without it the other Graces cannot manifest.

### Grace #2: Inspiration

This is the “antidote” to the “Deadly Sin of Persuasion.” The literal meaning of the word “Inspiration” means “to breathe life into.” As business owners, we have a choice to be “life-giving” to our audience or “life-robbing.”

Persuasion, wherein we will do anything and everything to make a sale/profit, is life robbing. As business owners, it is our responsibility to “feed” society, and thus ensure not only that our products and services are life-giving, but also that our communications (marketing) is life-giving.

For marketing to be filled with the “Grace of Inspiration,” it should never incite fear, anxiety or feelings of inadequacy.

### **Grace #3: Invitation**

This is the “antidote” to the “Deadly Sin of Invasion.” Nearly every form of marketing we see today is invasive. Our attention span is continually interrupted, whether it is through television/radio adverts, pop up messages, uninvited email adverts, cold-calling or billboards. As business owners and marketers, we need to bring back the “Grace of Invitation” into our communications.

This means that when visitors come into our “space” (our website, our office/shop), we treat them like respected guests, offering them hospitality and generosity. Conversely, when we come into our customers’ space (as when we send out emails), we must do so with courtesy and care, ensuring we never become the dreaded “houseguest from hell.”

### **Grace #4: Directness**

This is the “antidote” to the “Deadly Sin of Distraction.” So much modern advertising depends upon Distraction to seize and maintain our attention. Nearly every advert you see will utilize random brand identity triggers and humour to get us to pay attention.

What is wrong with this is that people end up buying products simply because they remember the advert, and not necessarily because they have been given direct, clear information about the product or service. Directness is simple: we marketers need to get back to “telling it like it is” instead of hyping up our businesses.

The public needs to be informed and empowered. The Grace of Directness allows that to happen.

### **Grace #5: Transparency**

This is the “antidote” to the “Deadly Sin of Deception.” Deception in marketing is rife, but is sometimes extremely subtle. In the book, I give many examples of how language and imagery are often used in a deceptive way in marketing, where technically (and legally) the message is “true,” but the unconscious message we perceive is untrue.

Transparency literally means “to shine light through.” When we are Transparent in marketing and in life, we are not merely being honest, but we are also allowing the true intention behind our thoughts, words and deeds to be seen and heard clearly. When we walk in Transparency, both in business and in life, we are walking in the Essence of who we really are.

## **Grace #6: Abundance**

This is the “antidote” to the “Deadly Sin of Scarcity.”

The chapter on Scarcity in the book is one of the biggest, because it’s simply such a massive topic. Scarcity marketing is all around us, and it appears in so many forms, from limited-time offers to the various kinds of “obsolescence” used to incite us to buy beyond our needs or means.

Abundance, on the other hand, is the fundamental belief that there is enough for all – when we are living in rhythm with the planet. It is our natural state of being. If we operate our business from the fundamental belief in lack or Scarcity, we will always bring Scarcity strategies into our marketing.

The irony is that Scarcity begets Scarcity.

In other words, if we operate from a Scarcity mentality, we are likely to create the very Scarcity we most fear because the end result will be overconsumption. Overconsumption is destroying both our economy and the ecological balance of our natural world. But if we operate from a fundamental belief in Abundance, we will not bring such fear and anxiety into our marketing, and overconsumption will be a thing of the past.

## **Grace #7: Collaboration**

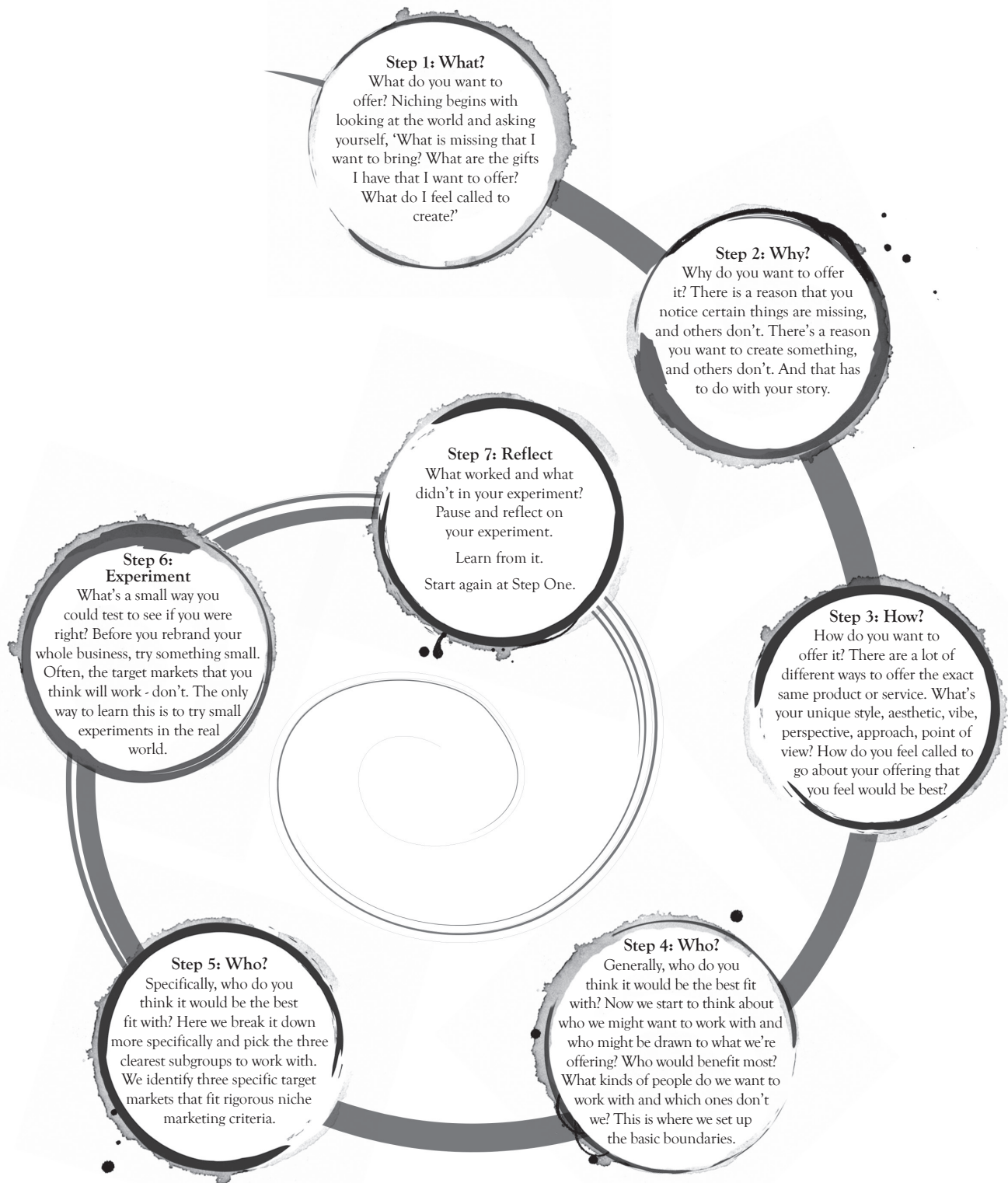
This is the “antidote” to the “Deadly Sin of Competition.” Many people have the false notion that competition is necessary to create healthy economies and stronger societies.

But this is largely a myth and has no foundation in Nature whatsoever. While I believe in “free enterprise,” this is not the same thing as Competition. In the book, I cite many studies that have proved how Competition diminishes creativity and innovation. When we conduct our businesses or our lives with a competitive mindset, we not only reduce our own performance, but we also reduce the support we receive from others.

On the other hand, Collaboration always results in something greater than the sum of its parts. Every single marketing campaign I have produced is based upon Collaboration. The permaculture of the world is actually one giant, interdependent Collaboration.

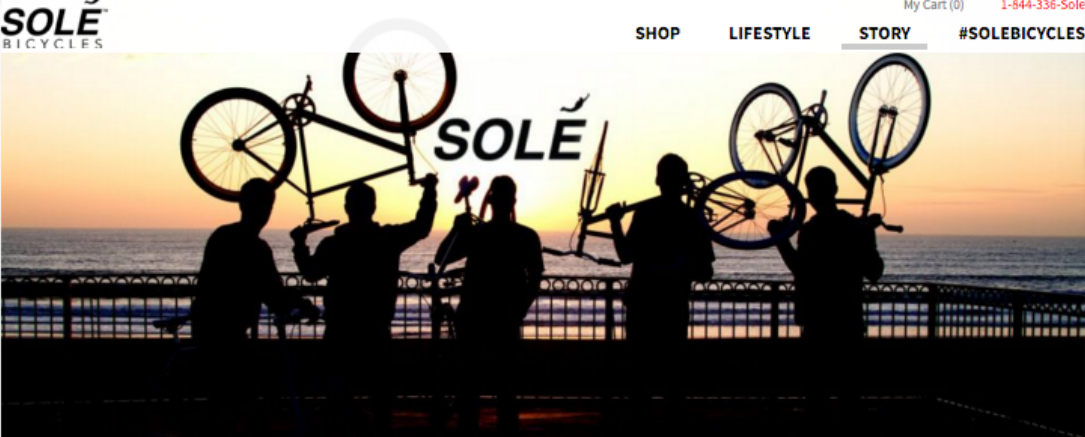
We’ve been brought up in a competitive world, but the more connected we become via technologies like social media, the more we see that Collaboration is the way we perform best.

## The Seven Steps of the Artist Spiral



## Example: Sole Bike

Check out the clear and strong point of view in that third paragraph of Sole Bike's story page: "Like Slim always told us — it's not where you're going, it's how you get there. We couldn't agree more. We believe your bicycle should be an extension of your life. Your bicycle should be live music, it should be art, it should be epic, it should be dawn patrol and late night adventures. Solé bicycles are you, they're your mobile canvas, and oh yeah, they'll get you there, too."



**SOLE**  
BICYCLES

My Cart (0) 1-844-336-Sole

SHOP LIFESTYLE **STORY** #SOLEBICYCLES

### THE SOLÉ STORY

Why settle for something you don't love? Chances are your current bicycle is nothing more than mere transportation...

Solé exists to change that.

Like Slim always told us — it's not where you're going, it's how you get there. We couldn't agree more. We believe your bicycle should be an extension of your life. Your bicycle should be live music, it should be art, it should be epic, it should be dawn patrol and late night adventures. Solé bicycles are you, they're your mobile canvas, and oh yeah, they'll get you there, too.

Solé Bicycle Company was founded in 2009 by a group of friends who were fed up with the state of bicycles. With a shared determination and vision, we set out to introduce high performance, stylish and affordable bicycles to the planet.

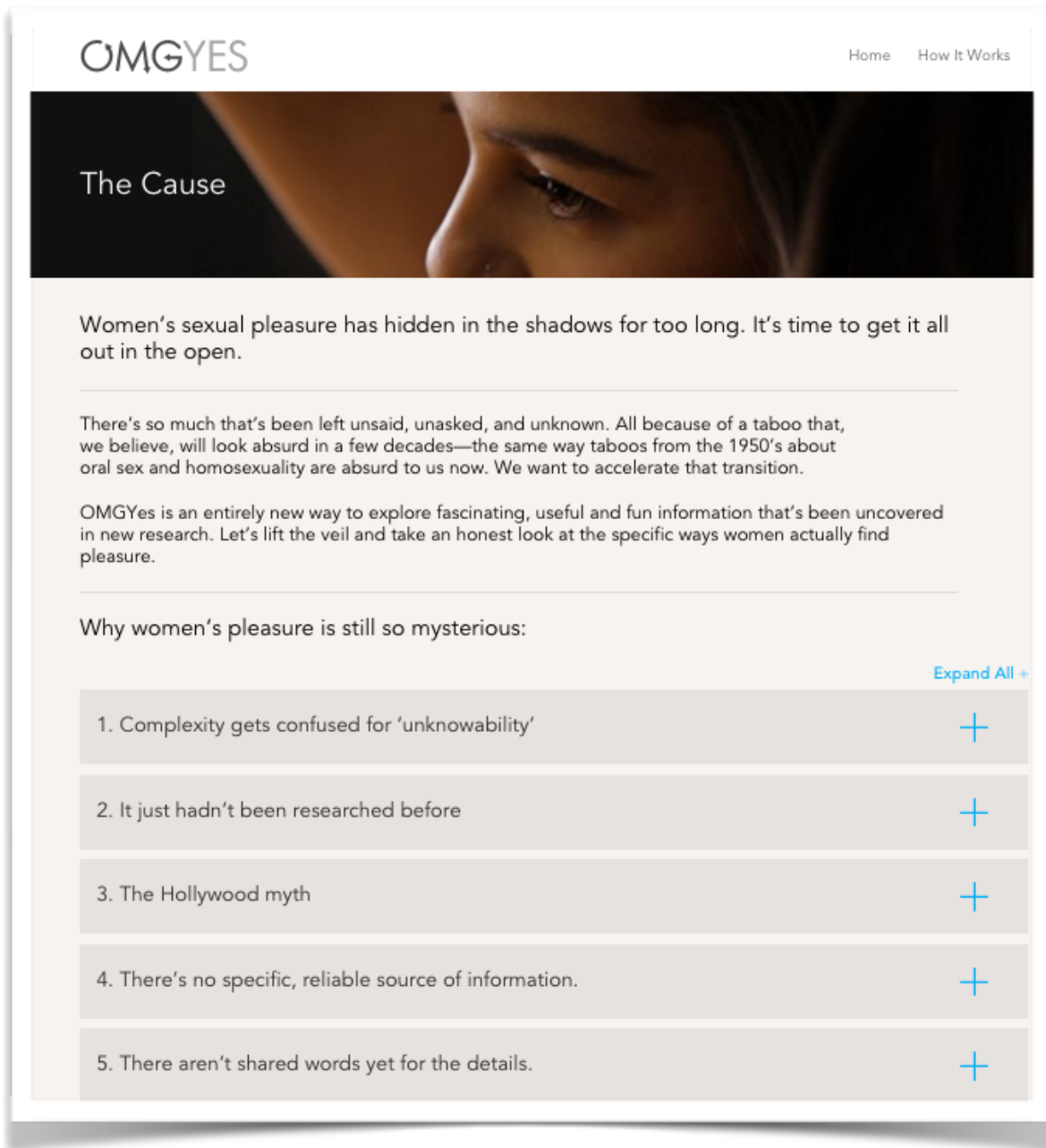
Fast forward six years and we're still doing what we love — putting our passion for design, simplicity and community into every bicycle we create and working day and night at our Venice, Calif. headquarters to make you fall in love with your daily commute.

Whether cruising from the office to the beach, the coffee shop to campus, or just taking a lazy Saturday ride with friends, your bicycle is a vital accessory. At Solé, we want to share the blissful experience of riding a high-performance bicycle that leaves you with enough cash left in your pocket for your next adventure. On a Solé, you're set.

That's our story, time for you to create yours.

## Example: OMGYes.com

The “About” page of [OMGYes.com](http://OMGYes.com) is so rich with directly stated and implied points of view. “Women’s sexual pleasure has hidden in the shadows for too long.” Boom. There’s a point of view about openness, honesty, curiosity, pleasure and evidence-based research here.



## Example: Secrets of The Millionaire Mind

I had to include at least *one* example here of something I strongly *disagree* with. In his book *Secrets of The Millionaire Mind*, T. Harv Ecker lays out his core premises on why some people get wealthy and some people don't. These are the assumptions that guide his work. The Myth/Truths angle is another way you can articulate your compass.

\*

MYTH #1: Rich people believe "I create my life." Poor people believe, "Life happens to me."

MYTH #2: Rich people play the money game to win. Poor people play the money game to not lose.

MYTH #3: Rich people are committed to being rich. Poor people want to be rich.

MYTH #4: Rich people think big. Poor people think small.

MYTH #5: Rich people focus on opportunities. Poor people focus on obstacles.

MYTH #6: Rich people admire other rich and successful people. Poor people resent rich and successful people.

MYTH #7: Rich people associate with positive, successful people. Poor people associate with negative or unsuccessful people.

MYTH #8: Rich people are willing to promote themselves and their value. Poor people think negatively about selling and promotion.

MYTH #9: Rich people are bigger than their problems. Poor people are smaller than their problems.

MYTH #10: Rich people choose to get paid based on results. Poor people choose to get paid based on time.

MYTH #11: Rich people constantly learn and grow. Poor people think they already know.

MYTH #12: Rich people know that money is just energy. Poor people think it's paper and coins.



## Example: From Invisible to Invincible: A Manifesto for Professional Women

What I love about this example is that the journey is so clear. It's the journey from invisible to invincible for women. And then she lays out her big ten ideas on how to make that journey. You might agree. You might not. But she's very clear and candid about how she sees things. [soniammiller.com](http://soniammiller.com)



\*

American women today represent more than half of the workforce in management, professional and related occupations. Despite the fact that we collectively hold more power than any time in history, many of us feel invisible – unseen and unsatisfied.

The emotional dissonance of this paradox – that we ARE visibly powerful, yet FEEL hidden and that our fullest potential remains unexpressed – is the place we need to investigate if we want to tap our full power potential and create change in our unique spheres of influence.

Addressing this paradox gives us an opportunity to learn and embrace a new truth: we can never fix the outer world enough to change our inner-world. Each woman who integrates this new truth, sets off a chain reaction of healing across our planet.

The principles below have guided me on my path from invisible to invincible. If they resonate for you, we're probably a good fit to work together.

### **1. Pay special attention to your discontent.**

Whether with yourself, your relationships or your work, your dissatisfaction is the door to your untapped power. Every goal you've ever had is an attempt to solve discontent. Yet there's only been one reason for your goals – ever. You were chasing a feeling that you thought that goal realized would provide. When you observe that the achievement of your goals has rarely provided any lasting satisfaction, you become open to discovering where your fulfillment truly lies. That feeling you've been chasing is your power. And your power can never be found in external achievement. It can only be found within.



**2. Understand that if you feel invisible it means that at some point you agreed to hide.**

The problem with feeling invisible is that you likely think another person has to see you in order to feel visible. This thinking, in turn, gives the other person all the power and you none. When you realize that you can only be invisible if you agree to it, then you can begin to reclaim your power to be seen.

**3. Turn your relationships over to their rightful owner: your society.**

They do not belong to you. Your relationships are your legacy and the footprint you leave on the world. Everything about how you live your life impacts every relationship you have. And each human being you encounter then goes out into the world influenced by you in one of three ways: they are empowered, they are hurt, or they are cheated of the difference you could have made. One of the casualties of feeling invisible is that you get fooled into thinking you don't matter. But you matter more than you can ever know.

**4. Nurture your feminine soul at work.**

The American workplace is starved for it and doesn't even know it. Our foremothers sacrificed much to forge a path of visibility. They staked their claim to equal rights and opportunities in male-dominated arenas, and leaned upon a male power model. This was the only visible and valid framework at the time. Unfortunately, that model has cultivated an entire population of women with highly developed masculine sides (and conversely, malnourished feminine sides). Our work environments reflect the same. There's a female power model that's yet to be fully revealed at both individual and institutional levels. As we embrace our curiosity and reveal this new framework, balance between the sexes will return and a new kind of partnership will generate new opportunities.

**5. Accept that you're a leader.**

You are whether you like it or not. Leadership doesn't require an official role or title. Leadership is about knowing that you do indeed matter and have an impact on those you touch everyday. Even – and especially – as you lead your own life. To believe you don't make a difference is the same as consciously choosing not to own your power. As you become willing to truly see how you affect (e.g. lead) the people in your orbit, you become more and more visible to yourself and the world.

**6. Be a woman who champions other women.**

The world can only be saved if we stand together. For this to happen we must heal the places we have hurt each other. While our power as leaders comes from a willingness to visibly stand for what we believe in, our strength as leaders comes from knowing we are supported by each other. When other women hurt or betray us, it can feel close to impossible to extend the olive branch of forgiveness. Yet a higher purpose – one that serves the wider community – can motivate us to rise

to the occasion. Remembering the needs of the world can eliminate the illusion that we have the option to hold grudges.

**7. Open your arms and hearts beyond the comfort zones of your cliques.**

Culture, religion, race, socio-economics, sexual orientation and gender identity can act as lines of division. We come together one woman at a time – one smile, one hello, one handshake, one moment of open-hearted curiosity at a time. Each woman has the power to tip the dominos of positive change wherever she goes.

**8. See past gender stigmas.**

Masculine and feminine qualities are not sex or gender specific. Embrace the full spectrum of these qualities as valuable and essential to experiencing and expressing your untapped power. The fight for equality produced distortions that cause women and men to judge, blame, and reject valuable aspects of themselves. Whether rooted in the metaphysical framework of the yin-yang symbol or the study of hunters and gatherers, understanding polarities and celebrating the full-spectrum of human expression helps us to contribute to our fullest potential.

**9. Cultivate productive relationships with men.**

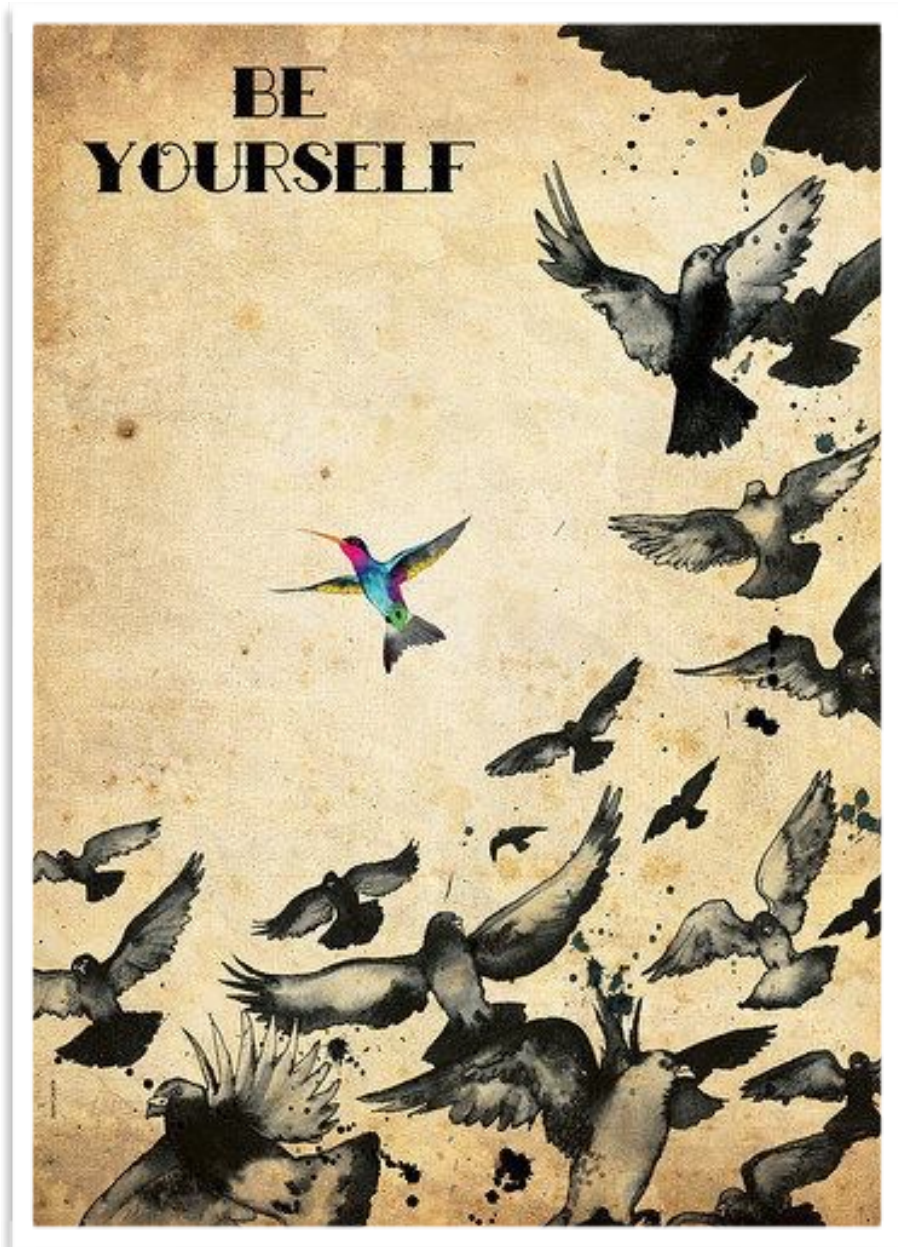
Collaborative partnerships are essential to our future in every way. In our pursuit of equal rights and opportunities, we tend to see men as the ‘haves’ and women as the ‘have-nots’. Whether or not we dare admit it, this simplistic view fuels an adversarial dynamic between men and women. By definition, in an adversarial relationship, the best we could ever hope for would be a win-lose scenario. If, however, half the planetary population loses, everyone loses. While inequality still exists in certain arenas, we have outgrown our original strategy for progress. It’s time to shift from fighting for our rights to standing for the common good. Our strength as women is rooted in our passion for relationships.

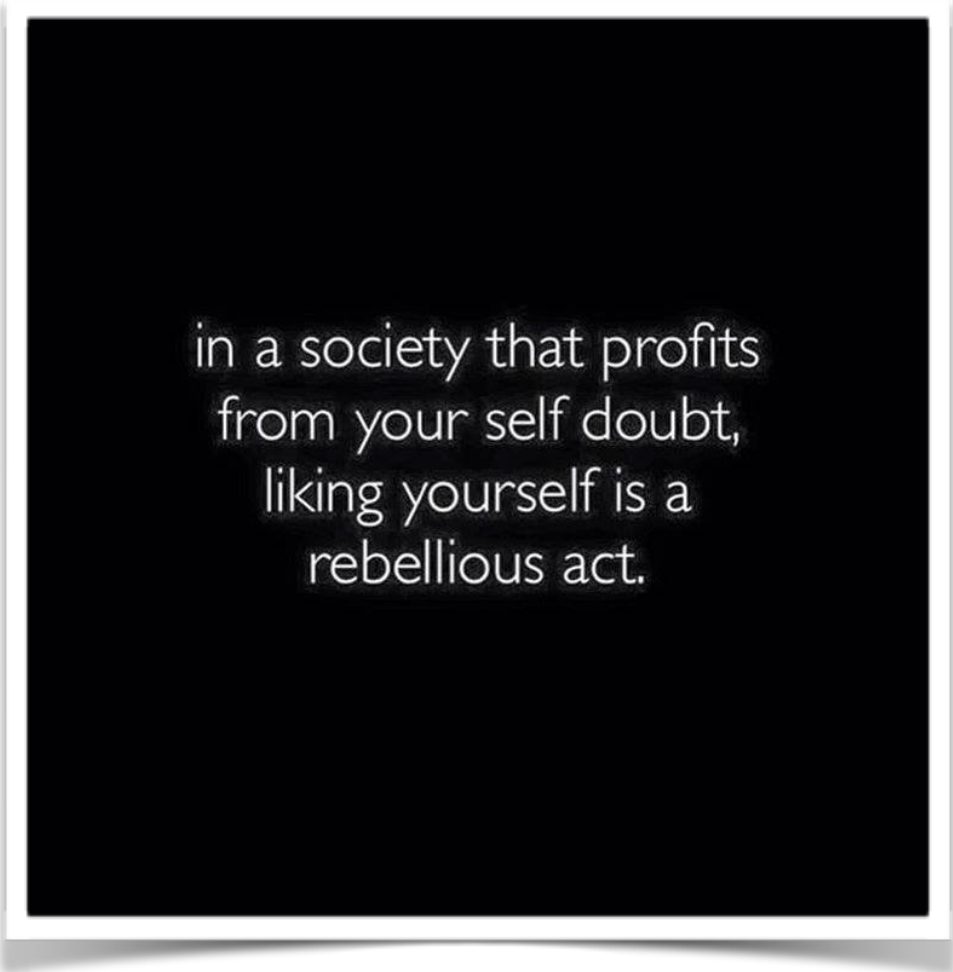
**10. Understand pain and fear as a non-negotiable call for courage.**

The root of all invisibility is fear. We need not look far to find evidence that taking a stand and being seen can be a threatening proposition. Once we understand our part in agreeing to hide, we face our next invisibility hurdle: dealing with the fear of being seen. This fear – if we give into it – makes us part of the problem, not the solution. As long as we dare to own our power, fear will be a recurring visitor. As we accept fear, and transform our relationship to it, we come home to our invincibility.

The desire for a better life and a better world is universal. What is unique, however, is what we do with this desire. Many of us have directed this yearning to produce practical and impressive outcomes. But outer world strategies can only take us so far. While we have achieved great things, unfulfilled potential gnaws at us. And a persistent inner voice whispers, “You know you’re bigger

than this.” My inner whisper became so strong that it summoned an external voice I could not ignore. It came as the voice of the Dalai Lama. “The world will be saved by the Western Woman.” His words pulled me out of hiding. If you’re ready to join me, please comment below.





in a society that profits  
from your self doubt,  
liking yourself is a  
rebellious act.

Quote by Caroline Caldwell [dirt-worship.com](http://dirt-worship.com)



## Examples of *Route* in Point of View

## Point of View

*“Absorb what is useful, discard what is not,  
add what is uniquely your own.”*

— Bruce Lee

The route is where your map comes alive.

When you lay out your map, there's no particular opinion being expressed.

The principles begin to suggest an opinion but don't state it overtly. The principles are what your suggested approach and protocols are based on. But your route? This is where you explicitly lay out your most considered and best approach to moving through the territory you've done your best to represent with your map.

You are about to read a number of real-world examples of the step-by-step processes people have come up with. I hope they inspire you to articulate your own and to see what one might look like properly laid out.

You will see how, visually, a process can be represented in many different ways. It can be a staircase, a spiral, a circle or just a series of clearly laid out steps.

When you are able to articulate this, your clients will feel an incredible relief to have some sort of loose plan to hold onto.

Having a clearly laid out route gives your client's journey a loose framework. It allows them to relax and imagine the journey. It allows them to mentally prepare and, crucially, it gives them at least a rough, ongoing sense of where they are in the journey for those days when they're getting discouraged.

## Example: The Niching Spiral

On the following page you'll see a more in depth explanation of what I see as the steps my people (conscious service providers) need to go through and in what order to find their niche.

Of course I know that it won't always be these seven in this order, but having this laid out gives a rough framework and game-plan.

I've shaped it as a spiral because I've seen that most people approach niching in a linear way.

If you're a marketing coach and you see niching as a linear point A to point B model then, if one of your clients changes their mind that point B is not the niche for them, there's nowhere to go but back to point A. In other words, back to the beginning. Back where you started. Stated another way, you've got to start from scratch with a blank slate. In a linear model, there's no sense that what might really be happening is that the niche isn't being ditched — it's being refined. That it's not starting over, it's spiralling in.

So, you can hear the compass at work through the assumptions in the above paragraph.

My book *The Niching Nest* dedicates its first one hundred fifty or so pages to exploring the kinds of ideas you would find in a compass. The first section is dedicated to unpacking and articulating the core assumptions, premises and principles that I've found make it easiest for people to find their niche. And I've been told those ideas make a big difference. But ideas don't necessarily tell people where to begin.

This is what your route does. It tells people, "Start with this and then move onto that."





## Example: Nancy Juetten

One of the big questions when you're mapping out your process is to ask yourself, "How will I visually represent this?" For example, I chose the spiral shape for my work with niching vs. a linear or cyclical shape. In this case, Nancy has chosen a sort of staircase image where you start at the bottom and climb to the top, which is likely a fine visual given that this is how it must feel to many of her clients. [byebyeboringbio.com](http://byebyeboringbio.com)

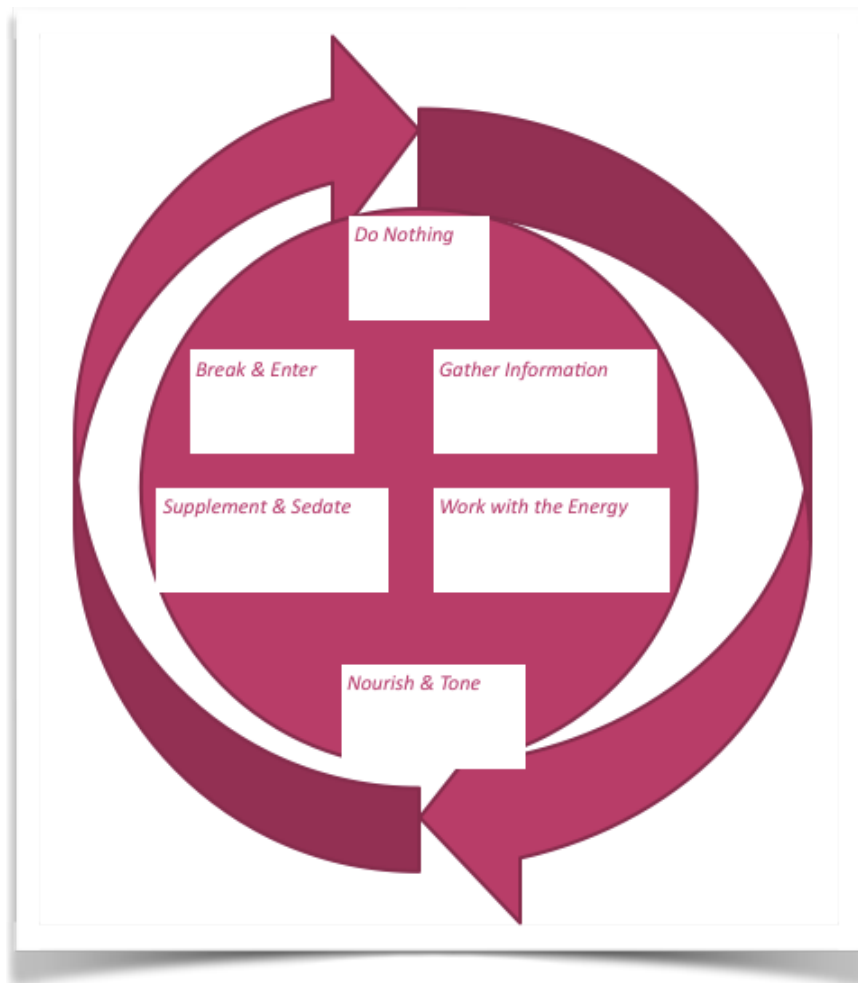




## Example: Jennifer Summerfeldt

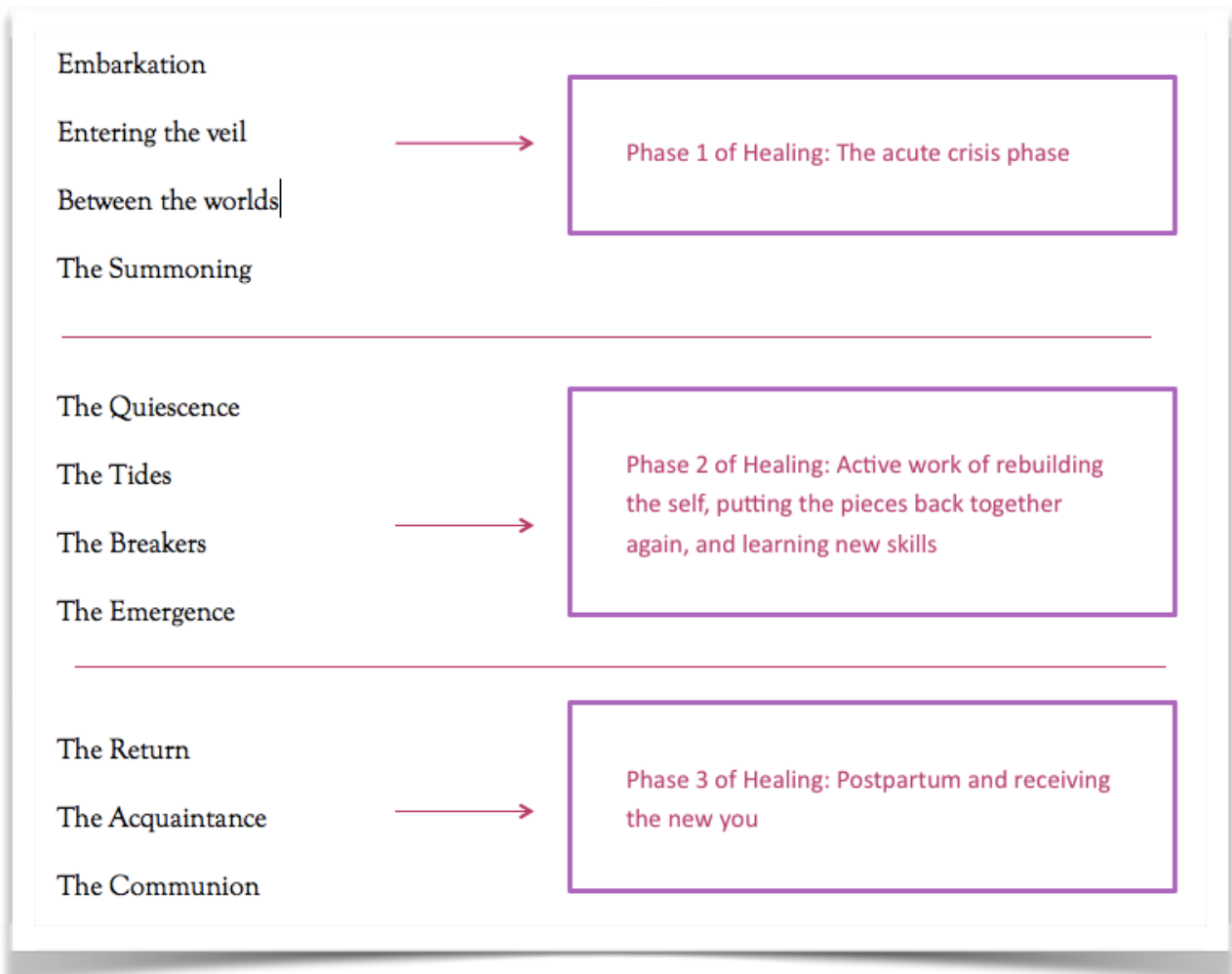
Here Jennifer draws her map, visually representing it as a cycle that goes around and around.

Adapted from Susan Weed, the Wise Women Way is a powerful tool to use when dealing with crisis, or turbulent, situations. Often in birth environments something will present itself that feels out of control or chaotic. One of the greatest teachings I received from witnessing birth is the knowledge that: There is time. Too often we want to jump in and make an emergency out of the chaos. We, as caregivers, believe that we are needed to manage and take charge of the situation unfolding. The wise women way teaches you that there is always time and in that, how to slow down the process.



## Holistic Stages of Labor and Healing

Jennifer takes it further here by breaking it all down into three stages. This is a bit of a mix between description and prescription or map and process. It's saying, "In a healthy birth or healing process, this is what you would see." and "Here are the stages of a healthy birth or healing process we can guide people back towards."

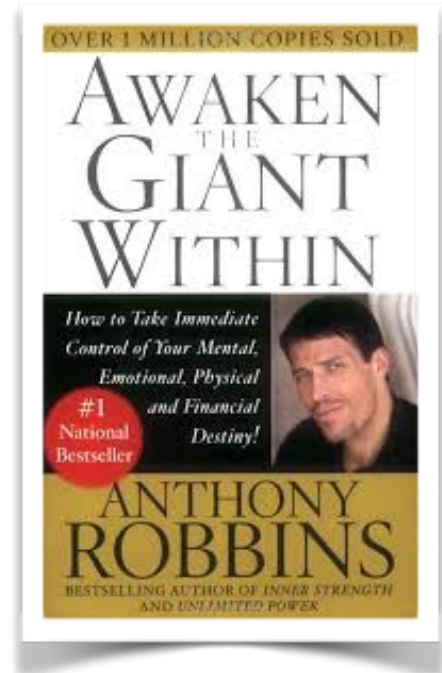


"Sometimes, during our soul's labor experience we can get lost, exhausted, afraid and lose stamina (trust me, I have been there). **You don't want to keep going, but you know you have to keep going** and keep facing the fear, chaos, and pain until you have gone through the eye of the needle. Understanding this terrain and applying the teachings of The Holistic Stages of Labor can help build trust in the process so you can keep moving deeper into the experience, rather than, resist the change."

## Example: Anthony Robbins, The Six Steps of Neuro Associative Conditioning

Neuro Associative Conditioning, or NAC, is a system devised by Anthony Robbins to create permanent, lasting change.

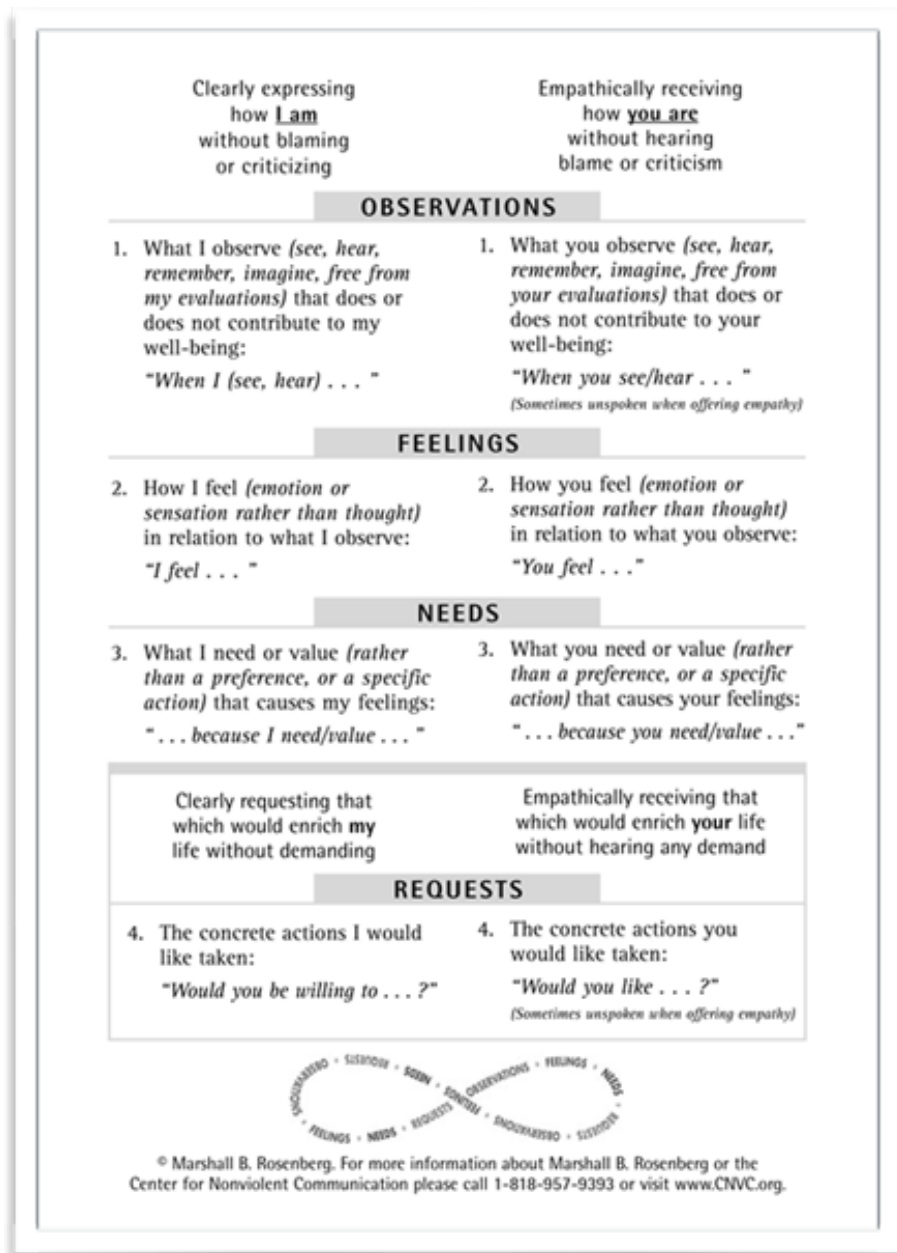
1. Decide what you really want and what is preventing you from having it now.
2. Get leverage. Associate Massive Pain to not changing now and Massive Pleasure to changing now. Tony Robbins devised the Dickens Pattern, which can create massive leverage in a matter of around one hour. We obtain leverage to make a change once we hit the pain threshold.  
This is a point when we can no longer stand the pain of not changing. Until we reach this point, we experience mixed associations towards changing. That is on one hand we want to change, but on the other hand we also don't want to change because the pain of not changing is not sufficiently high enough. If something happens that increases the pain to such a high degree so that it hits the threshold, we change.
3. Interrupt the limiting pattern. The Pattern Interrupt stage. We get our patterns interrupted a lot of times in our day-to-day activities. It is common to notice in conversations how people get scrambled when they say, "Where were we?" or "I was saying something." We may need to interrupt the limiting pattern consistently.
4. Create a new empowering alternative. What would replace your old limiting pattern? If you are addicted to cigarette smoking you may have to find an empowering alternative to cigarettes. It may be that you engage in regular exercise, deep breathing and yoga. You just don't stop smoking. You create something that replaces your smoking habit.
5. Condition the pattern until it is consistent. Keep reinforcing the pattern, whenever the new behaviour happens, pat yourself on the back or express appreciation and congratulation if you are helping someone else, as the new pattern begins to take form. Once the pattern is reinforced consistently, the new pattern takes hold replacing the old one.
6. Test it! Finally test whether the new pattern works. Imagine/Visualize the scenarios that trigger the limiting and empowering patterns and notice your responses. Probably, the new pattern would have taken ground by now.



# Example: The Four Part Non Violent Communication Process

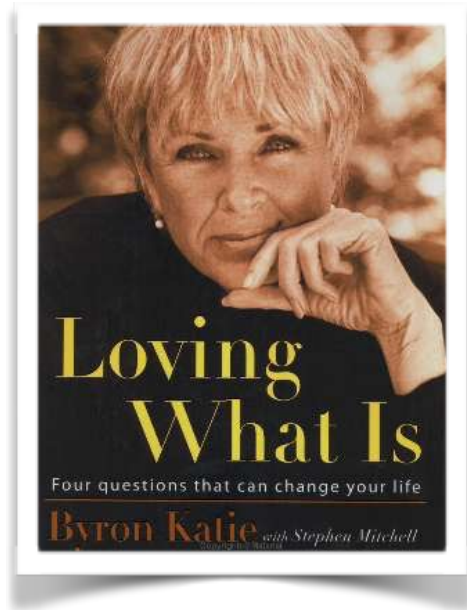
Developed by Marshall B. Rosenberg, Ph.D.

There are four components to the Nonviolent Communication (NVC) model, as developed by Marshall Rosenberg, Ph.D., and shown in the diagram below. The 4-Part NVC Process can guide you to express how you are, or they can be used to empathically receive how another is.



## Example: Loving What Is and Finding the Truth with Only 4 Questions – The Work of Byron Katie

This piece by Farnoosh Brock of [prolificliving.com](http://prolificliving.com) weaves the principles and process together. I've found incredible peace and healing from doing The Work myself and it's a fine example of a simple process to help people get from an Island A of stress to an Island B of deep peace.



\*

*“If I had a prayer, it would be this: “God, spare me from the desire for love, approval or appreciation. Amen.”*

— Byron Katie

What if four questions could turn your frustration around and create harmony in your life? What if you could ask yourself powerful questions and trust that the process would lead you to inner peace and pain-free existence?

What if it really were that simple — not easy, mind you, but simple?

This book has been an awakening in ways that I had not intended to experience. Subtle. Powerful. Inviting. Gripping. Nudging. Original. Oh my, quite the awakening.

*“We are entering the dimension where we have control – the inside.”*

— Byron Katie

In “The Work,” Byron Katie takes us through the process of asking four fundamental questions to the difficult, aggravating, frustrating and painful situations in our lives, be it a relationship, a workplace or office situation, a personal dilemma, or an internal conflict. She calls it “putting it to inquiry.”

*“You’re either attaching to your thoughts or inquiring. There is no other choice.”*

— Byron Katie

The basis of “The Work” are the four questions that you use in the inquiry process. You want to use the questions to probe, to nudge, to go deeper and deeper inside yourself for one and only one reason: to find the truth — your truth.

I love how she asks her participants if they want to know the truth. Some of us don’t. Some of us like the lies we have made up. Some of us are too attached to those lies, and some of us would never welcome a wake-up call. Some of us imagine falling apart in the face of truth, so we run and hide with the lies.

But if you are not in that category, if you are courageous enough to face your demons with the statement: “I want to know the truth!” then you are the perfect candidate for Byron Katie’s brilliant inquiry method.

## How the Inquiry Works

Imagine a frustrating, painful, aggravating, anger-inducing, hurtful, or awful situation in your life. Write down everything you feel about it. Then take each statement, one by one, and ask four questions of it:

1. Is it true?
2. Can I absolutely know that it’s true?
3. How do I react when I think that thought?
4. Who would I be without the thought?

*“Would you rather be right or free?”*

— Byron Katie

Let’s go deeper into “The Work” by better understanding the power behind each question:

### **Q1: Is it true?**

What’s the reality of it? What is already happening, in other words?

Whose business is it? There are only three kinds of business in the world, she tells us: mine, yours and God’s, which she defines as the reality of what is. Want to take a wild guess where you need to be at all times to be at total peace and harmony? That’s right! You need to be in your business just

as I need to be in mine. Because when you are in my business, you are neglecting your own. And when you are in God's business, you are denying reality, which has yet to work out well for anyone.

**Q2: Can you absolutely know that it's true?**

Can you be irrevocably certain that what you believe is true?

And if you say yes to this one, go further and ask yourself what that truth means to you? What does it tell you about yourself? Then put the inquiry to those new answers. Next, ask yourself what is your proof? You can answer by saying that you know this to be absolutely true for such and such reasons. Then examine the proof to see if it is absolute by asking the original question again.

**Q3: How do you react when you think that thought?**

Can you see a reason to drop the thought? (This is just a reason to drop it, not the act or the request to drop it.)

Can you think of one stress-free reason to keep the thought?

The inquiry is not about getting rid of thoughts; it's about realizing what's true for you, through awareness and unconditional self-love. Once you see the truth, the thoughts let go of you, Byron Katie tells us, not the other way around.

**Q4: Who would you be without the thought?**

This is the most powerful question of the inquiry, and one that makes it most difficult to be truthful, because it makes us our most vulnerable. Imagine who you would be and what you would do without the weight of the thought.

*"Reality is always kinder than the stories we tell about it."*

— Byron Katie

I love the simple and yet brutal way that "The Work" cuts through the core and brings us out gently to face our truth. Naked. Vulnerable. Unguarded. And yet, somewhere, somehow, it leaves us feeling powerful and free.

The goal of the inquiry is to bring us back to our right mind, she tells us gently, so we can realize for ourselves that we live in paradise and haven't even noticed.

Can it be so simple? Well, asking a question is simple but doing the work to come up with the right answer is neither simple nor easy. You are penetrating through tough walls, and if you have built up a protection around stories that you may have made up over the years, it is no easy task to break through the wall.

But you start by gently tapping instead of going at it with a sledgehammer. You can begin by allowing yourself to be vulnerable, because if you want to feel free of pain and suffering, you have

to be willing to examine your thoughts. It is those very thoughts that build up the walls of a prison, and that prison, you cannot escape until the thoughts let you go.

Reality, it turns around, is hardly ever that harsh. Could we learn to embrace it with the inquiry method? Could it maybe even make us happy or something like that?

I am willing to bet, yes. I am willing to bet on the inquiry, and on Byron Katie whom I adore already, and I am willing to bet on YOU. You are deserving of happiness. And freedom. And inner peace. If there is a way, and if it's all in your own power, won't you give it a try? Don't worry. I'll be doing it with you. You won't be alone!

I have just shared a snippet of the powerful inquiry that Byron Katie shares in Loving What Is. There's more, a lot more, and if you want to learn how to go through the process, and truly understand the power of these questions in action and in application, read her work. (Oh, and you don't have to buy it, just check out your local library!)

"The Work" is a new level of introspection that I am now using with great results to work through my own personal problems and plan to use with my fabulous clients to help them work through some of their challenges. May it shine a light of clarity into your problems, too.

*"You move totally away from reality when you believe that there is a  
legitimate reason to suffer."*

— Byron Katie



## Example: The Original Twelve Steps of Alcoholics Anonymous

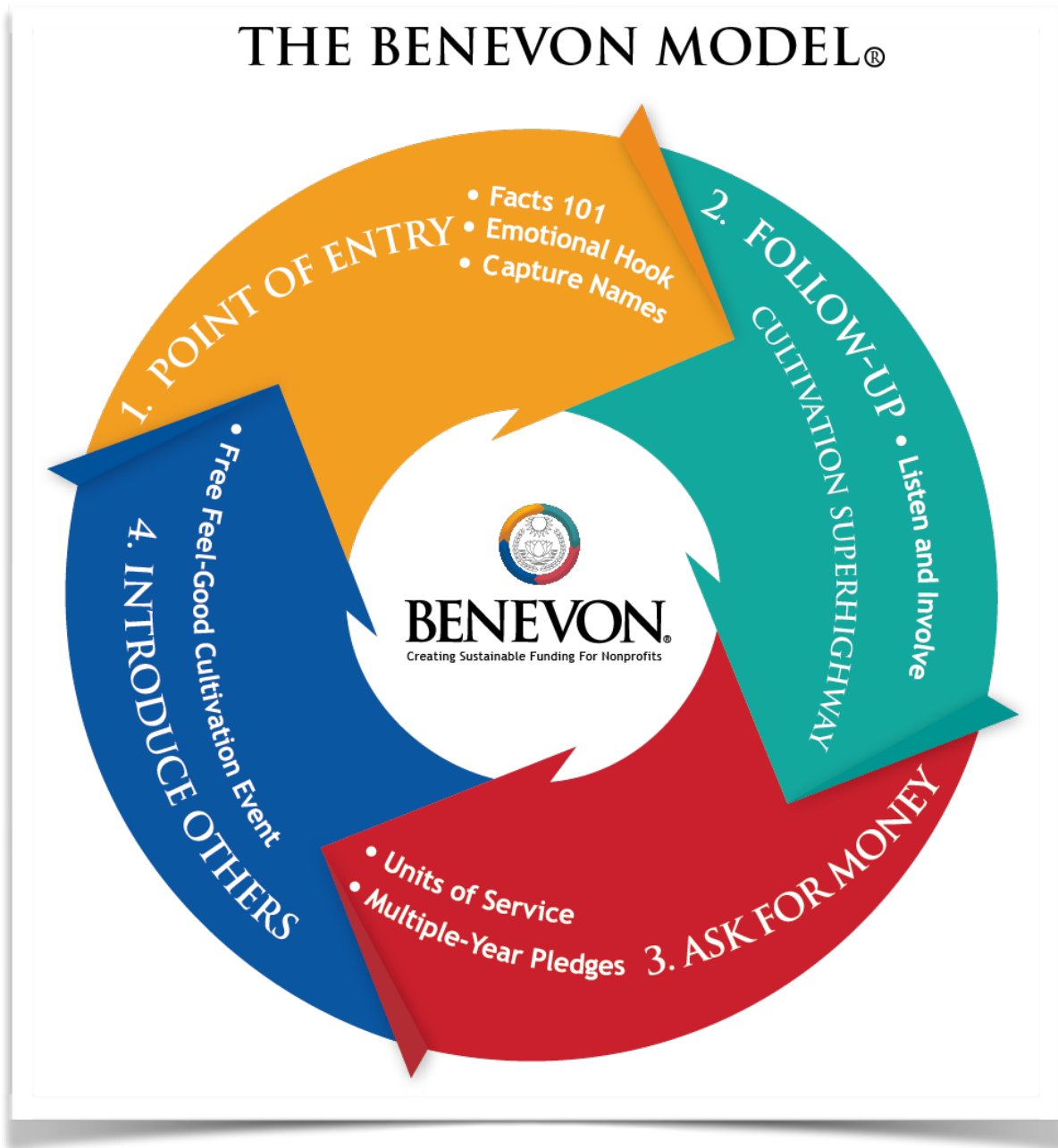
Here's one of the original step-based programs on which many other programs have been based.

\*

1. We admitted we were powerless over alcohol – that our lives had become unmanageable.
2. Came to believe that a Power greater than ourselves could restore us to sanity.
3. Made a decision to turn our will and our lives over to the care of God as we understood Him.
4. Made a searching and fearless moral inventory of ourselves.
5. Admitted to God, to ourselves, and to another human being the exact nature of our wrongs.
6. Were entirely ready to have God remove all these defects of character.
7. Humbly asked Him to remove our shortcomings.
8. Made a list of all persons we had harmed, and became willing to make amends to them all.
9. Made direct amends to such people wherever possible, except when to do so would injure them or others.
10. Continued to take personal inventory, and when we were wrong, promptly admitted it.
11. Sought through prayer and meditation to improve our conscious contact with God as we understood Him, praying only for knowledge of His will for us and the power to carry that out.
12. Having had a spiritual experience [11] as the result of these steps, we tried to carry this message to other alcoholics, and to practice these principles in all our affairs.

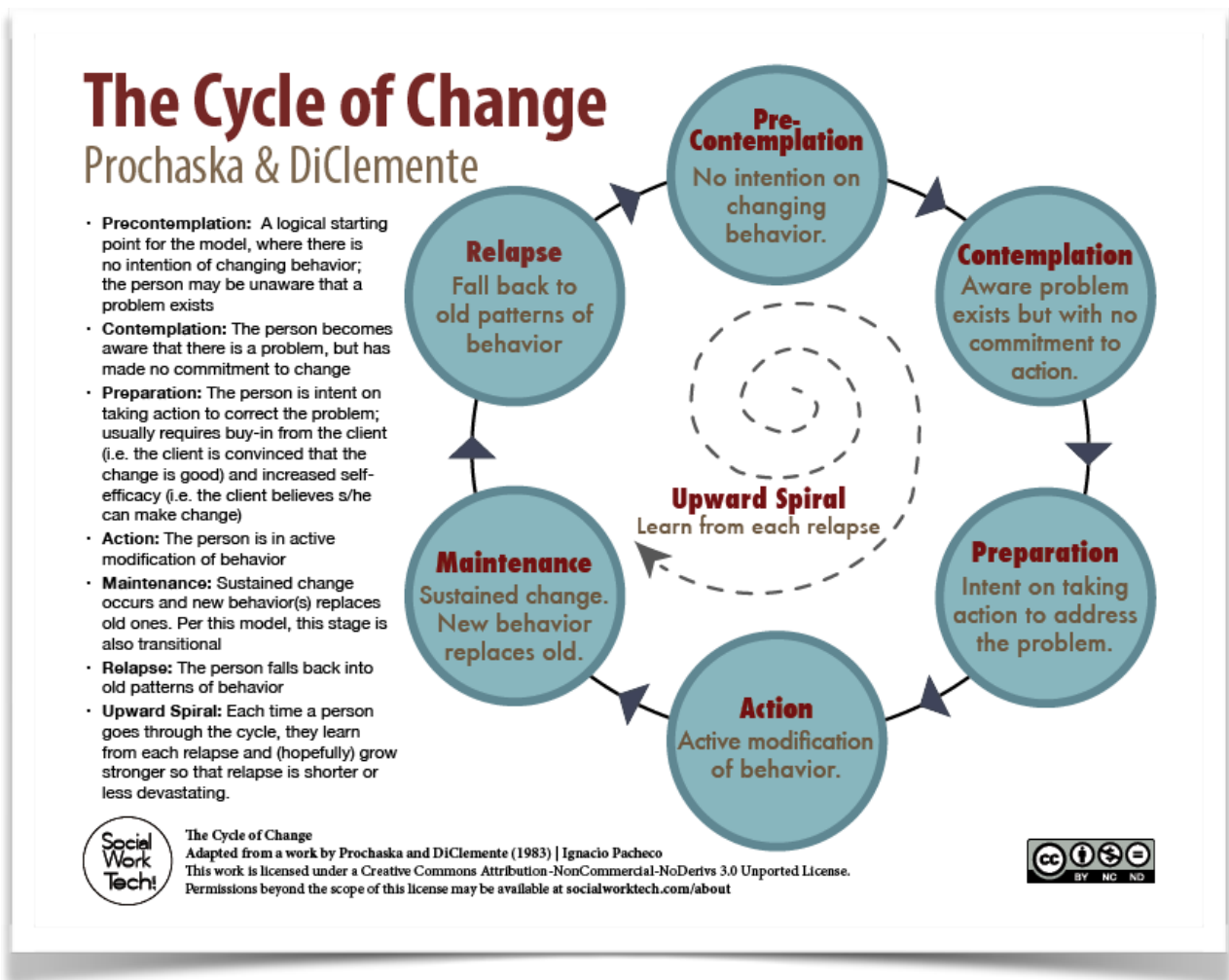
## Example: Benevon

The Benevon fundraising model for individual giving has been a god-send for me many times. The brilliance is in its simplicity. Four steps, represented in a circle. Simple.



# Example: The Cycle of Change by Prochaska & DiClemente

Sourced from [socialworktech.com](http://socialworktech.com)



## Example: Jay Abraham, Claude Hopkins, Schlitz Beer, and Preeminence

Note: Sometimes you already have a process you use but you don't talk about it because you don't think it's special. Sometimes you've already got a consistent route you take, you have a specific protocol you use to make your products or render your services but it doesn't strike you as particularly remarkable so you don't tell anyone about it. This story via [copywriting1.com](http://copywriting1.com) shows you why that might be a mistake.

\*

The copywriter and advertising pioneer Claude Hopkins told this great story about how to build preeminence in his book *My Life In Advertising*:

Schlitz Beer was another advertising campaign which I handled for J.L. Stack. Schlitz was then in fifth place. All brewers at that time were crying "Pure." They put the word "Pure" in larger letters.

Their claim made about as much impression on people as water makes on a duck.

I went to brewing school to learn the science of brewing, but that helped not at all. Then I went to the brewery.

I saw plate-glass rooms where beer was dripping over pipes, and I asked the reason for them. They told me those rooms were filled with filtered air, so the beer could be cooled in purity. I saw great filters filled with wood pulp. They explained how that filtered the beer. They showed me how they cleaned every pump and pipe, twice daily, to avoid contaminations. How every bottle was cleaned four times by machinery. They showed me artesian wells, where they went 4,000 feet deep for pure water, though their brewery was on Lake Michigan. They showed me the vats where beer was aged for six months before it went out to the user. They took me to their laboratory and showed me the original mother yeast cell. It had been developed by 1,200 experiments to bring

**Perfection of 50 Years**

Back of each glass of Schlitz Beer there is an experience of fifty years.

In 1848, in a hut, Joseph Schlitz began brewing. Not beer like Schlitz beer of today; but it was honest. It was the best beer an American had ever brewed.

This great brewery today has new methods. A half century has taught us perfection. But our principles are 50 years old; our aims are unaltered. Schlitz beer is still brewed, without regard to expense, according to the best that we know.

We send experts to Bohemia to select for us the best hops in the world. An owner of the business selects the barley, and buys only the best that grows. A partner in our concern supervises every stage of the brewing. Cleanliness is not carried to greater extremes in any kitchen than here.

Purity is made imperative. All beer is cooled in plate glass rooms, in filtered air. Then the beer is filtered. Then it is sterilized, after being bottled and sealed. We age beer for months in refrigerating rooms before it goes out. Otherwise Schlitz beer would cause biliousness, as common beer does.

Ask for beer, and you get the beer that best suits your dealer. He may care more for his profit than your health.

Ask for Schlitz, and you get the best beer that the world ever knew.

Ask for the brewery bottling.

**Schlitz**

A. L. STACK

out the utmost in flavor. All of the yeast used in making Schlitz Beer was developed from that original cell.

I came back to the office amazed. I said: "Why don't you tell people those things? Why do you merely try to cry louder than others that your beer is pure? Why don't you tell the reasons?"

"Why," they said, "the processes we use are just the same as others use. No one can make good beer without them."

"But," I replied, "others have never told the story. It amazes everyone who goes through your brewery. It will startle everyone in print."

So I pictured in print those plate-glass rooms and every other factor in purity. I told a story common to all good brewers, but a story which had never been told. I gave purity a meaning.

Schlitz jumped from fifth place to neck and neck with first place in a very few months.

That campaign remains to this day one of my greatest accomplishments. But it also gave me the basis for many another campaigns.

Again and again I have told simple facts, common to all makers in the line — too common to be told. But they have given the article first allied with them an exclusive and lasting prestige.

The situation occurs in many, many lines. The maker is too close to his own product.

He sees in his methods only the ordinary.

He does not realize that the world at large might marvel at those methods, and that facts which seem commonplace to him, might give him vast distinction.

That is a situation which occurs in most advertising problems. The article is not unique. It embodies no great advantages. Perhaps countless people can make similar products. But tell the pains you take to excel. Tell factors and features which others deem too commonplace to claim. Your product will come to typify those excellencies.

If others claim them afterward it will only serve to advertise you.

There are few advertised products which can't be imitated. Few who dominate a field have any exclusive advantage. They were simply the first to tell convincing facts.

## Example: Origami Accounting

I love this company. When I was looking for a book-keeper and accounting company I found myself shocked at how incredibly bad most of the websites were. I had no idea how they worked or how much they might charge in my situation. When I came across origamiaccounting.com I almost wanted to weep tears of joy for how clear their process and pricing was. Below, you'll see how they mapped out their process in four easy steps.

\*

### Complete Small Business Accounting & Bookkeeping

#### Flat Monthly Fees

We offer full service bookkeeping and accounting solutions in Edmonton, Calgary, & Vancouver for businesses like yours. Imagine having the budget to have a team of accountants on staff and just handing them your receipts, sales records, payroll and government notices to take care of. Your books are up to date, your government remittances are filed, and you have the insight you need to grow your business right at your fingertips. All for a flat monthly fee.

**Origami is a monthly bookkeeping and accounting service designed specifically for **Edmonton, Calgary, and Vancouver** small business owners and entrepreneurs. **Here's how it works.****



#### Step 1

Place your accounting documents in our pre-paid Xpresspost envelope and drop it in the mail.



#### Step 2

Delegate your bookkeeping to our team of accountants. We enter and categorize everything.



#### Step 3

We take care of your accounts, payroll, GST, and our accounting partners take care of your tax return & provide you with ongoing advice, all for a flat monthly fee.



#### Step 4

You spend more time running your business.

## Example: The Authentic Man Program Holarchy

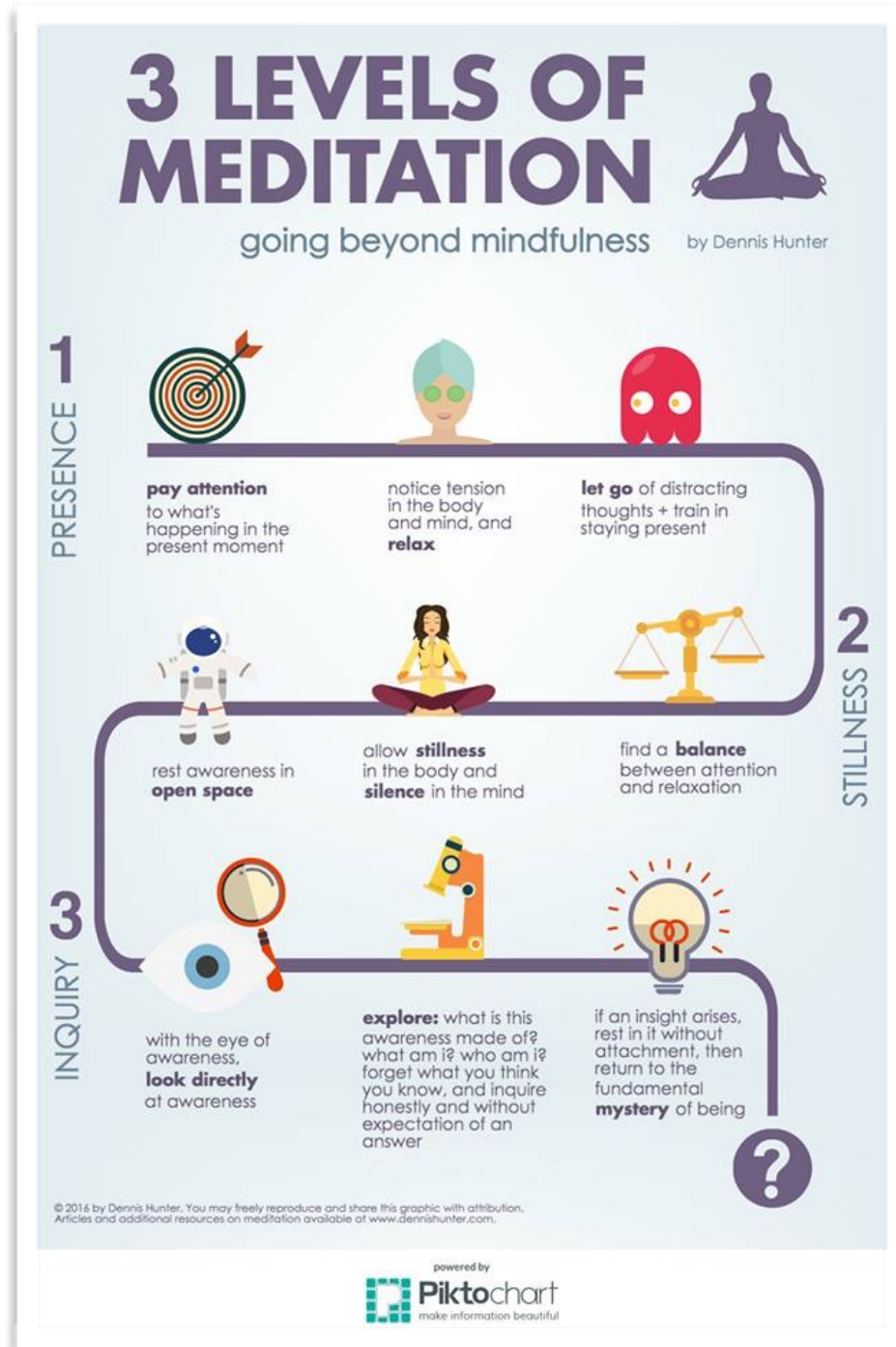
The good folks at the Authentic Man Program came up with a model that's both a map and a route to help men understand what their growth process might look like. It all begins with men being Present and in their bodies, aware of what's happening in the world and inside themselves. The next level is Appreciation where they learn to not only see what's happening but to be a "yes" to it, to appreciate it for what it is. The next level is Integrity, where a man can own what they want. From those three comes a sense of Wholeness, which allows a man to genuinely play in their interactions with women and other men. But it's a holarchy, not a hierarchy, so the work at each level feeds back into every other level.



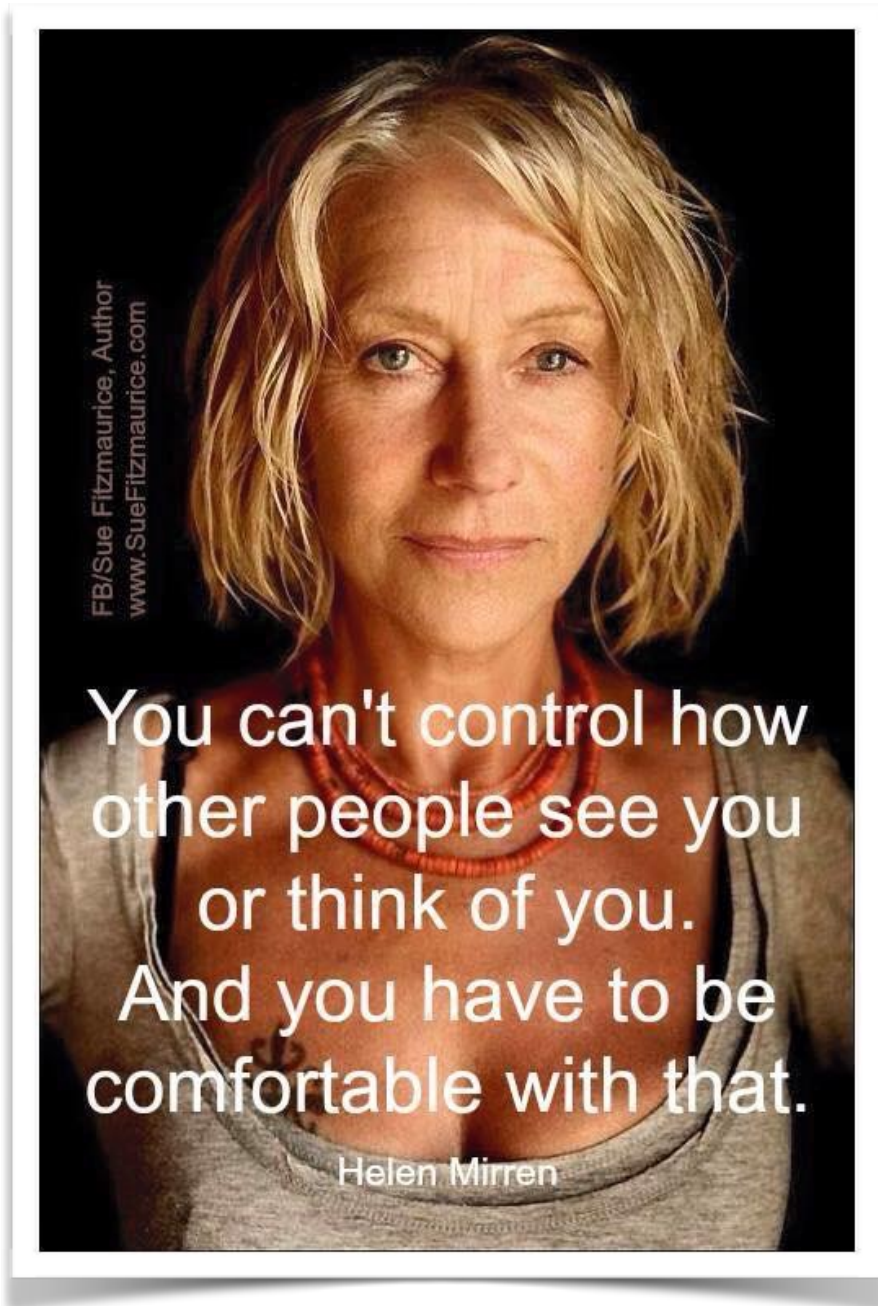


## Example: Meditation

This is a great example of helping people see the process you recommend in getting from where you are (e.g. distracted, anxious, depressed, antsy etc.) to where you want to be (e.g. a deep feeling of peace, calm, relaxed etc.) This one is interesting because it's both a map (3 Levels of Meditation) and a route (the nine steps).







# What Your Point of View Is Not . . .

## #1: Your point of view is not something you can discover on your own

Too many people try to craft their point of view in isolation. They never get any feedback on it. That means they only have one perspective on the territory they are in. But living in a territory and learning your point of view about it are two different things.



Once you've bitched, clarified, delved and refined — why not express it in some way? Maybe it's a poem, a rant, a song, a manifesto, a video, a set of principles, a diagram, a pie chart, a doodle etc. It won't be perfect — but it will get the conversation going between you and the world. And that's what we want. And you will learn a lot from that conversation which will help you clarify what you believe.

Consider the phrase "point of view." It is suggesting that we have a point, where we stand, from which we are viewing things. And, when you stand on that point, you can see everything around you except the point on which you are standing. And, if you can't see that, you can't see why it is you see things the way you do. You are too close to it.

We need other people to help us see more clearly. As the old Gaelic proverb goes, "A friend's eye is a good looking glass."

For example, white people, often have a very hard time seeing their own whiteness. Most scholarship about whiteness as a cultural construct is from people of colour, not white people. There's the old saying that, 'the fish were the last to discover water.' It's hard to discover something when you're swimming in it.

The more informed your perspective is from the perspectives of others the more reliable it will be.

I've seen more people get clear on their point of view in a conversation with someone they disagree with than someone they agree with. I've seen more people make great strides in the clarity of their maps by sharing them with others than by sitting on them. The more you talk about how you see things with others, the more chances you create to articulate your viewpoint, the more clear it will become.

## #2: Your point of view is not necessarily quick or easy to uncover

Developing a clear point of view takes time. More time than you have. A clear and reliable cosmology is the creation not of one person but of generations of people dedicated to the careful observation and articulation of what they see. A point of view takes time to craft.

Map making and studying is heavy labour. It involves a lot of time out on the land. It involves a lot of reflection. It involves a willingness to study.

Developing your point of view is not a quick fix.

### #3: Your point of view will never be complete

Your map will never, no matter how hard you try, match the territory perfectly. There will always be holes and gaps and, given enough time, it will always become out of date. It's better to accept this now rather than feel like a failure forever. It's like a huge ten thousand piece puzzle and you keep working to fill in the gaps. You start with the edge pieces, the ones that you're most certain about where they go. You start with what's clear and you build on that. That's all you can do. But others will always see things you miss as you will see things they miss. It will be incomplete but incomplete in the way that a single bead on a necklace isn't the whole necklace.

As you articulate your point of view, you will fail. Over and over again. But, each time you fail, you will have the opportunity to learn and to refine your approach, to make your point of view better. You will have a chance to go back to the territory once again with your map and ask yourself what you missed. You will never stop doing this.

## #4: Your point of view is not objective

Your point of view isn't really an opinion.

But it's also not not an opinion.

If you look into the roots of the word 'opinion' you will find meanings such as 'supposing', 'thinking', and 'judging.' And I would add a more open word, 'wondering.' Being willing to explore ideas without getting too attached to them.

I once heard 'objectivity' defined as 'the view from nowhere'. A point of view will never be objective because it's questionable if objectivity is even possible. No, we're talking about something very different here. Your niche is your role in the community. That means your role in a particular place during a particular time. You live in a point in history. Your life is a pin-prick in eternity. Your personal life story is contained in that point. This is the point you live on. It's not so big. It might span thousands of miles and 100 years but that's all. And this pin-prick is the 'point' in 'point of view.' You're standing in that place. So, what do you see from there? Learning is found in place and time. Universal truisms sound good but seem to lack purchase in the soil of our lives.

It certainly seems to invite us to honour that we were born in a particular somewhere and that what we see, from when and where we live, might or might not be of any value at all to those in other places and times. Our point of view isn't neutral or The Truth. It's just how we see things.

Your point of view is your reporting what you see from where you stand. You're not supposed to figure the whole thing out. But, if you're willing, there's a job opening for someone who is willing to report on how it is and how things work in your corner of the world and to wonder about how it all came to be.

Stated differently: maybe those around you are waiting for a reliable point of view that only you can give. Maybe those who live in or close to the time and place you live are waiting for someone to finally give voice to their experiences.

If you do this, if you're willing to stay inside your own experience and share that with others, you may find that Carl Rogers was right when he said, "That which is most personal, is most general." And, if you can then find a way to speak about those personal things in less personal ways you may find that Stephen Jenkinson was right when he said, "The more personal it is, the less profound it is." Both might be true.

## #5: Your point of view is not an opportunity to try to change minds

In his book *Tribes*, Seth Godin wrote:

“Great marketers lead people, stretching the boundaries and bringing new messages to people who want to hear them. The core of my argument is that someone’s worldview, how they feel about risk or other factors, is beyond your ability to change in the short run. Sell people something they’re interested in buying. If you can’t leverage the worldview they already have, you are essentially invisible . . . Tribes are increasingly voluntary. No one is forced to work for your firm or attend your services. People have a choice of which music to listen to and which movies to watch. So great leaders don’t try to please everyone. Great leaders don’t water down their message in order to make the tribe a bit bigger. Instead they realize that a motivated, connected tribe in the midst of a movement is far more powerful than a larger group could ever be.”

I think he is speaking the truth.

Here’s a conversation that has never happened in the history of humanity.

“Have you read the Bible? It’s the revealed word of God.”

“Really? You say that but I think that the Bible is mostly, especially New Testament, a corruption of ancient Egyptian myths and I think that all of humanity really has a Christ myth, the divine being born into the human. I think that the Bible is actually just also a series of books that got chosen by people to historicalize and politicize that. And then you have the council of Nicaea. They got rid of a bunch of books. The fire in the libraries of Alexandria, that got rid of a bunch so I think we’re left with a bunch of translations of books that were randomly thrown together.”

“. . . Brother, you’ve shown me the error of my ways.”

That conversation has never happened.

Here’s another one that has never happened.

“Oh, the Bible isn’t true.”

“It says right here this is the revealed word of God.”

“Really? Wow. I hadn’t realized that. Where can I get baptized?”

You might notice if you felt uneasy reading those fake conversations above. If you were, it proved the point. It’s because it was rubbing up against the edge of your point of view.

Trying to change people's minds about things that are really important to them is fruitless.

It’s easier to be honest and real about how you see things and let people make the choice of whether or not to work with you based on that. The clearer the point of view gets, the easier it is for people to decide for themselves if it is a fit or not.

But most entrepreneurs have no clear or compelling perspective. They have no point of view.

This matters.

If you were a raw vegan suffering from some health ailments you went to a naturopath and they said, “We’ve got to get you eating a lot of raw steak,” and they had hunting gear everywhere, the heads of animals lining the walls and they were polishing their shotgun, it’s unlikely to be a fit.

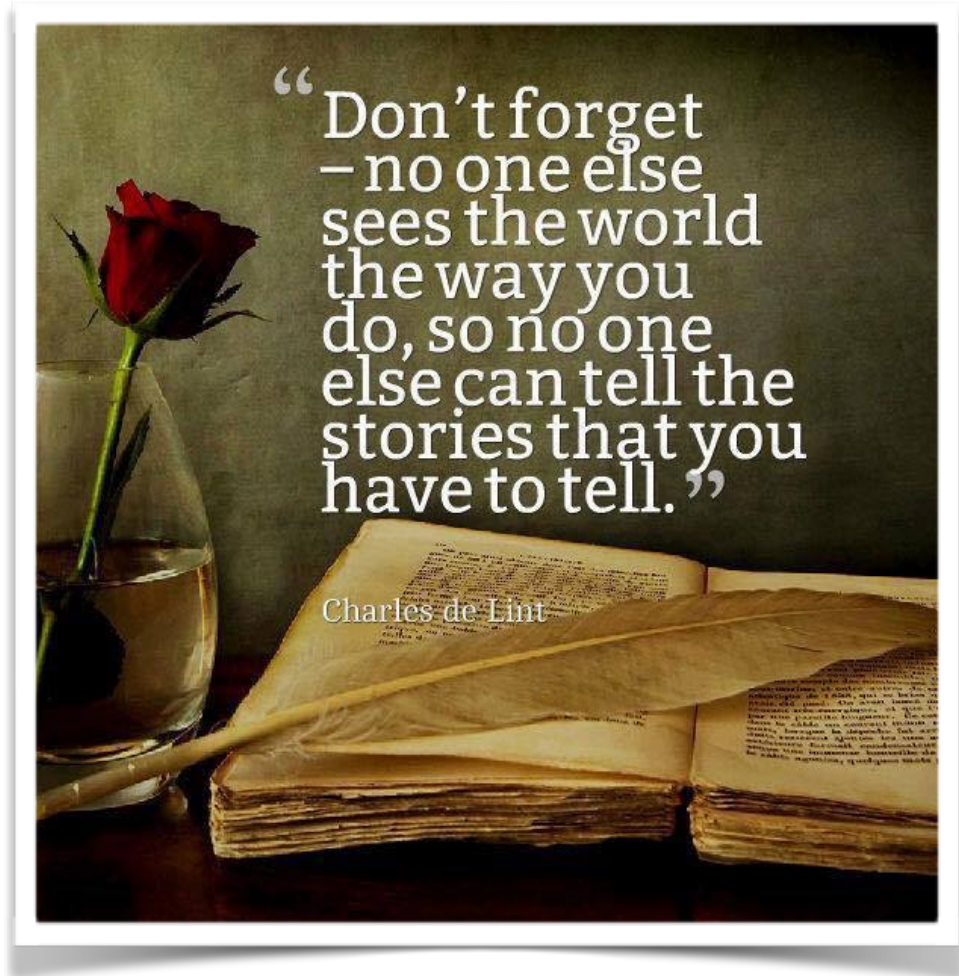
If a Christian goes to the pagan naturopath, that says, “Before you come in, we'd like to make a blood offering to the goddess Hecate,” that wouldn't work any better than a pagan going to a Christian naturopath who wanted them to pray to Jesus before the session.

When points of view are too different, it rarely works out.

When we hear somebody’s point of view that we resonate with, it’s like, “Oh, my God. You see things the way that I do.” Trying to change people’s points of view is an uphill battle that I don’t recommend. It’s very hard. Over time, of their own accord, a person’s point of view may change (or not). You might be able to educate people to make a small shift, but a big shift in point of view is usually pretty hard.

There are so many schools of thought in every arena. People are going to be drawn to some and they’re going to be turned off by others. Your job isn’t to convince everyone of yours. Your job is to hone your point of view and share it as eloquently as you know how. And then people are going to do what they’re going to do.





# Candid Reflections on Approaching Your Point of View . . .

## Thought #1: Apprentice To Someone

Developing a clear point of view from scratch takes time. This is why it's so ill advised to even try. An accurate map takes generations to create. It's immensely time saving to find a point of view with which you resonate and to apprentice to someone who is a skilled practitioner and embodiment of it.

## Thought #2: Choose an aligned community

Choosing the right community to work with makes everything so much easier.

Especially if you're already a member of that community. If you already share their values, worldview and beliefs about life then you don't need to 'try' to connect with them. You inherently do. You don't need to try to learn their point of view in order to fit in. It happens naturally.

If someone is vegan and they decide to serve the vegan community, there's a natural fit. Most of this point of view work is already done for you. Your marketing life will get one hundred times easier if you are already a part of, or are adopted by, a certain community. If not, then you may need to become the hub of a new community; you may need to create it and foster it. This is an incredible amount of work but can also be immensely profitable if you're willing to put in the time and money.

When you're looking at an ideal client, it's probably going to be somebody who already shares your point of view.



People don't need to be in 100% agreement. No one is. But there does need to be a fundamental alignment of world views.

There does need to be some resonance and harmony. Your ideal client has to basically share your map or be open to it. If they're not, at least at that moment, they're probably not an ideal client.

You might think of it like a target in an archery contest. Imagine that the target represents your ideal clients with the centre being your 100% perfect clients, and the outer ring being a 60% fit.

Of course, you want to hit the bulls-eye, but the ring just outside it is worth a lot of points too. Not every clients needs to be a perfectly matched one. But, if they're not even hitting the target at all, then they likely aren't a good fit.

## Thought #3: Be curious

I suppose this is the thread through the rest of them. Follow your curiosities. You're the only one in the universe who feels them in just the way that you do. You're the only one with those particular eyes that see things just as you do. You can trust your curiosities to lead you perfectly.

They're the best part of you that guides you, throughout your whole life, towards wholeness.

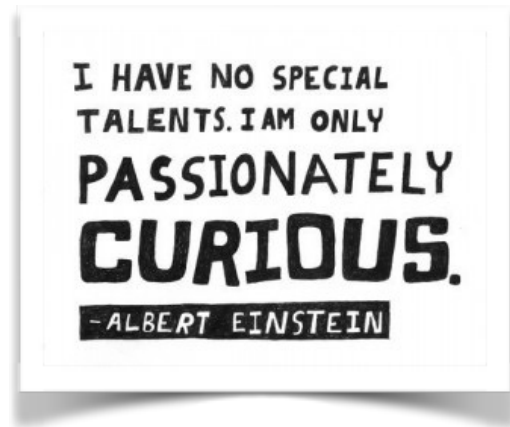
Curiosity means wanting to know a thing as it is. Curiosity is wanting to discover something not to impose what we already know on it. Curiosity means learning and wonder. Curiosity means, "I don't already know." It means being willing to be unsure.

It's a good way to approach any territory.

Let yourself appreciate what you appreciate.

Think of all the things you're naturally drawn to and curious about in your life. Who are the colleagues you're most drawn to and why? Who are your mentors? What fascinates you in your industry and in your life? Where are you nerdy? What do you actually spend your time on (vs. where you think you should spend your time)?


You've been drawn to a particular kind of work. Why? You've been drawn to help people with particular issues. Why? What do you care about it?



## Thought #4: Get some space

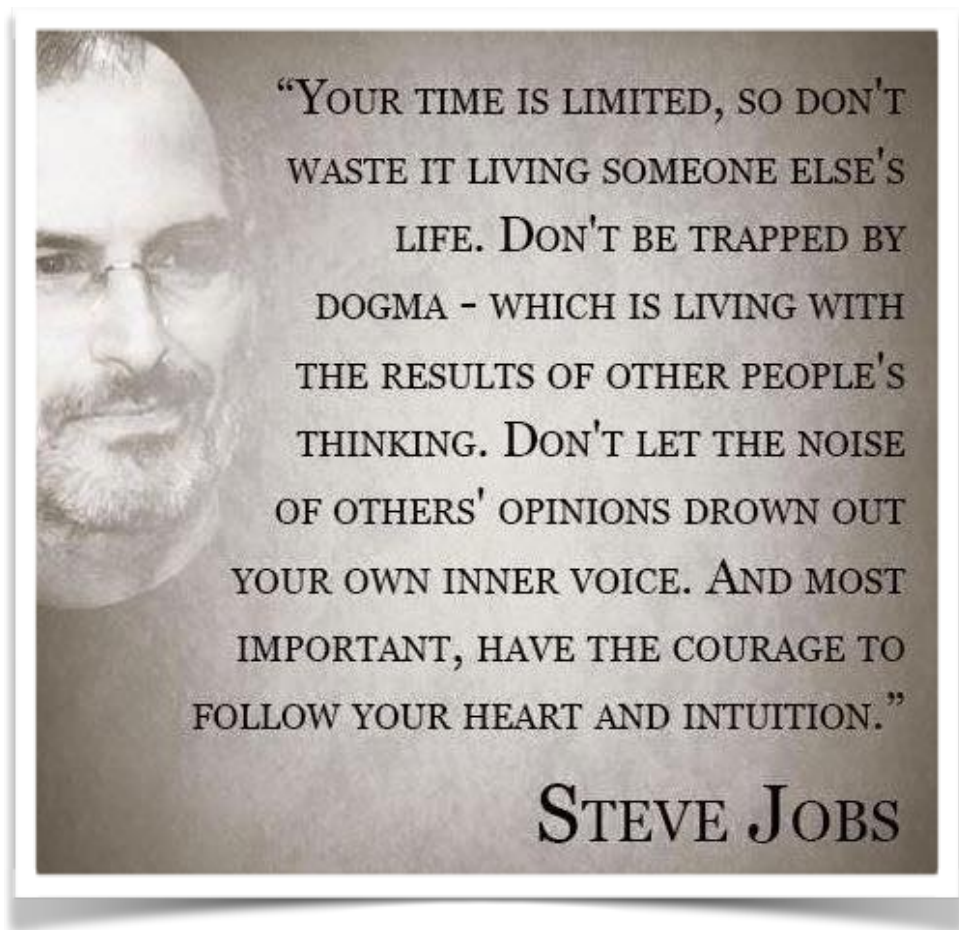
Do you ever just look at the front door and think, “I just want to walk on out . . . and keep going?” It’s a human itch my colleague Nicole Moen writes about — the urge for pilgrimage. The need to get out of our routines, habits and everything keeping us stuck where we are. The need for a fresh start. The need to begin again. To get space from all the expectations and demands on us so that we can begin to hear ourselves again. Sometimes this will look like leaving our life for a while and going travelling. Sometimes it means a short walk every day. Sometimes it means taking the weekend off with no phone or internet.

Sometimes it just means giving yourself the emotional space of more time and not forcing clarity too quickly. I often recommend to people that they draw up their point of view on poster paper on their wall, or get a ‘point of view journal’, or open up a file on their computer, or make a note on their phone and let themselves tinker with it for 30 days. Just to create a space where they can capture the ideas as they naturally come for a month or more and then, to see how they fit together.



SOMETIMES, YOU NEED TO STEP  
OUTSIDE, GET SOME AIR, AND REMIND  
YOURSELF OF WHO YOU ARE AND WHO  
YOU WANT TO BE.

If you’re starting from scratch, with you no significant mentors or elders, then your perspective will be the result either of moments of grace where you are granted to see something suddenly or, more often, your practice of taking time for reflection. If your life is too full and busy, you won’t have that kind of time and your point of view will likely stay unformed and unarticulated. Most people never give themselves that space or they can’t afford it. But, make no mistake, space seems to be required to step back from the moving parade of life and to see it from a distance.



# Caveats on Approaching Your Point of View



## Caveat #1: Beware of Dogma

One of my colleagues, Craig, expressed to me recently, “One thing that's been bugging me lately is, we have all these books that say ‘I have the answer! It worked for me so it will work for you if you do exactly what I did!’ But I'm not you. I don't have your mentality, your skill set, your resources. And if I fail, should I feel bad because I couldn't do what you did, or should I find a different map that fits my life?”

Dogmatic approaches and ideologies tend to do as much harm as they might do good.

As Caroline Casey often says, “Ideas liberate and ideologies constrain.”

It's so easy for an idea to become an ideology and for ideologies to become identities in the same way that a puppet's metal joints can rust, turning it, for all intents and purposes, into a statue. It's easy for something loose and supple to become ossified, calcified and arthritic. That might just be a part of how life is, but if so, then it's a sign that its time in the world is coming to a close. It might just be a sign that it is heading for the great compost bin at the centre of the village where it can feed something new again.

Share how you see things. It might surprise you how effective this is at attracting your ideal clients.

If our maps become dogma and more real to us than the land they are supposed to represent, then we will assume there is something wrong with the territory and seek to change the land we find until it matches the map.

It's something to keep in mind when you approach the territory of your own suffering and learning lest you colonize yourself with everything you are running from, everything you brought with you to the place you are and everything you're hoping that the territory might give you.

## Caveat #2: Crafting your Point of View is Like Tidying

Articulating your point of view is like building a muscle, it requires both exertion and rest. It's like carving something. Sometimes you have to get really close to it and other times you need to set it down and walk away some distance to see how it looks from there and then come back to keep working.

It's also like tidying your room.

When I was young, my mom got me a book on how to tidy my bedroom.

The first step was to make your bed.

Then you took everything in your room (you emptied the drawers, cupboards and closets) and put it all on your bed.

And then you wiped off surfaces and sorted everything, neatly, back to where it needed to be.

So your room starts as a little bit of a mess. And then it becomes a disaster. And then it becomes clean.

Unless, of course, you stop in the middle of the process. If you do, it would have been better not to start.

Developing a point of view is a lot like that.

When you start you think, "It's not that bad. This won't be hard to sort out," and then you get into the real work of it and are quickly overwhelmed by the complexity of it all. There are more thoughts in the drawers of your mind than you'd imagined. Old ideas you'd utterly forgotten about. Some of it is trash but most of it you'll want to keep. The question is, "Where do you put it?" Without a place to put it all, things end up back in a single, overwhelming pile in the corner or cluttered throughout your room over and over again. You'd had no idea how much there was to go through. "This is impossible," you think. "I'll never finish."

And then you get to a point where it's clearer than it's ever been.

I recently did some spring cleaning of my home. In the process, I got rid of a lot of old clothes, books and binders. But I also bought five more shelving units and hanging racks. I am amazed at the difference this makes in how spacious my home feels. The same amount of things but better organized onto the right shelves or into the right bins and drawers. A place for everything and everything in its place rather than every surface and cupboard being overly cluttered and crammed full.

This makes a big difference. It means that, when I get a new business book, there's a shelf it can go on. If I get a new tool, there's a place I can put it. And, if I'm looking for a book on Celtic history, I know which shelf to go to.

The ideas of your map, compass and route are like additional shelving space and bins into which you can put all of the ideas you already have in a more organized fashion. Those three things can help separate your ideas out so it doesn't feel like such an overwhelming jumble. Some of your ideas are more about the map. Some are more about your compass. And some are more about the route you suggest. It's good to know that these are different things and, to know how they are different. It's good to have a place to put the ideas you have already. It's good to have a place to put the ideas yet to come.

## Caveat #3: Learn the Difference Between Your Symptoms and Their Diagnosis

So, let's recap: Your client is on Island A. They want to get to Island B. Your business is like a boat that can help them make that journey.

Your point of view is your take on how the journey should be done. It's your understanding of why the problem exists in the first place and why people can't seem to get where they want to go.

Stated another way: Your point of view is what you see and what they don't.

Stated another way: your point of view is your diagnosis, not their symptoms.

Imagine you suffer from migraines and live in Edmonton. Your whole life you've had these crippling headaches, and there's a practitioner in town who specializes in helping people with migraines. You don't know about them, but you're reading a magazine one day, and you see an ad. It says, "Attention migraine-sufferers in Edmonton!" You would pay attention to that. That would be relevant to you.

But let's say this practitioner is of the opinion that migraines are really a result of dehydration and so their ad reads, "Edmontonians! Are you dehydrated?" in big letters. It may be accurate as a diagnosis, but it's not going to connect with your experience. No migraine sufferer is going to read that and say, "Oh, my God. I am dehydrated!"

Another example is that of famous golfer, Jack Nicklaus. He was experiencing crippling pain in his right knee and he was going to go get surgery. A friend of his stopped him and said, "Jack, before you do that, before you go spend a lot of money and go through the surgery, go see my friend Pete Egoscue. He's a structural anatomist and he's brilliant."

Begrudgingly, because his friend suggested that he go, he went. He limped into Pete Egoscue's office. Pete looked up and said, "Oh, hey Jack. I see you have some hip trouble."

Jack was pissed. He said, "Actually, I'm having crippling pain in my right knee. Thank you very much."

Pete Egoscue said, "Jack, I see that your knee is hurting. That's the source of your pain. It's not the cause. The cause of your pain is that your right hip is rotated forward and that's putting all this pressure on your knee."

He'd never considered that. Pete Egoscue got him to lie down on the ground, do a series of exercises, and half an hour later, when he stood up, no pain in his knee. Pete Egoscue said, "If you want this pain to stay away, you're going to do exactly what I say," and then proceeded to give him

his protocol. And notice he offered him a route, guided by the compass of his core principles based on, not a general map of the human body, but on the map of Jack Nicklaus' body.

Consider different ads in a golfing magazine. One ad says, "Attention Golfers. Are you experiencing crippling pain in your right knee and considering surgery? Read this ad before you take another step and before you call your doctor." The other one says, "Attention golfers. Is your right hip rotated forward?" That second one is obviously never going to connect with anyone.

So much of marketing is about learning to distinguish between these two things: their symptoms and your diagnosis. The source of their pain and the underlying cause of the pain.

It's important to understand what a good doctor understands: the difference between symptoms and signs. The symptom is what the patient notices (e.g. headache, dizziness, rashes) the signs are what the doctor (because of her years of training) is able to see (e.g. blood tests, urine samples, misaligned spine, weak pulse etc.)

The doctor's job is then to enlighten the patient on the signs they see to clarify precisely what is happening in the body – and then to engage the patient in a solution-focused dialogue about the best way to handle it.

Of course, it's vital that the doctor has the correct diagnosis.

There's an old Bengali folk tale about a man bringing his horse to the doctor. The horse has a big lump in his neck. The doctor takes out a hammer and hits the lump a few times and it seems to break up and the horse swallows it. The next day another man brings in a horse with a similar lump in its neck but the doctor is gone. His intern is there and, having seen what the doctor did the other day, he also pulls out a hammer and strikes the lump. When it doesn't break up, he decides to hit it harder and harder until he, unintentionally, kills the horse. The first day, the horse had swallowed a watermelon. The second day it was goiter.

Diagnosis matters profoundly. Your diagnosis tells people, "Here's why you've had so much trouble in getting from Island A to Island B. Here's why your past approaches haven't worked. Here's why it's felt so frustrating and hopeless. Here's what you aren't seeing that affecting the results you're getting."

That point of view is very powerful in the right context. It's terrible to lead with, but once the relevance has been established, the point of view starts to establish credibility.



Simplistic. Complicated.  
Simple: The Three  
Stages of Articulating  
Your Point of View

So, how do you articulate your point of view?

In order to do answer that question, it might be a good idea to understand what articulation means because, while it is the foundation of our capacity to speak eloquently and lucidly, is not directly about the use of words at all.

It's about joints.

And that has me think of Geppetto, the woodcarver who made Pinocchio.

I think of how he lovingly carved the wood into a puppet. Pinocchio, importantly, was not made as a statue. He was not a solid block of wood. He was made with joints to allow him to move.

Whether or not the original author of this story Carlo Collodi, intended it or not, I think this is a key detail to the story which serves to teach us something about what it takes for something to become real.

As a child, I had a marionette with 12 joints (shoulders, elbows, wrists, hips, knees and ankles).

The human body has three hundred and sixty joints. That is how we are made. It's one of the most identifiable markers of our humanity. The shape and structure of our skeleton and how it allows us to move. Of course, the question is, are we humans before the joints go in, or are we made human in the process of those joints, that allow us to move and do everything we do, being grown and fitting together?

These perfectly fit bones, resting in each other, are what allowed us to evolve, survive and thrive as we do. They are what underwrite our flexibility, agility and capacity to walk, dance, sing, jump, embrace, roll down hills and climb trees.

These three hundred and sixty points of connection in our body, as if placed there to help us keep count of the days of the year, provide the framework of what makes us human.

This can actually teach us a great deal about articulating our point of view.

When I say "articulate" most people think I mean, "find a better or clearer way to say it," or "well spoken," or "to speak about," but its etymology tells us something much different.

**articulate (adj.)** 1580s in the speech sense (1570s as "formulated in articles"), from Latin articulatus (see articulate (v.)). Literal meaning "composed of segments united by joints" is from c. 1600; the general sense of "speaking accurately" is short for articulate-speaking. (source: [dictionary.com](https://www.dictionary.com))



**articulate (v.)** 1590s, "to divide speech into distinct parts" (earlier "to formally bring charges against," 1550s), from Latin articulatus, past participle of articulare "to separate into joints," also "to utter distinctly," from articulus "joint" (see article). Generalized sense of "express in words" is from 1690s. Literal sense, "to join, to attach by joints," is attested from 1610s. (source: [dictionary.com](http://dictionary.com))

The last part, the suffix of the word, "ate" means something along the lines of "having the appearance or characteristics of." The first part of it "arti" can be found in many words.

**In English you will find:**

Art: an ornate style of designing, centered around skill, scholarship and learning

Artist: skilled, clever, craftsman

Artifice: skill, cunning

Artificial: made by man, not natural

Arthritis: a disease of the joints

Arthropod: invertebrate animals with jointed bodies

We also have: artisan, article, artery, artifact

**In Greek you will find:**

Artios: fit to the purpose

Artao: to fasten or hang upon

Arthroo: to fasten by joints

Arthron: joint of limb

Armos: joining

Arariskein: to fit

Artyein: to arrange or prepare

**In Latin you will find:**

Ars: skill

Artus: limbs or joints

Articulatus: to divide (e.g. an animal) into joints

Articulates: pertaining to the joints.

**In Italian you will find:**

Articolare: to move parts of the body

**In Sanskrit you will find:**

Ṛta: Wikipedia tells us "is derived from the Sanskrit verb root ṛ- 'to go, move, rise, tend upwards', and the derivative noun ṛtam is defined as 'fixed or settled order, rule, divine law or truth.' The term can just as easily be translated literally as 'that which has moved in a fitting manner.'"

Consider that a slang use for the word "joint" is a hang out spot (or jail) where people come together.

When we weave it all together, we find that the word articulation is a forest of meanings.

We might say that "articulate" means something like "having the appearance or characteristics of and pertaining to how the pieces hang and move together." It tells us of the skillful way that distinct joints have been arranged, prepared, fastened and fit together to allow us to rise every morning and move through the world in a beautiful way. It tells us about the joining of different parts.

When we seek to articulate our point of view, it's not about giving words to it alone, it's about giving it detail. It's about honouring and expressing the complexity of it. To articulate a problem,

## Point of View

properly done, is to admire it and how one issue is connected to the next in a way that eschews easy solutions.

When someone articulates their experience they are testifying to the richness of it.

Tai chi is the articulation of the human body and its joints. Dancers articulate their bodies. And, it's in the process of articulating a thing that we discover all the joints that hold it together. The discovery and the expression are one and the same.

Stated another way: articulation is expressed through movement.

Stated another way: without movement, there is no articulation.

Without movement, what separates you from a statue? Without movement, what existence do you grant your joints?

\*

Bryan Welsh is not likely someone you've heard of. But, if you've ever read Mother Earth News, Utne, Natural Home & Garden, The Herb Companion, Grit or The Farm Collector – then you've read one of the magazines his company Ogden Publications owns.

In 2012, I had the pleasure of seeing him speak at the Social Venture Institute at the Hollyhock Center on Cortes Island, BC. His presentation felt like a mix of Mark Twain, farmer and media mogul – relaxed, charming, engaging story-telling.

Brian grew up doing farming as a young man and then worked in every possible role in the small town newspaper business – eventually becoming the owner of many of the most important progressive magazines worldwide.

He felt that Mother Earth News did so well because it had always been about “cool stuff you could do.” vs. just ideas (e.g. a critique of the dominant culture and the economy). That struck me. He pointed out that, economically, media properties that are about “ideas” tend not to be as consistent money makers. Mother Earth News does much better than Utne. People just don't want to pay a lot of money to hear your ideas. It's a more difficult business model.

His sharing reminded me that point of view is almost always more clear and compelling when it's infused into things people can do rather than when it's only talked about abstractly.

It's one thing to talk about the principles of being a loving parent (e.g. be respectful, be kind, be loving etc.) but it's far more useful (for a parent) to have some practical ideas laid out (e.g. “Here are five ways you can deal with your child not cleaning their room in a kind, respectful and loving way”).

## Point of View

It's one thing to talk about the importance of honesty and integrity in marketing. It's another thing to say, "here's a five step process to filling your workshops with honesty and integrity."

It's one thing to say be sustainable and eco friendly in your lifestyle. It's another to say, "here's how to make natural cleaners with all natural household ingredients."

It's okay to talk abstractly, but when you can also give a lot of real world examples and weave your point of view into practical, how-to info, you'll have fans for life.

Real life examples and case studies help your point of view come alive. If you look at most personal growth books, they are filled with story after story from the author's life, each one helping you understand how their ideas show up in the real world. They show us articulated examples of how our point of view moves in the world and what it looks like when it does.

\*

In sitting down to write this eBook, I had an inkling about point of view, a sense of something in rough form. I knew that, beneath the skin of most marketing, there was an unseen skeleton that I had come to call "point of view." But the fully articulated understanding of maps, compass and route had not yet landed. Those three keys, the architectural scaffolding from which this eBook hangs, were discovered in the writing of the book.

This seems to be how it is in the beginning. You have some intuitive knowing about something. You have a gestalt sense of the whole. You see the body from the distance and sense that there is a structure underneath it all. You 'get it' but you're not even sure that you get what you got.

This is important and telling. It's whispering to us, "Don't wait to have it all clear before writing about it or speaking about it. You write your way towards it. You speak your way towards it."

To state it another way still: what you articulate articulates. Your attempt to give words to something is what helps you see the gaps and missing joints. Your attempt to express or demonstrate an idea shows you what you don't understand. Your attempt to find the words to answer someone's question about your point of view is what helps you see more. It's the process of attempting to vocalize or express a thing that helps you better understand it. Learning and expressing and intimately connected. As I attempt to articulate using my words my understanding becomes more articulated. It also means that, as I move my body in a more articulated way, the joints come into use and are expressed and in telling the story of my body, using my body, the body is brought into existence in a new way. After all, if I never move my body, what is it that separates me from a statue?

What you articulate articulates.

Articulation doesn't seem to be the same as archaeology or palaeontology. It's not the digging up of remains. It's not the dissection of a corpse. It's the fitting together of things so that they can move well and beautifully. It's the unsought but welcome gift of this world – the being born into beautifully articulated bodies.

I remember having action figures as a child. Some of them were simply one solid piece of plastic. The arms didn't move. The legs didn't move. The head wouldn't turn. They didn't bend at the waist. But then were those other ones where the knees, elbows, waist and heads all moved. Some of them even had wrists that you could rotate. The glory of it all – being able to position my Star Wars and GI Joe figures like I'd seen them be in the cartoons and movies.

On the packaging, the selling features for these figures spoke of how many points of articulation they had. I recall one having twenty-one points of articulation. Twenty-one. It could do anything! What more could a twelve-year-old want?

So, what does this have to do with marketing and point of view?

When we speak of having a well-articulated point of view, it doesn't just mean that we have clear words but that our understanding of it is deeper. It says something about having an understanding that goes beyond static talking points, and into a deeper understanding of the joints and bones of the thing and how they both fit and move together.

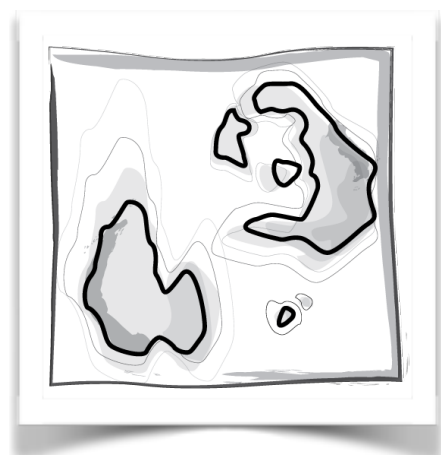
A well articulated point of view is, by definition, flexible, responsive and adaptable to the real world. It's not arthritic. It's supple and has the capacity for subtlety. You can push it around a bit and it doesn't fall over. You can ask questions of it and it can respond in more than one rigid, dogmatic way. You can add burden to it and it will shift its joints to bear them.

Your point of view is your articulated understanding of how things are. Your map can be articulated and rich with detail. Your compass can be articulated so that it's not just the four directions but notches in between to measure your direction more precisely. Your route can be ornately articulated too; each step given the attention and specificity it deserves.

This map here is an unarticulated map. It has the outlines of the territory, it has the shape of things, but it has no detail to it.

This map would be of minimal use to you if you were sailing through these areas, and even less use if you were on the land.

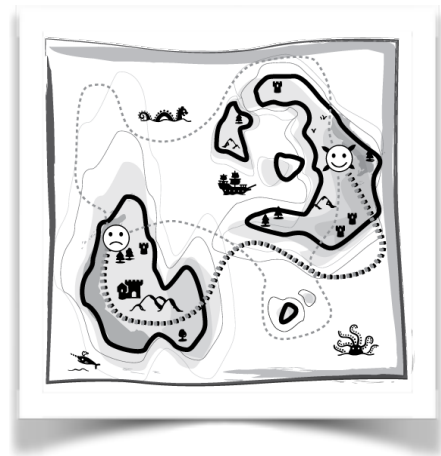
This map is the kind of map people get in Stage One and it's easy to think that this is all there is. That there's no more detail possible.



If you try to be a guide to people with a map like this you will be of some help to them because they don't even have a map at all.

This next map, to the right, is a more articulated map. On it, you can see the hazards, and landscape more clearly marked. On it, people can see themselves. This map will be more useful in guiding people from where they are to where they want to go.

I recall seeing the title of a book about indigenous land rights and being struck by the title. "If this is your land, then where are your stories?" This is another level of understanding of maps where you can not only point to where the mountains are, but you can tell the story of how the mountains came into the world and why they are there. How did depression come into the world? Why does anxiety exist? What is loneliness about? What is the role of heartbreak?



It seems that, if we are to make maps that have any fidelity to the territory they represent, then our maps need to include not only what's there but, also, some storied sense of how those things come to be and what purpose they serve in the bigger picture of life.

When we can do this, show the outlines of the territory, show the detail of what is in it and tell the stories of those things, our maps begin to have a great deal of worth to many people.

And, it seems to me, that in the beginning, unless we have the impossible good fortune of being apprenticed to a well articulated map by some elder or wise person or master of their craft, that the way we craft an articulated understanding means that we speak or write it into being.

And this means that all of its parts and pieces are being put into use beautifully in the way we speak about it. It means we don't just speak about it; we are employing it as we speak. We are demonstrating it for people.

What you articulate articulates.

We are trying to find words, as Geppetto used wood, to create something that can hold life. Of course, Pinocchio wasn't real and puppets don't come to life. But puppetry tells us something about being real. It is an homage to the intricate and articulated nature of our bodies. The more articulated the puppet, the more real it seems. Geppetto was trying to mimic the body of a boy as our maps are trying to mimic the world.

It takes us back to that word "artificial" which talks to us of man-made things.

A point of view is a human thing. A map is a human thing. Principles are a human thing. A mapped out route or system is a human thing. They are all attempts to form a more articulated and faithful understanding of the living world.

But the map is not the territory. It never will be. And this is where humans fall down everyday - believing in our creations more than in Creation itself. We believe every thought we think and entertain no other possibilities. We wear conviction as a badge of honour.

How much oppression has been caused by those who seek to impose their maps onto the world? How many famines could have been averted had it not been for religion or economic theory propping up the selfishness and entitlement to profit-at-all-costs of the elite? Look at what the maps of “progress” and “growth” have done to this world.

We aren't speaking our point of view into being. We are finding a way to speak that acknowledges the complicated aliveness of this world. We aren't attempting to deify anything, we're trying to find words to describe and praise that which has already been deified. We are trying to, in our words, our paintings, our sculptures, carving and dancing, mimic the natural world around us.

I think of how much detail and specificity matters in good writing. How much more potent it is to say, “He pulled up in the 1959, cherry red, Cadillac convertible that most people in town whispered he'd stolen from someone,” than to say, “He pulled up in his car.”

An unarticulated point of view is not credible. We instinctively know that “one step to enlightenment” isn't believable. Unarticulated offers and perspectives sound like hype. The more enthusiasm and passion we bring to them, the more like hype they sound.

I think of the title of Arundhati Roy's book *The God of Small Things*. And I wonder if perhaps there are no gods of small things but if all the small things and the ways they fit together might actually be a fine definition God. Life seems to live in and be made by these articulations. There might be an ‘everything’ but it seems to show up one thing at a time.

I was recently at a workshop about Permaculture and Community with the good Kenton Zerbin.

“What is community?” was a question posed.

It seems like, in this day and age, we see community to be one of two things.

One way is simply a collection of individuals. And so the health of the community is then about making sure each individual is healthy. Somehow, the invisible hand will use all of our selfish motivations in service to some greater good that we hope exists. This kind of community is driven by a focus on each person getting what they want (at the most shallow level) or getting their needs met (at a deeper level). But, even if everyone works to get their individual needs met, and does, it doesn't necessarily mean the community will be healthy. Unbridled selfishness doesn't seem to

foster healthy communities. The invisible hand seems to only feed the invisible mouth, hidden in gated communities, of the elite.

The other way it's held, often in new age and holistic communities is to mean the same thing as unity. A sort of hallelujah chorus of "we're all one." This is often driven by an ignoring and denying of our own and other's needs. It honoured the whole, but not the parts.

The first understanding is a fractured one.

The second is unarticulated.

But neither of these seem to work. Neither of these seem functional or satisfying.

It is instructive, though, if we look at the etymology of the word "community." Its Latin roots "communitatem" tell us something important.

"Com" means with or together. "Munis" means the exchanges that link. "Tats" means small or local. And so, taken together they tell us something about the many small, local exchanges and sharings that link us together. The word whispers something to us about relationships.

Community, in this way of understanding it, is about the fostering of good and strong relationships between the members of the community. It tells us that the health of the community can be found in how well things are connected, like the mycellial networks, and roots under the ground that keep the forests and grasslands alive and support the sharing of food and information. And that the root "tats" is in there is telling as well. Small connections. Many of them. Not just one connection to tend to.

It speaks all of our obligations (a word hinged around the root word "lig" which suggests something that connects things and brings them into temporary alignment (again with the "lig") like a ligament (again – lig) does with our bones so they can work together better. It suggests that health will be found, not so much in taking care of ourselves (like dots on a connect the dots page) or by trying to unify everything (like mashing all those dots together into one "superdot") but rather by drawing the lines of connection between them to see the picture of health and resilience that emerges.

And, in doing so, we are trying to bring more of that into the world.

Your point of view is your practiced capacity to see and name the parts and the nature of their lived relationships to each other.

Over the years, I've come to see that there are three stages to working with and developing a point of view.

## Point of View

With all this in mind, let's look at the three stages of articulating your point of view.

Note: It's important to say that it's not a given that we ever make it through these stages. Or that we need to. It's also important to say that these three steps aren't always so linear as they might seem.



## Stage One: Identify (Simplistic)

At Stage One, people seem to be ruled by the Globe, The Magnifying Glass or the Travel Book.

Their point of view is either big, fuzzy and global or it's detailed, specific but academic and theoretical.

The Globe is a map, it's true. But if you saw me walking down the street with a globe under my arm and you were lost and asked me, "How do I get to City Hall from here?" I could pull out the Globe and find the city we were in (maybe) but there would be no detail beyond that. The Globe isn't that helpful for navigating the day to day.

The Magnifying Glass helps people see incredible detail about things, but only a very small part of it at a time. And it's easy to get excited about the part, and imagine you have more knowledge than you do about the whole and how things relate to each other.

The Travel Book, likely written years ago, is the account of someone else's experience of a particular place. It's full of what they noticed and their own theories. And, until you visit that place, it will remain as abstract knowledge. I'm reminded of the scene in the movie Good Will Hunting where Robin Williams' character (Sean) confronts Matt Damon (Will) on the park bench. You can watch it here: [youtube.com/watch?v=qM-gZintWDc](https://www.youtube.com/watch?v=qM-gZintWDc)

Sean: Thought about what you said to me the other day, about my painting. Stayed up half the night thinking about it. Something occurred to me . . . fell into a deep peaceful sleep, and haven't thought about you since. Do you know what occurred to me?

Will: No.

Sean: You're just a kid, you don't have the faintest idea what you're talkin' about.

Will: Why thank you.

Sean: It's all right. You've never been out of Boston.

Will: Nope.

Sean: So if I asked you about art, you'd probably give me the skinny on every art book ever written. Michelangelo, you know a lot about him. Life's work, political aspirations, him and the pope, sexual orientations, the whole works, right? But I'll bet you can't tell me what it smells like in the Sistine Chapel. You've never actually stood there and looked up at that beautiful ceiling; seen that. If I ask you

about women, you'd probably give me a syllabus about your personal favourites. You may have even been laid a few times. But you can't tell me what it feels like to wake up next to a woman and feel truly happy. You're a tough kid. And I'd ask you about war, you'd probably throw Shakespeare at me, right, "once more unto the breach dear friends." But you've never been near one. You've never held your best friend's head in your lap, watch him gasp his last breath looking to you for help. I'd ask you about love, you'd probably quote me a sonnet. But you've never looked at a woman and been totally vulnerable. Known someone that could level you with her eyes, feeling like God put an angel on earth just for you. Who could rescue you from the depths of hell. And you wouldn't know what it's like to be her angel, to have that love for her, be there forever, through anything, through cancer. And you wouldn't know about sleeping sitting up in the hospital room for two months, holding her hand, because the doctors could see in your eyes, that the terms "visiting hours" don't apply to you. You don't know about real loss, 'cause it only occurs when you've loved something more than you love yourself. And I doubt you've ever dared to love anybody that much. And look at you . . . I don't see an intelligent, confident man . . . I see a cocky, scared shitless kid. But you're a genius Will. No one denies that. No one could possibly understand the depths of you. But you presume to know everything about me because you saw a painting of mine, and you ripped my fucking life apart. You're an orphan right?

[Will nods]

Sean: You think I know the first thing about how hard your life has been, how you feel, who you are, because I read Oliver Twist? Does that encapsulate you? Personally . . . I don't give a shit about all that, because you know what, I can't learn anything from you, I can't read in some fuckin' book. Unless you want to talk about you, who you are. Then I'm fascinated. I'm in. But you don't want to do that do you sport? You're terrified of what you might say. Your move, chief.

Will's point of view in this scene is purely academic. He is talking about things he's never personally experienced. He's got all of the maps but he's never visited the territory. It's all theoretical and second-hand knowledge.

\*

The best maps come from direct experience. And the best guides have had experience on the territory their map describes (even if they didn't make the map themselves).

In the world of personal growth, life-coaching and healing, the best maps come from our wounds. They come from the places we've struggled. The most useful and meaningful points of view come

## Point of View

straight out of the territory of our life story. I've seen so many life coaches pick topics that they have no personal relationship to. It rarely seems to work.

Consider this: Point of view comes from the point from which we view things. We care about the issue because we've lived through it. This passion is what gives us the strength to sustain us in the long and hard work of articulating our approach to the journey.

And it can be a long, hard and expensive road.

In the beginning, we learn about the skeleton. We get the snapshot of it. It feels like a great revelation. We are amazed that we were granted to see something that has lain so hidden in plain sight for so long.

"Did you realize," we ask people earnestly. "That underneath our skin, is a skeleton?"

All of these early learnings are just one thing: they're a good start.

Of course, we don't know that there are two hundred and six bones yet. We don't know about the three hundred and sixty joints. We don't know the names of the muscles, tendons and ligaments that hold them in place or the names of the organs they serve to carry around and protect.

This first stage is defined by a certain fuzziness matched only by its zeal, but it's not articulated enough to bear much scrutiny yet. It all seems clear until questions get asked and then it begins to crumble under examination.

A Hawaiian shaman I met once told me that the shadow side of knowledge isn't ignorance, it's *theory*. At Stage One, it's all theory. It's all ideas that aren't grounded in any real experience.

Think of your young friend who's just getting into the holistic and new age world and seems to have opinions on everything. This is where so much religion and spirituality falls down. The map bears no resemblance to the territory. We are called on, if we are going to be of any use to others, to be faithful witnesses to how things are, and to build our maps based on the world, not our ideas about the world and how it's supposed to be.

When we first begin to identify our point of view, everything seems so simple. That's how the world looks through a simplistic lens.

That's how it's supposed to be at Stage One. Perhaps the excitement we feel here is what gets us through the hard work of Stage Two. But, in the beginning, everything is 'love' or it's 'fear'. We're convinced that our holistic modalities can help everyone with everything. With the zeal of the newly converted, we fall in love with these grand sweeping ideas and cosmologies of how the world works. We've found a map with a 30,000 foot view and our world finally makes sense. It's like

## Point of View

someone giving you a globe when you've never even seen a local map. It overwhelmed you with its promise. We want to show this map to everyone. And we do.

But this doesn't last long because if you never get beyond this simplistic level of your point of view . . . well there are a lot of other people, offering just what you offer, to choose from. You don't want them feeling fuzzy about your approach to the problem. You want your map, principles and process to be clear and explicit.

The Globe, The Magnifying Glass or the Travel Book don't have much to do with daily life and human struggles. And your point of view must attend to that.

## Stage Two: Articulated (Complicated)

At Stage Two, the theories begin to fall apart.

We crash to Earth from our 30,000 foot view and we don't recognize a damned thing.

We visit the place we read about and realize how much more there is to learn about it that wasn't included in the guidebook.

We lift up our head from the magnifying glass and are daunted by how much more there is to look at.

All of the theories of how we thought things were or should be, fail to match up to how they are.

In Stage Two, we have to face the very real limitations of our map and our life - what we know and what we can't know, what we can do and what we can't do. All of our grand theories fade like a mirage. They crumble in our hands and we're faced with the realities of how deeply complicated this all is once we actually engage the particulars in the real world. In this phase, we make a lot of mistakes and engage in a lot of expensive learning (expenses that, if we are honest, are usually paid by others, not ourselves). When people ask us what we believe, we can't seem to trot out the same pithy aphorisms and axioms we used to. They ring hollow to us now.

Stage Two is the hard work.

It's where we add in all of the detail that our 30,000 foot view couldn't accommodate. It's where we begin to choose one particular patch of land or water to know well instead of trying to know hundreds.

We've seen the skeleton and now we try to carve the puppet.

We are working to articulate our understandings.

Stage Two is where most of your time will be spent.

Stated another way: Your point of view is formed by your willingness to be where you are in this world and to learn that place. It's your willingness to learn the journey you and/or your clients have been on. A reliable point of view is formed from spending time on the land and then stepping back to map out what you saw.

Stated another way still: Most people have years of experience in making a journey and supporting others through it but they haven't reflected on it and articulated their findings. They've certainly never portioned their experiences into refinements on their map, their compass or their route.

They've learned from their experiences, but they haven't yet learned what they learned. They went through the experience but they haven't taken the time to sit with it and pull out the lessons in such a way that they'd make sense to anyone else.

Many of us do a lot of living, but not a lot of reflecting.

You've been on a journey from somewhere to where you are now. And, on that journey, you've learned a lot. Much more than you realize. Think about where you started and where you are now.

So, what do you know about the journey now that you wish you'd known back when you started? There's non-stop learning to be had here. A note: sometimes we are just too close to our own lives to reflect on it. Sometimes we need a guide to help us. It could be a friend, a guru, a mentor, a counsellor or therapist. Someone who loves you and is deeply skilled in listening.

You might go for coffee with a friend, share your stories, listen deeply and reflect back what you hear. It feels wonderful to articulate these things; to reflect on your life's experience and wrangle some well-articulated learnings from them.

What you articulate articulates.

There's the old saying that "every master was once a disaster." Because they went through pain but then they reflected on it and harvested wisdom from it.

Another saying is, "Your mess is your message" . . . but, again, only once you've reflected on it and pulled something worthwhile from it that might be useful to others. Wisdom is a journey plus reflection.

A journey without reflection confers no particular wisdom upon you. It's one of the reasons why we have a culture full of seniors and so few elders. A lot of living but very little reflecting.

And reflection without a journey tends to lead us to empty, abstract theory, which has little practical application at all in anyone's life.

A point of view without any real life experience to back it up is just a theory.

Life is complex. Life is rich with detail. Life is full of nuance. The more nuanced our maps, the more reliable they are. The more faithful our maps are to the genuine territory the more we can trust them. As we reflect on our own experiences and as we stay present to our current experiences, we come to see the wealth of particulars there are to be noticed.

## Stage Three: Embody (Simple)

*"I would not give a fig for the simplicity this side of complexity,  
but I would give my life for the simplicity on the other side of complexity."*  
— Oliver Wendell Holmes

I visit Vancouver a lot.

And for years, I knew some different neighbourhoods but not how they connected. I had to bust out the maps of the area and see it as a whole. I finally learned that Commercial Avenue was perpendicular to Broadway, but I thought it had run parallel. I learned where Kitsilano was in relationship to Cambie Street. I had, from various visits, learned pockets of detail but, over the years that has all been tied into a more coherent understanding of the city. That helped me navigate it.

This is life.

You look at the map and then you look at the territory. Back and forth. When the map doesn't match the territory you change it.

What is the way you might know that you have a reliable point of view?

How do we know we are moving out of Stage Two and into Stage Three?

When you can see how the parts and the whole relate to each other, you're well on your way.

You can tell you're moving into Stage Three by how you articulate it in your words and actions. How you're able to adapt it to wherever you are. By whether your map, compass and route are of use to others in making their journeys. You can tell by how adroitly you're able to answer people's questions.

\*

I have been puzzled for years at why some people seem to attract clients and interest with so little marketing, shoddy websites and an utter disinterest in promoting themselves.

Why is this?

## Point of View

I am sure there are many reasons, but it's worth noting that there are some people with whom you speak and you just find yourself drawn in and trusting them. There's something solid and reliable about them.

While I wouldn't pretend to suggest that this is the whole answer, I think it has much to do with point of view.

Why?

I think it happens because they genuinely help people. And they do so consistently.

They might not articulate, publicly, a simple and clear cosmology but they embody a certain way of seeing the world that's more like a tapestry than a seven-point checklist.

I am a part of something called the Orphan Wisdom School. If you go to check it out ([orphanwisdom.com/school](http://orphanwisdom.com/school)) you'll see that it's not a typical sales letter. It doesn't say anything about how you are going to personally benefit from it if you sign up. It promises no discernible benefits. It offers no seven-step plan.

So why do people sign up?

There's something about the point of view, an aesthetic and perspective that's woven into everything about it, that speaks to them.

By the time we reach Stage Three, we've travelled a certain territory enough, seen plenty of maps of it and drawn a few of our own. We begin to get a lay of the land which surely includes the humbling, snowballing realization of how much more there is to know. Our confidence returns but it's a different, more matured confidence. We feel more solid and trustworthy. We've got some more grey hairs. We've put our time in and we've been rewarded with real world learning. We can articulate our point of view simply. We can give the 30,000 foot view and, in certain areas, we can give the view from one foot away as well as articulating the connections between them.

At Stage Three, you don't need to rely on the maps and compass as much anymore. After enough time on the land, you don't need to rely on a prescribed route anymore. With enough skillfulness in understanding the land you can improvise and it can look like you've never needed a map or that you have no compass to guide you at all.

You've moved up the ladder from unconscious incompetence (you don't know that you don't know), to conscious incompetence, (you know that you don't know), to conscious competence (you can do it but you have to focus on it) to unconscious competence (you don't even have to think about it anymore).



## Point of View

The challenge at Stage Three becomes about articulating what you've come to know, what has become so intuitive to you, to those at the earlier stages.

One of the roles of an elder, it seems, is to distill or articulate their hard won wisdom into tightly packed nuggets and stories, in the same way that plants put all of their genetic information into tiny little seeds, to pass on the ones they've inherited. In the Gaelic culture, these proverbs are known as the seanfhaclan (literally: old words).

But, more importantly, our point of view has become woven into the fabric of everything that we do.

At first our worldview was simplistic. Then it became complicated. Now it's simple.

*"If you can't explain it simply, you don't understand it well enough."  
— Albert Einstein*

Now your point of view can be articulated, and like a body being formed in the womb, it seems to yearn to be articulated. Certainly, this book is designed to help you do that. But this articulation can be done in two ways: explicitly or implicitly. Your point of view can be explained but it can also be implied, suggested, demonstrated and hinted at. Neither is better than the other.

Andrew Lloyd Webber's music is explicit. He hits you over the head with the chorus. It's immediately catchy and familiar.

Stephen Sondheim's music is more challenging. He makes you work for it. The first time you hear it you might hate it because it's so hard to follow. But the tenth time? You've never heard anything better.

I once asked an old Scottish story-teller about the difference between Christian values and traditional Gaelic values.

"Not much," he replied. "The main difference was in how the values were imparted. The Christian religion made it very explicit, you know with the ten commandments and the like whereas Gaelic values were imparted through stories." The story-teller could see the issues in the community and would tell a story which would then work on people over the coming weeks. They would let the story do the work.

A point of view can be articulated in an explicit way (they tell you about how your body works and moves) or an implicit way (you watch them dance).

I could teach you the anatomy of your body from a book, or I could teach you tai chi. You could read about the body and its joints or you could tell the story of your body by employing and articulating it.

What you articulate articulates.

Doug Henning, the master illusionist from the 1980's described it this way: "My theory is this: the difficult must become habit; habit must become easy in order to make it beautiful. And only when it's beautiful is it magic."

At Stage One, everything is new and hard. I think of my own hobby of close up magic with cards. When you learn a new sleight it feels impossible. Your hands just won't do it. The move asks you to do five things at once and your hands won't do it. And so you keep practicing it. And then, one day, it clicks. It all happens at once. It's no longer five moves. It's one. It's one of the best feelings. But it's not over then. Because, the first time you perform it, you now have to learn how that move fits into the timing and flow of your routine. You have to learn how to direct attention away from it with charming banter while doing the five moves in one. And, again, it's impossible. Until it isn't. Eventually it becomes easy. And then it becomes beautiful. And then it's magic.

At Stage Three, you know what's important to focus on at different points and what isn't. You know when technique matters and when it gets in the way. When you're just beginning it's easy to make mountains out of molehills and have misdirected drive. Beginners can make things more complicated than they need to be by getting lost in theory.

This happens in magic all the time. People will get ideas for magic tricks that, which when performed leave their audiences confused or unimpressed. Their map of 'impressive magic' doesn't match the territory. Their compass of principles doesn't guide them well. It takes time to learn that showmanship matters, that simplicity matters, that your impressive sleight of hand doesn't matter that much and that you're not really performing a trick but giving them a simple story to tell to their friends later (e.g. "He put his house key in my hand and I felt it bend!").

I used to lead day-long, leadership workshops for high school students. My first workshops were terrible. I had all sorts of theories about what would make a good workshop but my map did not match the territory. I had to learn as I went about what mattered and what didn't. I learned that how I began the day mattered more than anything. I learned that letting the day begin with some gentle introductions and ice breakers was better than me trying to begin with a motivational speech.

It's easy to get lost in theory. And theory matters, but only when it's connected to real experience.

\*

The world is full of people who've read all the books but applied nothing.

## Point of View

They've read all of the political books and blogs and feel brave commenting online. But they've never been in office. They've never run a campaign.

They've read all the books about dating, but they never leave their house.

They've read all the books about meditation and spirituality but they have no regular spiritual practice.

They've learned how to read and write a language but not how to speak it.

But articulation is an action. It asks us to practice. It asks us to do something with it.

As Brene Brown put it, "If you're not in the arena getting your butt kicked too, I'm not interested in your feedback."

\*

Looked at in a deeper way, point of view is finding your own voice, the one granted to you by all of the branches of your ancestry. Your own way of saying things using the language you have inherited.

You speak the way you do because you were born in a certain place with parents from a particular place. You use the language you do for the same reasons. The life of all of your ancestors has delivered you to this point in time and place. That point is the 'point' in your 'point of view.' And that point contains everything that has come before it. The whole road to that point is present in the point of which you currently stand. If you look down on that place you are standing, if you cast your head around and look out from that place, you can see it all there. And if you were to study the roads all of your people took to deliver you to when and where you are now, you would see it all in the place you stand.

The more deeply we understand the point on which we stand, the more deeply we can understand what we are seeing from it.

Point of view is finding your own style in a world full of a thousand styles.

It's telling your own story of the world from where you stand. Speaking from your own experience without apology. Point of view comes from finding your place in the big story that began so long before you. Point of view is your willingness to acknowledge that you aren't omniscient, that you aren't able to see things from all angles. It's our humble admission that you don't know the whole territory and knowing that your role is just to know your piece of it, your role and where you belong. This gives you the point from which you view everything — your point of view.

## Point of View

When you meet someone who's found their voice you just melt. They're not exuding a false confidence or bravado. They're not posturing. They're comfortable in their own skin. They're not leaning on anyone. They exude what Stuart Wilde spoke of as a silent power. They're walking through the world giving but not taking, offering but not imposing. There's something so uncomplicated, clear, coherent and simple about them.

As you find your voice (both in tone and message) the world becomes less confused with you. It becomes clear about who you are. You become not a searchlight desperately looking for people, but a lighthouse; a beacon calling your ships to safe harbour and letting the wrong ships know they've got more sailing to do before they arrive at home. We trust them immediately.

\*

Another way of talking about an implied point of view is to talk about *embodying* it.

When your point of view has found its place in your bones you speak less *about* it and more *from* it. You do less to convince people it's true and you speak more as if it is true. The things you are speaking about appear not only in your speech but in the manner of it. You no longer only speak about courtesy but you speak in a courteous way.

In Stage Three, you become the embodiment of the art you've been practicing your whole life, you becoming the walking expression of your point of view because the manner of your walking expresses it.

The old ones say that food makes hunger. If you've ever fasted you know that appetite can go away after a few days without food. It isn't the absence of food that creates the hunger pangs. It's the presence of it. When you embody your point of view, when you become the medicine you're talking about then you are like a pot of food, having cooked a long while, the smell of which wakes up a hunger in people, a hunger that might drive them to seek change; a scent that might be brought to the shore of their island by fortunate winds and tell them a rumour that the world is bigger and more wonderful than they had imagined it might be. It's a scent that might take them down to the shore where they will be pitched and sold to by every manner of merchant, both sincere and insincere.

And, if you're lucky, they'll find their way to you, stirring the pot of your days, full of stories to share and maps to unroll on tavern tables late at night.

*"We can either talk these things to death or we can live them into being."*

— David Korten

At Stage One, you realize you could carve some designs into wood.

At Stage Two, you realize how hard wood-carving actually is when you try to carve in the designs you had in mind.

At Stage Three, you are a master carver and you make it look so easy. Your pieces seem so lifelike.

\*

In January of 2015, I had the pleasure of interviewing Stephen Jenkinson and we talked about the connection between embodying a concept, and teaching it. You can read the full interview here: [marketingforhippies.com/teachers](http://marketingforhippies.com/teachers)

Tad: In your Orphan Wisdom School, you make the distinction sometimes between the teaching and being a practitioner.

Stephen: Yes. Sure, and a fair response would be to say, “Well, we don’t have to choose between those things, do we?” It is possible that somebody could be a deep practitioner of human life and then on occasion have a breakdown of good judgment and talk to people about it. [laughter] You’d like to believe that those two things are possible, and I suppose they are, but I think what I’m saying is that teaching shouldn’t be a time out from what you’re teaching about, and too often, way too often, it is.

. . . So, yes, I think that the proper alternative to the multiplying of teachers is that if we had people practicing life instead of coaching somebody else in it . . .

. . . I think that you have to take upon yourself as best as you’re able to a degree of humility that might be in the realm of . . . I think it was Rumi, but it might have been one of his cohorts over there, who regularly in his poetic kind of ramblings pleaded with people to wake up, and the way he often said it is he would end a particular iteration or plea or something with the phrase “like this,” and of course, you’re reading it on the page. You’re not exactly sure what the reference might be.

But I think this is as close as a practitioner might get to teaching, is to, just in case you’re missing it, that practitioner might look up from the page or the spoon that he or she’s carving, or the shoe that he or she’s making, or whatever it is, and say, “Well, it’s like this,” and then look back down and keep going, because maybe you missed it, and they break form.

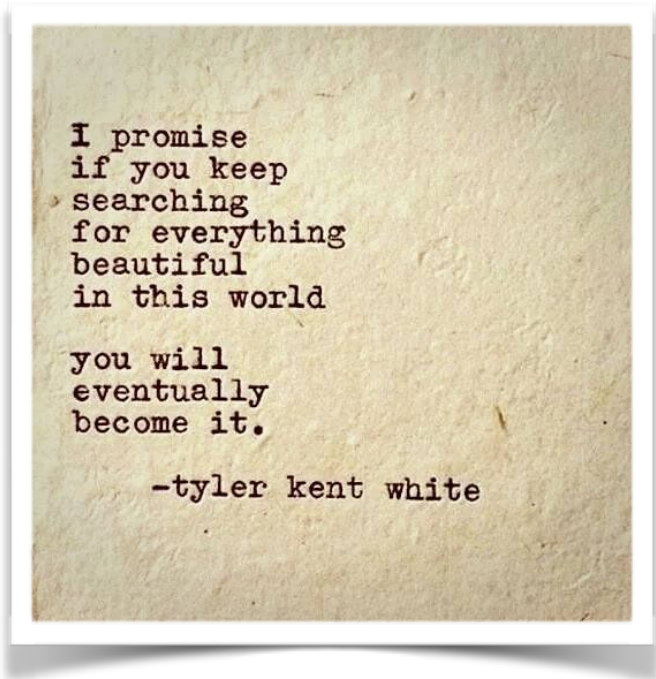
So it’s not an orthodoxy I’m talking about here. It’s not the new ten steps or anything of the kind. It’s a kind of nuance, I guess, and the idea of being a

practitioner, that's the way I crafted an alternative that I thought might be available just with a phrase, that the mind could think something else, other than, "How do I impart this thing?"

\*

In this stage, the boat that you use to take people from Island A to B is decked out beautifully with a clear and unmistakable style to it. Its hull is painted, the masthead carved ornately, the decks are varnished, its sails are a brilliant red, and its name emblazoned boldly on the side.

When people walk by it, they are drawn to it, or repelled, and they can't say why. It's not that you're trying to say your boat is better than others. It's not that you're trying to showcase your differences in order to get people onto your boat. But there's just something about the boat, the clear aesthetic or its design that lets people know right away if it's the boat for them or not.



The thread of your point of view runs through everything you do. It's what gives the internal consistency, coherence, and integrity to it all.


At Stage Three there is an elegance to your point of view. Elegance doesn't mean fancy or upper-class. It means something more like, "ingenius in its simplicity." This is what we're going for: a simple point of view that is, should you care to examine it more closely, rich in detail.

#### **Additional Reading:**

I also recommend reading the two books below.

Mastery – George Leonard

Mastery – Robert Green

A large black square occupies the center of the page. Inside this square, the text "No one is you and that is your power" is written in a white, serif font. The text is centered horizontally and vertically within the square.

No one is you and  
that is your power

# Final Thoughts: Where to now?

So here we are.

Point of View. What does one do with this all?

First of all, this is going to create quite a mess for you.

Thinking about these things is like cleaning up your room. You'll be opening up drawers you've long forgotten about and emptying them out on your bed to look through what's there. But, if you stay with it, over time, you will find yourself with a well organized, clear and trustworthy perspective.

It will come.

But, still, what do you do with it?

The first thing to do is to resist the urge to see this as an ornamentation of the tapestry of your business. Your point of view is the thread you use to weave everything together into a cohesive picture. It always has been. You just didn't know it.

Having said that, there are four things I most recommend that you do:

1. **Share your POV:** Teach workshops on it. Talk about it with your friends. Create and deliver short TED talks about it. Share it and listen to people's feedback to help you make it more clear.
2. **Create a POV Webpage:** Consider creating a page where you distill your point of view down and share it. This might be called "My Philosophy" or "How I See Things." This is a new page on your site where you articulate your perspective on the issues with which you help folks. If you're an artist, it's your artistic statement. You can read my best attempt here: [marketingforhippies.com/free/marketing-essentials](http://marketingforhippies.com/free/marketing-essentials).
3. **Create Content Based on your POV:** Write blog posts about it. Make videos about it. Do podcasts about it. Write ebooks that delve into it. Your point of view is the source of every piece of content you ever create. People are looking for a map that makes sense. They're looking for someone they can trust. They're desperately trying to make sense of their situation so they can know where to invest their energies.



4. **Use your POV as a Filter:** Link to your Point of View page from your “hire me” page and encourage people to read it before hiring you.

The more clear your point of view becomes, the more you will build everything as an expression of it. In the end, the goal is that if a young man walks along along the harbour and looks at your boat, he'll know recognize and understand point of view because it will all be there to see in the kind of boat you have – in the paint job, in the name of the boat, the regalia of those on board, the smells coming from it, etc. This is the goal: can your business become an expression of your point of view? Can your website be such a clear demonstration of your point of view that your perfect clients look at it and, within seconds, know that you're someone they have to work with? That's the goal.

So the first part is coming to understand your point of view. And then the next journey is expressing it in everything you do.

Your point of view is one of the greatest gifts you can bring to the world. It's a human-scaled gift but it needs to fit into something much bigger than our human-scale. It needs to fit into some larger and trustworthy cosmology like a Russian stacking doll of assumptions about the world. Maps within maps.

In the end, your point of view is just that. It's your take on things from where you are standing right now. In practical terms, even though we might work for it to be, our point of view is not so much about being correct about the nature of the world, but about connecting with others who share our sense of things. Point of view is a community-making device. It's a magnet that draws like-minded and like-hearted people together. It's the glue that holds a community together.

Developing your point of view is an ongoing affair. It's iterative. It develops over time. Maybe your point of view is right. Maybe it's not. As long as you stay open to learning and changing, you'll be okay. As long as you base your point of view on a sincere attempt to understand the realities of the territory in which you find yourself, it will work and you will generate maps others can trust for years to come.

And, if you're lucky, your capacity to articulate your point of view will shift from your mouth and the written word into the way you move through this world so that the way you live becomes a faithful testimony to how things are in your corner of the world and the most articulated expression possible of the portion of wisdom granted to you, a seed that will be planted in the memory of those you leave behind, as sure a guide as there might ever be towards some better tomorrow.

# Frequently Asked Questions

## How Does This Work for Artists?

This book was written with service providers in mind.

But don't think that point of view doesn't apply to you if you're a musician, painter, writer, poet, sculptor, photographer, weaver or other sort of artist.

The whole basis of art is finding a different point of view.

This process helps you to create and define your "artistic statement," which is basically an artistic Point of View.

For a photographer, it's a literal different point of view. Where could you stand to get the most interesting photo and which lens could you use when you stand there?

When Chris Rock was interviewed by Frank Rich, he was asked where he found his material. He replied. "You keep notes. You look for the recurring. What's not going away? Boy, this police-brutality thing – it seems to be lingering. What's going to happen here? You don't even have the joke, you just say, 'Okay, what's the new angle that makes me not sound like a preacher?' Forget being a comedian, just act like a reporter. What's the question that hasn't been asked? How come white kids don't get shot? Have you ever watched television and seen some white kid get shot by accident?"

I recall a friend of mine telling me about a conversation he overheard at Credo coffee in Edmonton. A woman was asking if they could make her coffee in a very particular way. The answer was, "No. We make our coffee the way we make it and we think you'll love it." They had a firm point of view on how they made their java that they weren't willing to compromise.

There are a lot of generic bands out there and then there are the ones who have found their own particular voice. Those are the bands we feel strongly about.

There are a lot of generic painters out there and then there are those who have discovered their own style. Those are the painters we feel strongly about.

The world is full of bad poetry. And then there are the poets who have found a way to give voice to the deeply human things of this world in a unique way. Those are the poets we feel strongly about.

In business, people are buying one of two things. They are buying the boat or the journey.

In this book I've focused on those who are selling the journey, but this all applies just as much to those who are lovingly crafting the boats for the rest of us to use.

## Do I Share My Political and Religious Point of View?

A question that often comes up during conversations about point of view is, “Should I share my political or religious points of view?”

It’s a good question to wonder about.

One client, in early 2016, said it this way:

“As an American, readying for our next Presidential election, I find myself totally stoked and feelin’ the Bern, with Bernie Sanders running for President. I’m posting more than I usually do, on my FB page, with info about caucusing (here in Washington State) and fact-memes about Sanders positions, etc.

Meanwhile, as things are heating up, I’m also noticing pretty much zero references to the fact of this candidacy – which seems to come more from the sentiments of Charles Eisenstein’s *The More Beautiful World Our Hearts Know is Possible*, a world that works for everyone – in the many many newsletters I subscribe to in the business and marketing world (Sage Lavine, Elizabeth Purvis, Margaret Lynch, Lev Natan, Justin Livingston, The Shift Network, and on and on and on). It feels a little odd. It’s the Elephant (the Donkey?) in the Room kind of a way.

What’s your take on this? Do you think this is a question of people separating their business from their personal/political worlds? Not wanting to ‘alienate’ anyone? Wondering if aspiring to be a 6 or 7-figure business is too close to being like “the 1%” who own the \$ wealth in the U.S.? Something else? I’m really curious on your take . . . and/or if you’ve been in personal conversation about this with people who are running and/or teaching people how to run 6- and 7-figure businesses. I’d be very curious to hear your musings . . .”

All I can say is that this is a very personal journey and I wouldn’t even dream of giving advice on this one way or the other.

What I can do is lift up some things for your consideration.

The first is that, if you decide to share your point of view of things that aren’t immediately relevant to your work – that in itself is likely coming from some point of view. Maybe it’s a point of view about transparency. Maybe it’s your take that people need to be more politically active or vocal. Maybe it’s that you don’t want to work with Republicans because the worldviews are too different and so you’re hoping your posts will scare them off.

## Point of View

I think of Kevin Smith, the Hollywood celebrity who shares everything in his life (literally everything) without shame. There's a point of view underneath that: why he feels it's important to share that and why he feels no shame about it. Then I think of other celebrities who refuse to speak about their personal lives ever. The urge to share or not share — two different worldviews.

The other thing I would invite you to wonder about is this: is it relevant to your client's journey?

If not, why are you sharing it? Is it going to add value to their lives? Will it help them trust you?

There are no rules here, it's just good to know why you're doing what you do.

You don't need to overshare.

Vulnerability doesn't necessarily mean talking about your childhood trauma.

How much you share is a very personal choice and it's based on your take on what is relevant.

Some people will love your sharing and some will be turned off by it.

Some people will love your sharing. Some will hate your sharing and be turned off by it.

Some people will judge you for not sharing and speaking up on issues that matter to them.

This is part of how you find your people.

Your ideal people are the ones who will love the way you see things and will love that you feel called to share about the things you feel called to share about.

# Appendix

## Eleven Criteria of a Solid Point of View:

Here are eleven questions from *Beyond Buzz* by Lois Kelly to ask yourself when looking at your own point of view.

1. Is it engaging? Does it evoke the response, “That’s kind of interesting. Tell me more.”
2. Is it true? Can you support the point of view with facts, trend information, aggregated insights, or other data?
3. Is it relevant? The more relevant the idea to the intended audience, the more interested people will be.
4. Is it genuine? Do you believe in the idea — truly?
5. Is it fresh? Is the view new and different from most conversations around the topic?
6. Does it connect the dots to your business?
7. Does it build customer trust? Does it demonstrate your organization’s special expertise in a particularly valuable area to customers? Does it help people more clearly understand your strategy?
8. Is it memorable? Does the view stick in a person’s head? Is it easy to remember?
9. Is it “talkable?” Is it easy for people to talk about the concept in their own words and tell their own stories around it? Does it jump-start two-way talk?
10. Is it leggy? Does the idea resonate with multiple audiences, through multiple communication channels?
11. Is it likeable? Do people like talking about the point of view? Is it so inspiring, provocative, brave, or bold that they naturally jump into conversations about it?

## The Rant Experiment: Let Off Some Steam, Catalyze Social Change and Grow Your Business

The following section on Rants comes from a blog I wrote on April 17th, 2015 called The Rant Experiment: Let Off Some Steam, Catalyze Social Change and Grow Your Business.

\*

I think a rant is one of the fastest ways to uncover your point of view.

I want to offer up the opportunity to participate in a bold experiment.

It's going to ask you to be vulnerable and honest.

It's going to ask you to use a tool that not many people even think of as a tool (indeed, I didn't, until early 2015, when a number of things came together).



Here's the gist: I want you to write a rant that's been brewing inside you for a while and share it with your list and social media. After about a week, go post your rant and the results in the comments below.

The Rules: videos rants = 3 minutes or less. Written pieces 1000 words or less.

I think it will not only feel really good for you to do but that it could also help you grow your business.

Why do I say this and where is this experiment coming from?

I think that the world needs more people ranting.

I think that you have a rant inside you that, if you let it out, would not only free you, but a lot of other people too.

I think that letting yourself rant could do wonders to get you more clients too.

Let me back up and explain why I think this...

I've written 551 blogs on this site.



Most of them have gotten a few comments. Many, none at all. A few of them have gotten a lot of comments and been shared widely.

You might think that the ones that were the most shared were the most tactical ones. The ones with “how to do something.” The ones with an immediately practical application. But when I do a search of the blog posts in the Marketing Tactics category the following are the ones I find with the most comments on them.

Note: Some of these may have a lower number of comments because they were written years ago when my list was smaller and they may never have been mailed directly to my list. But the most recent ones, in the past couple of years were.

Also: Comments are not the only or most meaningful arbiter of success. I would say how much a piece is shared or how much traffic it gets is more important (and I can attest to the rant blog posts I’ll be posting below being the ones that have been shared the most on social media and drawn some of the most new people to my site). But, comment numbers are still a useful lens to look at as it demonstrates that people not only went to that page, but read the material and got enough out of it to leave some complimentary words in the course of their busy lives.

### **How many comments do I get on my Marketing Tactic blog posts?:**

- 25 Comments – **How to Approach Hubs and Potential Clients Cold** – This one has the most comments of any of them. But, given how packed it is with content, real life examples, I am surprised there weren’t more comments.
- 16 Comments – **How Do I Fill Up My Weekend Workshop or Retreat Last Minute? 21 Practical Ideas** – This one is interesting. I emailed my list of 10,000 with it and then my colleagues Justin and Callan emailed their list of 30,000+ with it. And yet only 16 comments. And, holy hell is this ever one of the most practical blog posts I’ve ever written. This blog post, with some other additions, will be turned into a product I sell within the next year. And I bet it will do well. And yet . . . only 16 comments.
- 6 Comments – **The Two Secrets of an Effective Business Card** – Only six comments? A blog post on the most ubiquitous of all marketing tools?
- 6 Comments – **The Top Ten Ways to Become a Hub** – If people really applied what was in here, they’d double their business this year. But a paltry number of comments.
- 6 Comments – **How to Make a Welcome Video for Your Website** – What the hell. Most folks should have some sort of welcome video on their website. I’m telling people exactly how to do it. Half a dozen comments. Boo.

- 3 Comments – **Five Simple Ways to Get New Clients** – This one blows my mind. Again, I would feel very good about turning this blog post into a paid product. It's so good. It's so clear and step-by-step. But only three comments.
- 3 Comments – **14 Ways to Make it Easy for People to Spread the Word About You** – A distillation of a year's worth of me reading every book on word of mouth marketing I could get my hands on and . . . three comments.
- 1 Comment – **Marketing for Psychotherapists** – Did this explode in the psychotherapy community? No. Not sure if this one hit my email list but still. I've personally sent it to dozens of psychotherapists and had it met with deep gratitude. But only one comment.
- 0 Comments – **Creating Your Hubs Database** – Quite possibly the most important marketing tactic I know that very few others teach. And the crowd goes mild.
- 0 Comments – **21 Powerful Word of Mouth Intensifiers** – Again, a year's worth of research boiled down into 21 actionable items and met with zero comments.

To be clear, if I were to email my list with some of the ones with fewer comments, we'd see those comments go up. But what follows is very illustrative.

### Those rants though . . .

When I look in the Tad's Rants category I find these six blogs. All six of these were emailed to my list within the past couple of years. So there's that. But the difference in the number of comments is orders of magnitudes higher.

And they're all rants. None of them contain a single practical idea. None of them are tactical at all. And yet, this is a consistent pattern. When I share a rant, I get the most response. To prove it. . .

- 174 Comments – **I'm Broke (And I Don't Care)**
- 122 Comments – **Why 'Charging What You're Worth' Is Bullshit**
- 104 Comments – **Is 'Conscious Marketing' Bullshit? Discuss**
- 92 Comments – **Slow Marketing**
- 86 Comments – **Why 'Stop Playing Small' Is Bullshit**
- 74 Comments – **Don't Mess With Their Rice Bowl: Seven Business Lessons from Ten Recent Workshop No-Shows**

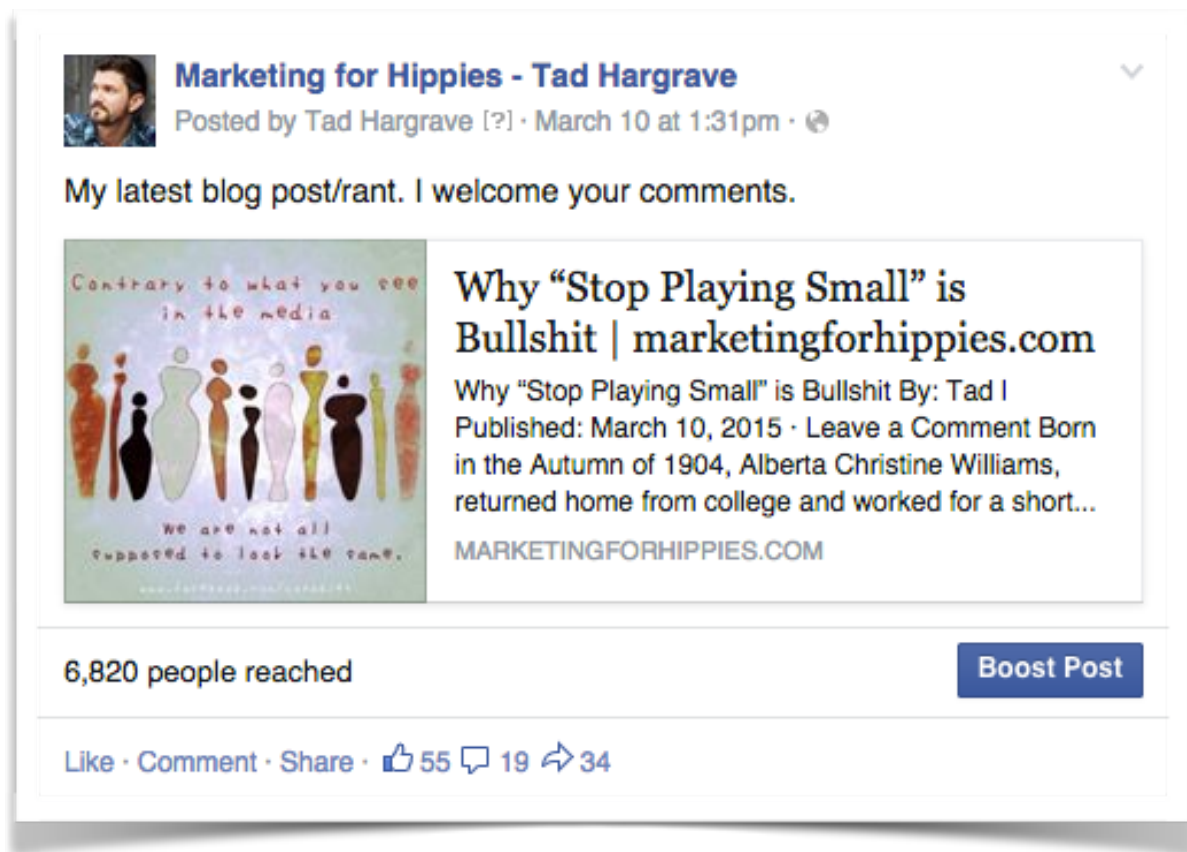
So, that's 652 comments in total for six blog posts vs. 120 comments for what I would consider to be my top ten, most useful tactical blog posts.

To break that down further, that means that, on average, my tactical blog posts have gotten 12 comments each, whereas my average rant blog post above got, 108 comments. So, even if we factor in a smaller email list and not each of those posts having been emailed out and tripled that number to 36, we're still looking at rant posts performing at least four times better at worst and ten times better at best.

You might be excused for thinking that the secret is to add the word "bullshit" to any blog post. And . . . you wouldn't be right but you wouldn't be entirely wrong either. However, more on that in a moment because it's not just in comments on my blog.

I also shared my Why "Stop Playing Small" Is Bullshit blog on my Facebook Page. I generally get next to no response on posts to my Facebook Page.

But when I shared this one, it went crazy. Shared by 34 people. And, on a Facebook Page a share means much more than a comment. Note: I did not "boost" that post. I paid nothing. And yet, boom.



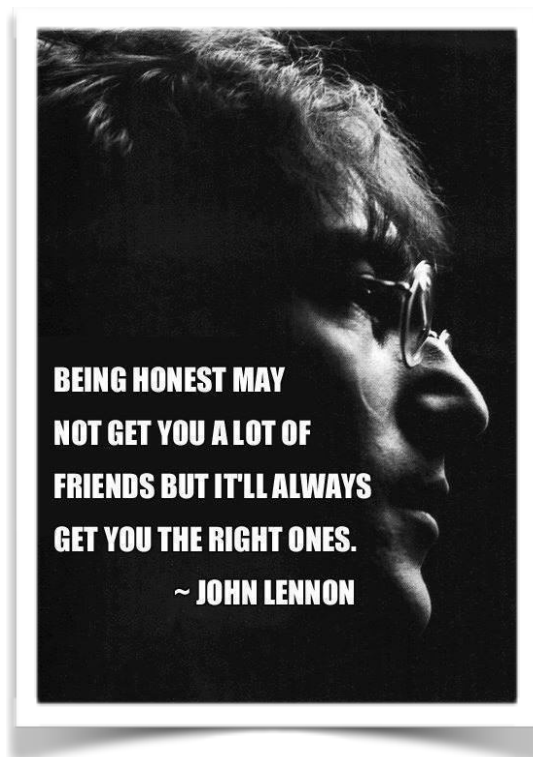
## What is a Rant?

Before we dive much deeper, we should really define our terms.

verb (used without object) 1. to speak or declaim extravagantly or violently; talk in a wild or vehement way; rave: The demagogue ranted for hours. verb (used with object) 2. to utter or declaim in a ranting manner. noun 3. ranting, extravagant, or violent declamation. 4. a ranting utterance  
(source: dictionary.com)

rant (n.) Look up rant at Dictionary.com “boisterous, empty declamation; fierce or high-sounding language without much meaning or dignity of thought; bombast; a ranting speech,” 1640s, from rant (v.). rant (v.) Look up rant at Dictionary.com c.1600, “to be jovial and boisterous,” also “to talk bombastically,” from Dutch randten (earlier ranten) “talk foolishly, rave,” of unknown origin (compare German rantzen “to frolic, spring about”). A 1700 slang dictionary has rantipole “a rude wild Boy or Girl” (also as a verb and adjective) [Grose]  
(source: etymonline.com)

In the definitions above you can see that ranting is a style of sharing views that doesn't fit into the conventions of polite conversation.



## Eleven Reasons Why Rants Get Such a Strong Response

So, what's up with the difference in response?

I think there are nine reasons that rants get such a strong reaction and are shared so much.

### **Reason #1 — They Send The Right Messages:**

I wrote a blog post called *Five Simple Messages That Can Have Potential Clients Melt and Fall in Love With You* (41 Comments). In it, I laid out five key messages that clients need to get from you in order to feel safe.

Message #1: That you “get it” (or at least will try to).

Message #2: That they're not crazy.

Message #3: That they're not alone.

Message #4: That there is hope.

Message #5: That there's a bigger context.

I believe that a good rant can send all five of those messages.

### **Reason #2 — A Rant Comes From a Point of View:**

A rant comes from a way of seeing things that is being ignored and is an attempt to call attention to it, or tear down a point of view we see as doing damage.

### **Reason #3 — A Rant is Raw and Real:**

So much of what we see in business and marketing is posturing. People pretending to be more together than they are. And a rant shatters that pretense. A rant is honest. A rant cuts through the bullshit and calls a spade a spade. A rant isn't trying to be nice and polite. It's not concerned about offending people. And people respond to this. People are craving honesty. This kind of genuine boiling over of emotion and frustration when things make us wanna holler, is a tonic for people. A rant is done to express, not impress. They're done primarily to get something out of you not to make an impact on others. You rant because you need to or because you see it's needed, even if you don't know if it will make a difference at all.

The realness you express will engender respect (even if they disagree), trust, credibility and a letting down of the guard. People will be more open to you because they see you're not hiding anything. There's no pretense. They know where you stand now.

I learned from Stephen Jenkinson that there were two types of marble that were used for stone carving. The first type, which is the most expensive, has a very tight crystalline structure which will take any blow and which can be carved with incredible levels of precision. The second type was harder to carve and the final results would often be covered with holes and imperfections that would need to be filled and covered with wax. So, in that way, a cheaper marble could be used but made to look more expensive than it was.

Now follow this: the Latin word for wax is ‘cera.’ The Latin word for without is ‘sine.’ And so marble that wasn’t covered up, where the holes could still show, were sine cera. Or sincere. And so, in this way, this common word is brought down through the ages, holding close to its chest this story about letting our holes show.

And so a rant is a tremendously sincere event. We’re not trying to posture or say it exactly right. We’re not trying to pretend we have it all together or have all of the answers. And, because it’s so sincere, people trust it.

Why don’t people rant? Because it’s vulnerable. It risks, even courts, rejection.

If you try to fake it and use a rant as a technique when it’s not something you genuinely feel, it’s going to suck hard and everyone will notice it.

If you try to control and constrain it too much, it will lose its oomph. You’ll notice that in almost all of the rants below, there is swearing. There’s a reason. When people are really ranting, their filters fall by the wayside. Things come out of their mouth that normally never would.

And, because of their rawness, a rant is big medicine. This isn’t something we want to do all of the time. They have real impact precisely because they are so rare. If all you do is rant, you will lose credibility. The less often you use this tool and the more emotion that is let loose when you do, the more impact it will have.

My colleague and friend Morgana Rae said, “I call those the ‘Dark Goddess of Morgana’s Wrath’ blasts. They’ve been surprisingly enrolling.”

And it’s important to understand that rants are only one kind of medicine. They are needed but they’re not the only thing that’s needed. We also need listening, patience, organizing, well-articulated and thoughtful requests and offers etc.

## **Reason #4 — A Rant is Polarizing:**

Not everyone will agree with your rant — it will likely be controversial. It's going to get a polarized response from people. And that's good. Clients who aren't a fit will be repelled, and the ones who are a fit will be magnetically drawn towards you hard. It gets people off the fence of how they feel about you.

## **Reason #5 — A Rant Releases Pressure:**

One of the highest performing headlines of all time was written by Jay Abraham:

*"I've got to get this off my chest before I explode."*

He wrote it once as the first statement in a long, rant like sales letter. It got an incredible response. And, whenever he or others have used it after, it got a huge response too.

When people hear a good rant, if they agree with it, they often experience an immediate sensation of relief and release. A good rant gives people permission to stop pretending they see the Emperor's new clothes when the man before them is clearly naked.

By the time a rant happens, pressure has been built up to an untenable point. When you rant, you not only release the pressure for you, but for everyone listening. The people listening have been, whether or not they'll admit it, feeling a sense of "I don't know how much longer I can take this. . ." If you try to hold a rant in, it will hurt you. If you release it, it will free not only you but everyone listening who agrees with you. Rants are like a thunderstorm that come in loud and strong and, after which, the air smells fresher than it has in months, the stagnancy gone and replaced with something more life giving.

A rant can create an incredible sense of connection between yourself and the person listening as they whisper, "Thank you for being willing to say it."

Because rants are the release of pressure, they require some pressure to build up first. They have to arise from something real vs. an attempt at saying the 'right thing' to get a 'particular response' (e.g. a crafted statement from a politician that is clearly false indignation, full of sound and fury and signifying nothing). This means we can't manufacture them without their ringing falling hollow. In that way, they're spontaneous. It's not about making them happen perhaps, but not stopping them when they arise.

### **Reason #6 — A Rant is Emotional:**

A rant is not an essay. It's not an analysis or breakdown. It's not a manifesto (though a manifesto may arise from it). A rant isn't that well thought out yet. It's from the heart. It's an expression of pain, heartbreak, anger or hurt. It's an expression of a deep love for something. It's not abstract. It comes from a real place of real impact. It comes not so much from an excitement to share as it comes from not being able to hold it in anymore.

Again, that might be why people swear so much when they rant. The gasket has blown and the filter is off and the only thing coming out of that spigot faster than you can manage it, is hot, liquid truth that is going to burn away anything that isn't real.

A rant wants to tear apart bullshit. It wants to grab people's masks right off their face, throw those masks down on the ground and step all over them. It wants to grab people by the shoulders and shake them and tell them to wake the fuck up for God's sake. It wants to go to a polite dinner party and turn over tables if that's what it takes to get people's attention.

And there's a good chance that you won't know it's a rant by what you say but by how they respond.

### **Reason #7 — A Rant is a Call to Action:**

A rant is a message. It's a call to action to change things for the better. And that energizes (and, hopefully) ennobles people. A rant is a call for people to wake up, stop being so fucking apathetic and to do something. A rant isn't just done to vent feelings and then move on — that's what therapy is for. No, a rant is there to start something.

### **Reason #8 — A Rant is Unauthorized:**

Rarely does anyone ask for permission to go on a big rant because rants are often delivered in the face of some oppressive authority, reality or set of assumptions. So a rant can actually be a step in reclaiming your own personal authority. Rants often happen when boundaries (real or imagined) have been crossed too many times or in egregious ways and so rants are a way of saying 'no more'. A rant often breaks social conventions. It's not polite. It often interrupts whatever is going on.

And in a world full of posturing, lies, injustice, pretense and deep confusion about how we're supposed to relate to each other as humans, rants are deeply, deeply needed.

Because they are not authorized or a part of the common public discourse, when rants appear, they are like lightning. They get attention.



## **Reason #9 — Rants Can Be Tonic or Toxic Destructive Force:**

Make no mistake. A rant is destructive.

But this destructive energy can be tonic or toxic, depending on how it's used.

When coming from a deeply wounded place, it may seek to scapegoat groups of people. Think Hitler ranting against the Jews or Jim Crow ranting against black people or religious leaders ranting about homosexuals or Donald Trump ranting about Muslims. Toxic rants are the life damaging use of anger to protect unearned privileges and the punitive use of force to crush those who would question those privileges and control.

But there's a tonic version where the rant is coming from the impulse to tear down anything that isn't real, to expose hypocrisy, to flood light into the darkness and to call attention to injustice. They want to blow up the dams that are killing our salmon, break the shackles that are enslaving us. Tonic rants are the life affirming use of anger and the protective use of force when something precious is under threat.

A toxic rant will result in real casualties or real people being hurt.

A tonic rant will only result in lies being hurt.

The key thing to understand is the destructive power of them. But, hidden in the middle of that destructive power is something precious. It is not a new thing, but rather the yearning for something better. A good rant pleads with the world for something finer and fairer, a plea for beauty in the face of ugliness, kindness in the face of cruelty, fairness in the face of injustice, integrity in the face of hypocrisy, honesty in the face of deceit and duplicity.

## **Reason #10 — Rants Resonate:**

If it's a good rant, it will resonate with people.

As Carl Rogers said, "That which is most personal is most general." He meant that the things you feel most deeply feel that you think you're the only one who feels them? Everybody feels that. And so the more honest and vulnerable you're willing to make yourself, the more others will resonate with you.

James Baldwin put it well, "You think your pain and your heartbreak are unprecedented in the history of the world, but then you read. It was books that taught me that the things that tormented me most were the very things that connected me with all the people who were alive, or who had ever been alive."

This is what rants do. People hear them and say, “Me too! I thought I was the only one!” and then they want to share them. If no one comments on your rant, likes it or shares it, it might not have struck a chord in people.

### **Reason #11 — A Rant is a Response:**

This is vital to understand about rants.

It's why you can't just 'manufacture' a rant.

A rant has to come from somewhere if it's going to be real. It's got to be a response to something real; something that you have experienced in the world that genuinely upsets and frustrates you. It's got to be something you have been unable to find a solution to despite trying.

A rant is about something bigger than you. A rant places you somewhere. A rant is not a political speech about you and how amazing you are and why everyone should vote for you. A rant is not a speech about some neat new idea or technology or philosophy. It's a response to something that isn't working.

### **Additional Reading:**

My colleague Corrina Gordon-Barnes wrote a rant like this here:  
[youinspireme.co.uk/never-say-its-too-expensive](http://youinspireme.co.uk/never-say-its-too-expensive)

## The Three Places A Rant Can Come From:

Maybe even more important than the content of the rant is where it's coming from.

I want to suggest there are three places.

**Collapse:** If you rant from a place of collapse, victimhood and 'poor me' your rants will sound whiny and complaining. This is not attractive. And it's not vulnerable (even though it seems like it is). Instead of sharing the pain they feel, they use the pain as justification for their story about themselves. The former melts people's hearts, the latter disgusts people.

**Posturing:** If you rant from a place of puffing up and pretending to be more together than you are, or pretending to care so much, you'll come across as immensely disingenuous.

**Composure:** This place, of comfort in your own skin, of finally coming to trust yourself over external authority, is where all good rants come from. Rants that come from a desire to get love (collapsing) or get respect (posturing) never resonate. But rants that come from a place of self love and self respect always do. You can't be vulnerable unless you are composed. If you're posturing or collapsing you are, inherently, basing your identity in how others see you. That means that to feel okay, you need to manage how they see you. That means you need to be in control of it. And you can't be in control and vulnerable at the same time. Only when you feel safe in your ability to handle yourself and meet life as it is, will you ever be able to be vulnerable.

But, it might be good to look at some real examples of rants so you can get a flavour for them.

So, to start off, let yourself bitch privately in your journal or with close friends. Don't try to be so positive, people pleasing and accommodating. Stop being so accepting and forgiving for a few hours. Let yourself be human. Let yourself complain viciously about all the bullshit you see around you: in your community, in your industry, in the world. Be ruthlessly honest about what you think and feel.

Write it all down. And realize that you're not alone. And realize that others feel this way too and they feel alone.

Why not speak up and let them know they're one of many? Why not pose questions in Facebook statuses and tweets asking, "does anyone else feel this way?" And now that you know what you're against take all of that and reverse it – what are you for? What do you want instead? Refine it. Clarify it.

To read a whole lot of real life examples of rants: [marketingforhippies.com/rant-examples](http://marketingforhippies.com/rant-examples)

## So, How Do You Participate in the Rant Experiment?

### Step One: Identify Your Industry Frustration

Complete these sentences. Try coming up with ten answers per sentence stem. This is a great exercise to do with a friend. Have them interview you and record it or have them take notes and just let yourself vent. Critically, don't try to be nice. Let yourself be petty and opinionated to start. You can clean that up later (if you want to). For the moment, just let it out.

Note: Replace the word industry with scene or community as it makes sense.

- I'm so sick of \_\_\_\_\_ in my industry.
- The elephant in the room that no one is willing to talk about in my industry is . . .
- The biggest piece of bullshit going around my community is . . .
- The emperor's new clothes in my industry is . . .
- The thing I'm most frustrated about in my industry is . . .
- The things I've thought about for years but have never said out loud about my industry is . . .
- The dirty secret of my industry is . . .
- The thing I'm most sick and tired of hearing, seeing, or dealing with in my industry is . . .
- The thing I feel like I have to bite my tongue about (while I roll my eyes) the most when at industry events is . . .
- The thing they never teach you when you're in school for our industry is . . .
- The biggest lie I see my colleagues peddling is . . .
- How the hell is \_\_\_\_\_ still a thing in my industry?
- I don't give a shit about \_\_\_\_\_ anymore. What I care about is \_\_\_\_\_.

## **Step Two: Express it Eloquently**

I'm not talking about word-smithing something to death so it's stripped of all inspiration. But I am talking about holding yourself to a higher standard so that even your consternation is expressed in a way that adds more beauty to the world in its realness. I'm talking about stripping the "hums" and "uhhhs" and the "like, ya know?'s" from it. I'm talking about speaking right from your heart in the most beautiful, honest and real way you know how to do.

Oriah Mountain Dreamer's urgent and deeply honest poem *The Invitation* is a gorgeously articulated rant.

I don't think that this kind of eloquence is something you can just summon up in the moment. I think it's the result of a lifetime of practicing eloquence in speech being brought to bear in a moment like this. The only way to practice for an eloquent and moving rant is to practice more beautiful speech right now in your day-to-day life.

## **Step Three: Sleep On It & Share It**

It's always a good idea to sleep on things. Even rants. Let it out and then look at it the next day with fresh eyes. Can it be improved? Polished? Made even more powerful? Almost certainly.

## **Step Four: Share the Results**

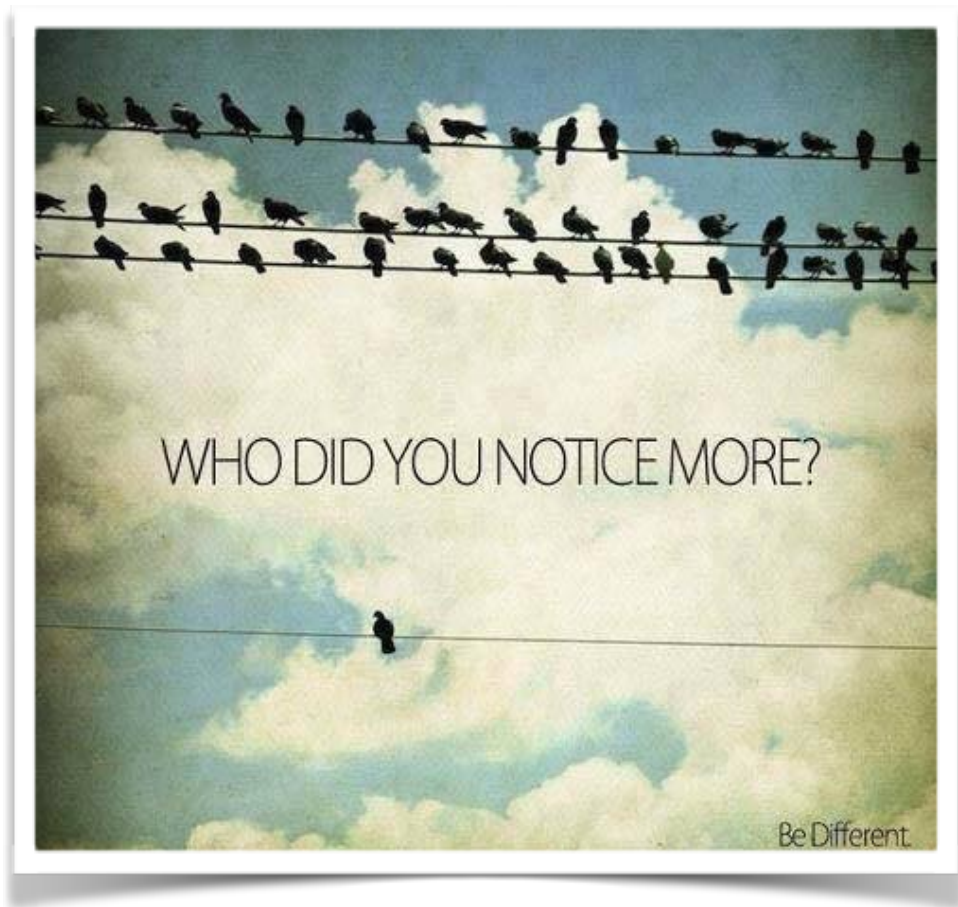
Email us at [admin@marketingforhippies.com](mailto:admin@marketingforhippies.com) with the subject line: Rant Experiment Submission.

I look forward to seeing what you come up with. But more than that, so does everyone else. Maybe the world has been waiting for you to blow off a little steam.

Also – if you can think of other rants that should be featured, please share them below as well.

### **Additional Resources:**

Real World Examples of Rants: [marketingforhippies.com/rant-examples](http://marketingforhippies.com/rant-examples)



## Acknowledgements

The primary place that I first really “got” point of view as a marketing tool was in Lois Kelly’s amazing book on word of mouth marketing, *Beyond Buzz*.

I owe big thanks to Bill Baren for the Islands metaphor which was a big help in giving me a framework with which to really *understand* point of view and communicate it to others.

I also owe big thanks to Susan Kendal, my intrepid assistant, for her trustworthy reflections on what I’ve written, and to Craig Martin for challenging me to make this work better.

My heart to Stephen Jenkinson for his lived articulation of faithfulness to the territory of how things are.

And this eBook would never have been possible without all of those people who came out to my workshops while I wrestled out some articulated understanding of marketing and how point of view might fit into it in front of them, my heartfelt thanks to those folks for being there, listening and feeding back.



## Why is niching so hard?

**Introducing a stress-reducing, profit-inspiring book to help make it easier.**

It's called *The Niching Nest: Insights, Strategies and Unconventional Wisdom to Help You Find Comfort and Clarity in Your Niching Journey*.

This book is the proper twin of the book you're reading now. I recommend reading them together.

The Niching Nest might be for you if . . .

- You are struggling to figure out your niche (and maybe have been for some time).
- You know niching is important but you aren't entirely certain you really understand what a niche is in the first place.
- Every workshop you attend, book you read, tele-course and webinar you take are telling you that "you need to figure out your niche" (as if that were some easy thing to simply make happen)
- You have sat there with a hot cup of coffee, a blank piece of paper on the table and a pen held loosely in your hand and tried to figure this out on your own — hoping inspiration might strike, only to find yourself hitting dead end after dead end.
- You can't decide on a niche because you find yourself wondering, "What if I choose the wrong niche?" "What if I change my mind?" "What if I put it out there and no one responds?" "What if I have multiple niches?" "What if I get bored with the niche and want more variety?"
- You are feeling increasingly embarrassed that you haven't got this figured out yet.

**For more information go to: [nichingspiral.com/nest](http://nichingspiral.com/nest)**





## About the Author: Tad Hargrave

Tad is a hippy who developed a knack for marketing (and then learned how to be a hippy again.) For almost a decade, he has been touring his marketing workshops around Canada, bringing refreshing and unorthodox ideas to conscious entrepreneurs and green businesses that help them grow their organizations and businesses (without selling their souls).

Tad does improv comedy semi-professionally, co-runs Edmonton's progressive community building network [TheLocalGood.ca](http://TheLocalGood.ca), founded [streetcarshows.com](http://streetcarshows.com), [indigodrinks.ca](http://indigodrinks.ca), [socialyogiyeg.com](http://socialyogiyeg.com), and the Jams program of [yesworld.org](http://yesworld.org). He speaks Scottish Gaelic and helps to run [novascotiagaelsjam.com](http://novascotiagaelsjam.com) and is also a huge Doctor Who nerd.

Tad currently lives in Edmonton, Alberta (traditionally known, in the local indigenous language of the Cree, as Amiskwaciy (Beaver Hill) and later Amiskwaciwaskihegan (Beaver Hill House) and his ancestors come primarily from Scotland with some from the Ukraine as well. He is drawn to conversations around politics, history, ancestry, healing and how those all intersect.

You can learn more about Tad and his work at [marketingforhippies.com](http://marketingforhippies.com) and [nichingspiral.com](http://nichingspiral.com)



## More Point of View Resources

Want to delve more deeply into real life case studies, examples and perspectives on point of view? Go to the links below for more free stuff:

Videos: [marketingforhippies.com/pov-videos](http://marketingforhippies.com/pov-videos)

Articles: [marketingforhippies.com/pov-articles](http://marketingforhippies.com/pov-articles)

Want to stay in the loop about my latest thoughts on Point of View and connect with a community of people who are also exploring theirs? Join our Point of View Marketing Facebook Group:

[facebook.com/groups/137826779946181](https://facebook.com/groups/137826779946181)

Want to get my personal reflections on your Point of View?

For \$300, you can get one hour of my time to review your point of view and email you my thoughts and suggestions on how to further clarify it. I can't do it in less than an hour and it won't take more. You can start by filling out this form:

[marketingforhippies.com/povform](http://marketingforhippies.com/povform)