

REVISED EDITION

KEY PERSON *of* INFLUENCE

DANIEL PRIESTLEY

***The Five-Step Method** to become one of the most
highly valued and highly paid people in your industry*

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WHAT OTHERS ARE SAYING

‘This book has very powerful ideas that will have you achieving much more in far less time. Hard work is not enough; if you want to make it big, you must strive to become a Key Person of Influence. This book shows you exactly how to do that faster.’

Mike Harris

Creator of three multi-billion pound businesses and Author of
Find Your Lightbulb.

‘This book hits on the big trends of our time and shows you how to leverage them to your advantage and to the advantage of the people you meet. This is a must read.’

Penny Power OBE

Technology Entrepreneur

‘Why be a “worker bee” when you could instead be a “Key Person of Influence”? Daniel’s book explains exactly how to get into the inner circle of any industry, fast. Read this book!’

Mike Southon

Financial Times Columnist and best-selling Business Author.

‘All the money, all the deals and all the VIP treatment goes to Key People of Influence. If you’re not a Key Person of Influence in your industry, you should focus all your effort into these five strengths until you are. That’s where the payoff happens.’

Kevin Harrington

Celebrity Entrepreneur, Author and *Forbes* Writer.

'The KPI Five-Step Method is a virtuous circle for entrepreneurs of all kinds. I especially appreciate the way it demonstrates how, amongst the other steps, publishing an authoritative book on your niche area of expertise is key to becoming influential in your industry.'

Lucy McCarraher

Author, Speaker and Publisher

I dedicate this book to the people who use
their power of influence to improve the world.

I hope that the ideas in this book assist you
in creating a world that works for everyone.

ABOUT THE REVISED EDITION

In 2010 I released the book *Become a Key Person of Influence*. Never did I imagine that in such a short period of time it would become such a popular book with so many people.

The five-step KPI Method in the book has hit a chord with thousands of people. Focusing on Pitch, Publish, Products, Profile and Partnerships is changing the game across more than fifty different industries that I know of.

Each week people write to me and tell me how this little book has changed their business and sometimes even their life. I've had contact from startups to CEOs, students to professors, people with traditional businesses and people with really wild ideas.

As a result of the book, people have been getting out and pitching for big deals; and winning them.

Remarkably, the book has inspired hundreds of people to write their own books as well. I now have shelves full of people's books that they have written and sent me. It brings me sheer joy to see the KPI Method quoted in the acknowledgments section of so many brilliant books.

I love discovering new products that people have created. As a result of the product chapter I've seen people innovating products ranging from scones in England to power boats in Australia. I've seen people who were stuck trading time for money start to turn their valuable insights into hot products that can be delivered worldwide.

On a regular basis I discover, too, that someone with a high profile has used the KPI Method. Online superstars, regular media pundits, high-profile speakers and entertainers have all described the ways the KPI Method has helped them go to the next level.

It's exciting to watch the number of new partnerships that have formed in the last few years arising from the KPI Method. People are approaching partnerships with the right spirit of intent and achieving more in a few months than they had done in the previous years. I see powerful joint ventures, strategic alliances and even new companies getting started, all with a great framework in place to make the partnership deliver more for everyone involved.

By far the best part of the last few years is to watch the Key Person of Influence community spring up around the globe. In the UK, Australia, USA, Singapore and other countries there's a thriving community of entrepreneurs and leaders who are using the KPI Method to make the most of the times we are in.

I believe that we're in exciting, transformational times and there's never been more opportunity for individuals to have a big impact with their business or their message.

A lot has changed, even since the first edition was released. Strategies that were on the cutting edge in 2010 are considered almost essential in 2015. For that reason I have cut 10,000 words out of the manuscript and replaced it with over 12,000 words of new content for this Revised Edition.

If you're reading this book for the first time, you've stepped into something that's producing real results for a lot of people. Enjoy the book, join in with others who are using the method and share your experience with the world.

If you've read the book before, welcome back, you're on a powerful journey and I wish you all the best for your continued success. Thanks for taking the time to delve a little deeper and discover what it takes to get to the next level.

As for me, I'm thrilled to be a part of this unfolding entrepreneur revolution. I'll keep playing this game for a long time to come and sharing the journey with as many people as possible.

All the best,

Daniel

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FOREWORD

Daniel identifies one of the biggest modern day problems faced by small businesses: lack of clarity, market visibility and a clear growth strategy. This book clearly addresses the steps you need to take to scale up your business and become a Key Person of Influence (KPI) in your chosen field. The powerful, sequential ideas detailed in each chapter walk you through a proven methodology, which has a track record of success for those that have applied it around the world. This is a book that I recommend to business owners who are serious about implementing growth strategies and raising their personal brand alongside their business.

Darshana Ubl
CEO, Entrevo UK

INTRODUCTION

At the centre of every industry you will find an inner circle of people who are the most well-known and highly valued people. They are the 'Key People of Influence'.

You probably already know of these people in your industry:

Their names come up in conversation... for all the right reasons.

They attract a lot of opportunities... the right sort.

They earn a more money than most... and it isn't a struggle.

They can make a project successful if they are involved... and people know it.

Key People of Influence enjoy a special status in their chosen field because they are well connected, well known, well regarded and highly valued. They get invited to be a part of the best teams and projects, and they can often write their own terms.

Key People of Influence also have more fun. They get invited on trips away. People buy them dinner and drinks and give them VIP treatment. They are treated with respect, and others listen when they speak.

These people are in demand; they don't chase opportunities, they curate them.

People think that it must take years or decades to become a Key Person of Influence (KPI). They think that KPIs need degrees or doctorates. They think KPIs must be gifted or from a wealthy family.

While time invested, qualifications, talents and a wealthy family

are helpful, they are not a reliable way to make yourself a Key Person of Influence.

There are plenty of people who have been in an industry for years who are *not* a Key Person of Influence. There are plenty of MBAs and PhDs who are not yet KPIs. There are people with talent and people born into privileged families who aren't KPIs either.

And then there are the unusual stories like mine.

I arrived in the UK with little more than a suitcase and a credit card in 2006. I knew no one, and I didn't have a big budget to start my business.

Within a year, people started calling me one of the most connected entrepreneurs in London. Along with my partners I built a business turning over millions, and I could get on the phone to any of the other high-flyers and heavy-hitters in my industry within a few calls.

All this in London; a big city that is known for being difficult to break into the established networks. I was told it would take years to be accepted into the right circles and I was unlikely to be given any special treatment. I was told that London is a difficult city in which to achieve success in a short space of time.

How wrong the critics were. London works like any other city in the world because it is full of people, and people everywhere respond to the ideas I talk about in this book.

People all over the world respond to the method we will discuss in the coming chapters. It's a method based on clearly communicating your value and packaging it in a way the market finds desirable. The principles in this book have been tested across more than fifty different industries, in over a dozen countries, by 1000+ entrepreneurs and leaders; they have proven to be universal.

It's not difficult to become a Key Person of Influence within your industry in the next twelve months if you take the steps set out in this book, in the order they are prescribed and you implement them at a high standard.

If you do, you won't need to do more university training or spend decades climbing corporate ladders. You will become a Key Person of Influence in your field very fast.

The hidden theme

This book contains powerful ideas, the chapters are set out in a particular order for a reason. I'm going to give you a five-step sequence that will fast-track you towards 'KPI status'. The theme is pretty obvious.

Behind the obvious theme of this book and the five-step KPI Method, though, there is a hidden theme. There is a story behind the story, you could say. It's more powerful than anything I say in this book overtly. It's not a secret, but it's still hidden from most people.

When it becomes obvious to you, you will recognise it with a gut reaction. This hidden theme will click a lot of ideas into place quickly, and it will trigger a rush of energy and insights. You might sit up through the night 'working' and still not be tired.

If you spot this hidden theme, you will find it easy to earn more money and you will discover some very exciting trends that are already close to your heart. Your future will become crystal clear and you will know your next steps.

This theme is hidden from most people only because they are too close to it. It's worth taking the time to discover it, though. Maybe

you will discover it the first time you read this book, maybe on the fifth time. Maybe it will hit you in the shower one morning and then you will re-read this book to confirm it.

Either way, don't give up on getting the real message; all the juice is in *'the story behind the story'*. It's in the chapters that you haven't examined that will point the way.

You might think that the chapters are out of order, or that there are too many or too few. You might think that I haven't told you about the chapters you haven't seen yet. None of this is the case.

All the chapters are there for you to explore, and when you can connect the dots you will step into the realm of the true KPI.

You will never fear not having money or influence again.

You will already have everything you will ever need.



THE WORLD HAS CHANGED AND SO MUST YOU

We are living in a very different world today than we were just a decade ago. We're at the beginning of a whole new era.

We are no longer in the Industrial Age; we are in a new economy that's digital, global, intangible, more meaningful and very entrepreneurial. Everything has changed and so must you.

Looking good, going nowhere

I know an accountant; he is a great accountant. However, he's not happy and I know why. When he was 18 years old, fresh out of high school, his best thinking was to study for this job. He was good at maths and economics and, for all the right reasons, it made sense at the time to study and get into the accountancy profession.



Today he's frustrated. He's brilliant at what he does, but he still has to compete on price. Like most of the people in his industry, he thinks that the key to making more money is doing more study on the technical aspects of his job. Unfortunately for him, everyone in his line of work is focused on getting

more qualifications, and he finds himself constantly playing catch-up. Regardless of how much he earns, he still feels that he is only slightly ahead of the game.

Lately he's been questioning everything: he feels that his life today is based upon the best thinking of an eighteen-year old; he has lived out twenty years of a teenager's decision; now he's in his late-thirties his values have shifted and so has the world.

He now competes with software, with accountants in India and with his own mindset about how his industry 'should be'.

His story isn't unique; I hear it all the time. Many people are great at what they do, but aren't fulfilled. The feeling creeps in that life is

passing by too quickly and the goals you once had haven't been realised. You might even start questioning whether you made the right career choices; you might get frustrated with your industry or with life. You might even begin to resent people who are doing better than you.

By the end of this book, you are going to see that you don't need to turn your life upside down. You don't need to go and do more study. You can forget the MBA and the PhD, if you want. You can also forget the get-rich-quick schemes that take you off track.

If you follow what I am about to tell you in this book, you will become a Key Person of Influence in your industry within the next twelve months. You'll enjoy yourself more, you'll make more money and it won't take you more time. You will even feel more sure of yourself.

As a KPI you'll do less of the functional work that wears you out and you'll do more of the dynamic, creative and strategic activity that energises you.

You'll become known for something unique. As a result of having a reputation within your niche you'll be more in demand. You'll spend less time chasing and more time fielding inbound enquiries.

Rather than trading your own time for money, you'll make money from products and services that you chose to represent. You'll have more people supporting you and you'll have highly effective partnerships that help make your ideas a reality.

However, before I begin to share with you some of the actions that need to be taken, we must first face up to some facts. We are living in a different world. It's not the same as it used to be. There are some new concepts you need to embrace and some old ideas you need to let go of quickly.

If you are willing to do that, then let's begin the journey.

Your best thinking five years ago is your baggage today

In the last decade we have seen the explosive growth of new technology like social media, smart phones, automation, e-commerce, speech recognition and freely available information at your fingertips.

We also witnessed a global recession and a massive shift towards entrepreneurship over employment. Talented people have changed the ways they live and work.

In the last few years we have seen the economy change, the environment change, developing nations stride forward and the collective mindset of the world radically shift. All in just a few short years.

It's safe to assume your best thinking from five years ago is your outdated baggage today.

Any decisions you made back then about your career, your location, the technology you use, the people you associate with, and the thought leaders you follow are all based upon a world that no longer exists.

Software I purchased five years ago for £10k+ has been superseded by free, cloud-based software, and what I dreamed of doing five years ago now costs only £50 a month!

Entrepreneurs I admired five years ago who didn't shift their business model have lost their fortunes. Many experts of five years ago are now scratching their heads. Great leaders from five years ago now have teams who aren't performing.



Customers expect to get for free the things they would have paid highly for five years ago. Products that used to be available only through retail are now freely available online.

The countries that offered the best opportunities for wealth creation five years ago are struggling with debt. The poor countries of the previous decade are the powerhouses of tomorrow's free markets.

Unless we can let go of everything we currently think and do, we will fail to see the opportunities of tomorrow. The temptation, however, is to throw everything away – the baby with the bathwater. At the core of who you are and what you do, though, is a raw essence that has always powered you. You need to strip back to that core and create new ways to express it.

When Steve Jobs took over Apple in 1997, one of his first decisions was to get rid of the Apple Museum that occupied the foyer where people walked through the front door. He said that he refused to

be in a company that was living in its past. He believed at the core of Apple was vision, boldness and innovation. He knew the essence of Apple was thinking differently and combining art with technology. If he couldn't strip away everything but that, the future was going to be dire. He didn't want the future of the company to be affected by the best thinking of its history. He wanted it to be living up to the best thinking of the future.

It's time to draw a line in the sand, take some time out and ask yourself what is at *your* core. Ask yourself this question:

'If I was starting completely fresh, in a world where anything is possible, what would I love to be doing?'

I haven't asked you what you should be doing. I've asked you what you would *love* to be doing. If you are like most people, your passionate purpose is a lot closer than you think. There are parts of your business that you love, parts that drain your energy, and maybe even parts you hate. Maybe you have a hobby you love but the job you hate keeps you from it; look for the clues that are hidden in that hobby.

This book will reveal to you exactly how you can position yourself as a Key Person of Influence (KPI) in your field within the next twelve months. As a result you will attract opportunities, connections, ideas and resources that mean you will be able to do what you love and get paid what you are worth.

In this new, exciting, changing world, you will discover that the people and teams who are doing what they love are the ones who are thriving. If it feels like hard work you will always get trumped by those who have passion.

Your passion and vitality are an asset in the world we are living in, so let's take a look at what lights you up.

Exercises

- What comes easy to you that is harder for others?
- If you got to do a month of fully paid 'work experience' in any industry, job, business or hobby, what would you do?
- If you or your team had to apply your skills to something purely for the fun of it, what project would you like to work on?
- What did you discover about yourself when you answered these questions?

Notes ...

Vitality is more valuable than functionality

Key People of Influence are vital people not functional people.

You can't get the results you want without a vital person because they add something a functional person doesn't have.

Functional people might be great at what they do, they might talk the talk and walk the walk, but the harsh reality is they are performing a role that is replaceable. If someone can find a cheaper option they will take it, because a functional person is just one possible solution to a problem.

A company can downsize functional people. A client can replace a functional supplier. An investor can put their money into something else that's just as functional. Functional does the job, but functional is still interchangeable.

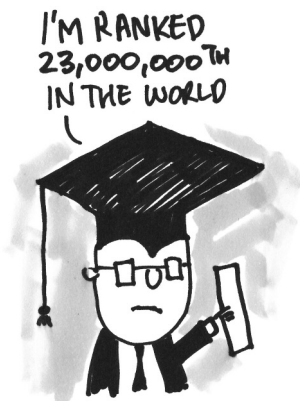
People who are in functional jobs see themselves as competent when executing a set of processes. They try to get better at those processes and they make marginal improvements. Functional people try to stay up to date with the standards and make sure they are able to perform as directed, but they secretly resist change and don't like new disruptive ideas.

Functional people often worry about being downsized or overlooked for promotions. They are fearful that someone might come along who can do things better than they can. They are concerned about technology and new systems that could replace the tasks that they know how to complete.

People who are performing a vital role see themselves as aligned to the result rather than the process. They ask questions about 'why' we do things this way and 'what' will it be like in the future.

Vital people are worried about creating value. They want to deliver more of it, regardless of how it happens.

No matter what, they will always be okay to adapt and change dynamically if it gets them towards a better result, a faster result or a result that matters more.



The word 'vital' has two potent definitions. One definition means 'irreplaceable' and the other means 'life-force'. Vital people see themselves as being the 'irreplaceable life-force' of a project, a business, an industry or even a cause.

They feel as if they own a specific piece of turf and that no one could replace them; any new people who show up are potentially new partners not competitors. They see themselves as redefining the game in some way. They have their own unique take on things that makes them almost impossible to overlook.

Functional people are scared to take a holiday. They worry about what will happen while they are gone. Will they have a job to come back to? Will their clients find someone else? Will they lose opportunities they really need? A holiday is a scary thing when you are performing a functional role.

Vital people love taking holidays. They know that part of what makes them vital is that they have a unique spark and fresh ideas that people want to tap into. For a vital person, a holiday is a place to get re-energised and to stimulate ideas. It's also a great reminder to everyone just how vital they are. A vital person knows that while they are gone, people are worried that they won't come back.

Functional people feel relieved to associate with people who reaffirm that life is tough. They like to be reassured that the economy is affecting others too and that times aren't what they used to be. A functional person loves the comfort of their friends who don't push them or inspire them to step up to a whole new level.

A vital person likes to be seen by their contemporaries. They welcome challenging debate and stimulating ideas. They happily engage in retraining themselves and evolving with changing trends.

They want people to push them, to bring out the best in them and to stay true to the idea that there's always a new level to play at. A vital person will leave a group of people that slows them down for a group that stirs them up.

You can chose to become more of a functional person or a vital person. You can focus on being busy or on getting results. You can chose to take a stand for the way things are done or the way things could be done. You can be highly capable or highly irreplaceable.

A functional person wants to get more; a vital person wants to produce more.

A functional person wants to learn more; a vital person wants to share more.

A functional person wants to be shown a path; a vital person wants to create one.

A functional person is worn out by their functionality; a vital person is re-energised by their vitality.

The choice is yours from this moment forward; you can choose how you want to show up.

Exercises

- Who do you know who shows up as a functional person?
- Who do you know who is currently a vital person?
- What are some of the differences you notice between them?

Notes ...

Your career is over

A career is ‘old technology’. It was a great way to structure work for many years. It was an efficient way to get a return on the investment of training and developing staff.

That world is over. Today the world expects you to be trained, it expects you to educate yourself constantly and to bring something new to the table. For that reason, talented people move around.

My grandfather had a career. He was accepted as an Electrical Apprentice in a factory, he worked hard and became a Technician, then a Foreman, a Junior Manager, a Manager and finally he retired as the General Manager of the company. He was with one company for forty years. In this whole time he lived and worked in two cities.

My parents have had a few careers, each spanning about fifteen years before they changed for something new. Together, each of them have lived and worked in four cities.

My sister has had several jobs and one business already. She’s in her twenties. She’s already lived and worked in three cities.

The U.S. Department of Labor estimates that a worker who enters the labour force today will have ten to fourteen jobs by the time they are thirty-eight. In addition, top talent is increasingly mobile; they live and work their way around the world.

It’s easy to predict where this is going. In the future we will see a massive trend towards ‘work on demand’. Just like in Hollywood, teams come together to make a film project, they work together for six to twelve months and some of those involved have multiple projects on the go. At the end of the project, everyone goes their separate ways. They might work together again on another project or they might not.

Employers aren't silly. They know that with increasingly strict labour laws they can't run the risk of hiring people like they used to. They will outsource everything they can and only employ people as a last resort.

If you are already in business, don't think that you are safe. With the speed at which things are moving today, your business is going to have to reinvent itself constantly. As an entrepreneur, almost every two years you'll need to sit down and dream up a whole new plan for what you do and how you do it. If you don't, you'll be overtaken by those who do.

So if there's no security in jobs any more, and if small businesses are constantly changing, where does someone go to create certainty and security for their income?

You go to your personal brand.

Right now your most valuable asset is the number of people who know you, like you and trust you. In the future you will be defined by your unique take on things, your story and your ability to innovate.

Every opportunity will involve a Google search of your personal brand. Every team you lead will be based on your story, not your CV. Every deal that makes you richer will complete because of who you are, not what it says on your business card.

In the future you will discover that what you do might change, but your core passion only becomes stronger because everything you do reinforces a central theme.

From now on you must see yourself as being in an enterprise that others need to know about. If you are in a job, your 'enterprise' currently sells your time to your employer. More than that, it really sells a result that your employer wants.

If you are in business, you and your business need to become known for something unique. It's not enough just to offer a service at a fair price. You need to build a brand, develop your own intellectual property, accumulate stories and claim a leadership role within your niche.

You won't be known for the place that you work; you will be known for the people you're connected to, the ideas you are immersed in, and what you care deeply about. Once these things are more widely known, you will have a constant stream of opportunities coming your way from places you've never been.

Your career may be dead, but if you position yourself as a Key Person of Influence your adventure is just beginning.

The harder you work, the less you earn

In the modern economy, hard work is not a competitive advantage anymore; everyone works hard.

If you were to gather up all the hardest working people in the world, you would not find the top CEOs and the entrepreneurs, you would find the people who are struggling to make it up the ladder or struggling to survive at all.

The competitive advantage is in thinking expansively, connecting with the right people and spotting fresh opportunities.

Your best ideas will come out to play... not to work

With that in mind, a week of sailing with friends could yield you more ideas, connections and perspective than a week of answering emails, catching up on paperwork and attending meetings.

As we discussed, the difference between the successful people on the planet is not functionality, it's vitality. Functionality is about performing a task well, whereas vitality requires you to be energised and joyful.

In the last ten years we have seen machines and systems replace a whole lot of functionality in the workplace; however, we are a long, long way from seeing the first machine that can compete with raw human vitality.

Vitality yields creativity and innovation. It yields leadership. It yields boldness and robustness under pressure. It yields insights and breakthroughs. Software and machinery can't do that, software and machinery can only do the stuff that we call work.

If you look at the top earners, they don't consider what they do to be work. They are playing a game that they love, and they make sure that it stays fun. They exude a level of vitality for what they do and because they love it, they get good at it too.

The minute you begin to feel yourself 'working hard' as opposed to 'playing a challenging game' it's time to take a break or get around some new people. Disappear for a week, get some sun, read up on your favourite role models, explore fresh ideas and spend time with people who are 'in their zone'. Attend a new event, read a new book and have a few new conversations.

More than anything, reconnect with your humanity. Beneath your desire to have a great home, a snappy wardrobe and some money in the bank is a part of you that longs to make a difference as well. Getting in touch with this part of you will give you a broadband connection to your vitality.

From a place of vitality all the work comes easily, the ideas flow freely and the money comes in more effortlessly. An hour of inspiration is worth more than a week of drudging on. A day of creativity will do more for your career or business than a month of hard work.

Success isn't about engaging in a struggle; it is about getting into your flow.

You can't expect things to change if you're not willing to get out of your comfort zone. You need to surround yourself with fresh ideas, insightful people and inspiring places. You need to be part of a peer group that holds you to a higher standard.

One of the clients we worked with redesigned her business so she could live anywhere in the world and work four days per week. She thought that she would earn less than before, but in reality she's become more highly paid and highly valued. All this while living and working from a big house in Thailand rather than being stuck fifty hours a week in a small city office.

You owe it to yourself to stop working so hard and to start living your life in a way that lights up yourself and others.



Exercises

Here's a couple of great questions you might want to explore:

- What would you love to do this week if you couldn't work?
- Who would you love to spend more time with who you don't normally see?
- Where would you love to spend time this week if you wanted to be more creative and adventurous?
- How would you deliver more value to others if I didn't need to worry about your schedule or commitments?
- What difference would you love to make on the planet if you could just give your time and talent more freely?

Notes ...

Digital changed everything

The digital revolution has changed everything. New opportunities and challenges are emerging every day.

Google allows you to answer almost every question that pops into your head. Social media allows you to connect with like-minded individuals around the world. E-commerce allows you to sell products to a global marketplace. Information is freely available, people are instantly connected and markets are globally available.



In the next ten years we will see the effects of this, and they will be huge. Until recently, the internet as we know it has been in development and people were using it like a new toy.

People have integrated technology into the fabric of their being. It's hard to

imagine a week without your smart phone, wifi or social networks. People are rapidly connecting the dots with all this technology and finding new and transformational ways to mash it together.

One thing we know for sure is whenever there are new and powerful ways to connect, they have a huge impact on business. Phones, commercial air travel, television, email and mobile computing have all shown us that the companies that adapt quickly get a jump on those that don't.

It's now possible for a seventeen-year old girl sitting in her bedroom to start a group on Facebook for free. She can have

thousands of followers and fans worldwide for free. She can talk to them all on video for free. She can write to them all for free. She can get them all excited about her ideas... all without spending any of her money.

This teenager can create or source a product easily and cheaply. She can design a brand easily and cheaply. She can have an online-store easily and cheaply. She can take payment easily and cheaply. She can send her products whizzing around the world easily and cheaply... All from her bedroom.



These are the times we live in. Already we are seeing people as young as twenty making six-figure incomes from their ideas.

Most people think that these 'whiz kids' are succeeding because they are good with technology, but this is not the whole story.

These teenagers aren't attached to the idea that a business has to be the way it used to be. They don't think a brand needs to cost a lot of money or that they need to live in a particular location in order to do business there. They don't think that their idea needs to please everyone or that they need to meet their clients face-to-face in order to deliver a powerful experience.

That's why they are succeeding: not because they are better at using the technology, but because they are better at letting go of the way things were done in the past and probably because they were never attached to these ideas in the first place.

It's worth considering that there is always a lag time between the release of new technology, its uptake and the real impact it has.

This new technology is no longer a toy, it's in the fabric of humanity and it's here to shake things up.

Revolutionary stuff

The game has fundamentally changed. The internet, social media, mobile, wearables, voice recognition, cheap processing power in everyone's pocket, the internet of things: it will change everything. Every industry, every job, every business, every life on the planet.

It's just like when the combustion engine came along and the game changed. The Industrial Revolution introduced new technology that changed everything for people in the agricultural age. The people who used machines made fortunes and the people who stuck to their old ways ended up on the factory floor.

The economy is always looking for a better product at a lower price. For the last 150 years, big companies who have been able to afford big factories have been the only ones able to deliver it.

Not any more; not in this global, digital, connected economy.

New, global, small teams can also deliver high quality at a lower cost in many niches. Small teams can source products and ideas faster and more cheaply over the internet than big businesses can. Small enterprise can access big factories when they need to but don't have the overheads when they aren't using them. Small runs lean but powerful in this economy.

Small and lean is faster, more dynamic, cheaper and more flexible. Small is more fun. Small can look very big now. Best of all, small cares.

Small, lean enterprises give the feeling that they are making things for a special type of person rather than a market. Rather than buying things that everyone has, you can have unique things that were made for people 'just like you'.

If you are a vegetarian and you want to go to the gym, you can learn from the world's best vegetarian bodybuilder. He could give you recipes, workout routines, products made just for vegetarian bodybuilders and you could see every meal he eats on his Instagram.

If you love 1960's vintage Mercedes-Benz convertibles, there is an online group you can join. There are blogs for people like you, and videos and downloads, and web stores to buy from. There will be a 'hero' you admire because she hates the same cars you hate and she has a mint condition 1963 SL280.

If you love reading about deep sea free-diving, you can read the blogs from world champions. You can watch their HD home movies, listen to interviews with them, keep track of their adventures and even buy the same gear that they use.

On the internet you are not some freak who is too fussy or who has strange taste. You are part of a 'tribe', a gang of people who believe as you believe. This gang has conversations that 'regular people' wouldn't understand.

This gang has leaders. The Key People of Influence are the ones who lead these small, powerful movements.

These strange groups have thousands of members who previously couldn't find each other but now they can.

Small lean business have learned from big business and can now do many of the same things. They can take payments, ship

products, spread messages, raise money and build brands like the big guys.

Big organisations now need to learn from small companies. Big organisations need to develop small, lean, dynamic teams within their large ranks. Big factories need to learn how to create things that are special and bespoke. Big corporations need to learn how to care deeply and personally. Faceless brands need to cultivate Key People of Influence to represent them.

Whether you decide to start and grow your own business or develop a brand within a large organisation, this is the most exciting time to be alive.

Never has there been more meaningful work that needs to be done. Never has there been a better time to make a difference on the planet. Never has there been a better time to position yourself as a Key Person of Influence.

The singer and the microphone

It's true that we live in a new and exciting time thanks to technology. It's true that technology has changed everything. It's true that you need to get better at leveraging it because technology can be pointless or even damaging if you're lacking a powerful message.

Imagine we live in 1876 and the first microphone has just been invented. It's an exciting new device that takes the human voice and amplifies it to a greater audience. This new technology is fascinating to a lot of people. Imagine the seminars and courses on how to set up a microphone, how to switch it on, how to fiddle with the dials. Imagine people start writing articles like 'How To Make Money With

A Microphone’, ‘Microphone Secrets’ and ‘Microphone Wealth Creation’.

To some people it seems like the microphone is making people rich, but they are missing the point. The money doesn’t go to people who know how a microphone works, it goes to the people who know how to sing.

A bad singer becomes a louder bad singer with a microphone in their hand.

Today we have social media as the new ‘microphone’. It takes a message and gets it out to the world almost instantly.

Many people have become obsessed by this new technology. They attend courses called ‘Social Media Millions’, ‘E-Commerce Passive Income’ and ‘Make Money Online’. A few of these courses might be good but many get people focused on the wrong thing. It’s not social media, e-commerce platforms or opt-in webpages that make people rich. It’s their message.

Social media just makes people louder. The internet provides awesome leverage for a Key Person of Influence but can be a waste of time and money for someone else. Just like a bad singer is a loud bad singer when they have a microphone, a boring business message gets ignored online and a terrible upload can haunt you for years.

If you were alive at the time of the microphone I would have advised you to get good at singing rather than setting up microphones. Today you need to get good at pitching your ideas, productising your value, building your profile and partnering with other influential people. You don’t need to get good at messing about with technology; when you have a powerful message you’ll find a technician to do it for you.

Key Ideas

The rules of the industrial revolution have changed.

The world is now a deeply connected place and it requires a new type of leadership.

People can find what they are looking for no matter where it is on the planet. They want it to be special, relevant and trustworthy.

Traditional big business typically can't cater to these specific requirements of trust, character and uniqueness.

Small highly niched businesses will emerge as very profitable and fun places to be contributing.

Every niche will require a face to represent it. This will create the need for hundreds of Key People of Influence in every industry.

Technology is only valuable if you have a powerful message.

Notes ...

Now is the time to be a Key Person of Influence

I could not have written this book any time in the past. Through the middle ages, you were either nobility or you were a serf. There was no chance of changing your life regardless of your passion or your talent.

In the Industrial Revolution there were only two types of people: those who could afford a factory and those who could not. A factory worker couldn't go out and start a rival business no matter how smart or hard working. There would be no point in telling people to go after their dreams: they had no means of production through which to be vital; most people had to be functional or they would starve.

Even in the year 2000 I couldn't have easily recommended the KPI Method that's to come in this book. You still needed to be a generalist. No one could find you if you had a business that did something specialised and arty. You still had to fit into the categories of the *Yellow Pages* (if you're under thirty, you might need to look that up on Google). Until recently big companies controlled most lucrative industries and you had to work within their structure.

Today all that has changed. Today the 'factory' costs almost nothing to set up (a laptop, a phone, a web site and a passion). And since the whole world can find you once you start taking your ideas online, every industry has broken down into sub-categories of little niches within niches. I call these 'micro-niches'.

Every industry you can imagine can be broken down into micro-niches, and each one needs a Key Person of Influence.

Banking, telecommunications, energy, transportation, travel and

mining – all of these big industries have been disrupted by people who set up a business within a micro-niche. Previously people wouldn't have dared set up a business in these industries; now it happens every day.

In every niche and micro-niche there will be Key People of Influence. There is currently a massive demand for KPIs in the world.

When someone asks, 'Who's the best wedding make-up artist in Majorca?' you can Google search and easily find out.

If someone wants to go on a holiday for Jewish singles they can find the person who that organizes those. Crowd-funding for startup entrepreneurs? Someone's leading that conversation. A courier for stem cells? You'll find the person who's thought this through. Phone plans for ten-year olds? There's a person who cares about this enough to find an innovative solution for parents.

In the next ten years there will be huge advantages for people who stand out as a Key Person of Influence in their chosen field. Teams will form around them, people will track them down from around the world, and the top money will flow to those who step up as a Key Person of Influence in their industry.

Fortunately, you are at the beginning of a trend. Things are possible today that were not possible just a few years ago. You are a 'first settler' in a brave new world.

The settlers and the swagmen

I am an Australian and I was brought up hearing the stories about the 'First Settlers' of the 1800s.

At that time the agricultural age rules applied, so in order to create wealth and power first settlers staked their claim to a piece of land. They settled in one place and then worked their land to produce as much as they could from it; this became the place they built their fortune.

People who failed to claim a piece of land wandered around aimlessly, doing odd jobs for the people who owned the land. These itinerant workers were called ‘swagmen’ because they carried all their possessions in rolled-up ‘swags’ on their backs as they navigated from farm to farm. They had no place to call home and they just kept wandering around looking for any work they could find. After a while all the workable land was claimed and they were stuck feeling resentful that they hadn’t staked their land when they had the chance. They complained that they worked hard and didn’t get paid enough.

In this new intangible economy, the first settlers create wealth and power by staking their claim to a niche or a micro-niche.

Mark Zuckerberg has claimed ‘Social Networking’. Sergey Brin and Larry Page claimed ‘Search’. Jeff Bezos claimed ‘Online Shopping’. These are all examples of vast and very fertile ‘lands’, but there’s still plenty of territory for you to carve out your own space too.

Owning a micro-niche is as valuable as owning land. If you are known as a Key Person of Influence in your field, you will attract the money and the opportunities that are flowing around that niche. Even when you pass opportunities to others, your wealth and power grows. The niche you claim is the place that people can easily find you. Others quickly figure out where you stand and send opportunities your way.

Some people in the ideas economy aren't staking their claim to a niche or a micro-niche. They are the modern day swagmen wandering around working on various projects but failing to claim their own niche. They keep coming up with new ideas but aren't brave enough to settle on something and really own it. They want to try and please everyone but they don't attract anyone.

After a while all the micro-niches in their industry will have Key People of Influence who have established themselves, and these wandering swagmen will wish they had claimed their place sooner.

They will resent the KPIs and say, *'I could have done that'*, even though they didn't.

Do you want to be a swagman or a Key Person of Influence?

You can't have it both ways. You can't be a jack of all trades and a master of none. You can't be a Key Person of Influence at 'all sorts of things'. You have to pick something that you are going to become known for and you need to start promoting it and turning away anything that isn't quite right.

Even Mark Zuckerberg started Facebook within a micro-niche. He began by saying he had a social network that was only for Harvard students. Later he incorporated more niches before he claimed the whole territory.

Now is the time to claim your first micro-niche. It's the time to say,

'I won't try to be all things to all people. What I do is special and I have my own unique way of doing it. Anything else isn't for me.'

Every industry will be finely sliced

In every industry there are going to be micro-niches within the niches. Each micro-niche will be an opportunity for a Key Person of Influence to claim it as their space. The internet will allow people from all over the world to find that Key Person of Influence and do business with them. People who fail to claim a micro-niche will wish they had because the internet doesn't really help generalists to stand out.

Examples of niches and micro-niches:

Niche: Heath and Wellness

Micro-niches: Raw food parties, body-transformations for busy executives, fresh juice delivery, ten-day detoxing retreats, natural supplements in cakes, vegetarian marathons.

Niche: Small Business Services

Micro-niches: Hair salon marketing, Facebook advertising, testimonial video production, low-cost virtual assistants for estate agents.

Niche: House and Family

Micro-niches: Dog furniture, accelerated learning for babies, portraits of horse owners with their horses, custom-designed home cinemas.

Niche: Clothing and Apparel

Micro-niches: Fashion with motivational quotes, non-leather 'leather' jackets, fashion advice for CEOs.

Niche: Travel and Lifestyle

Micro-niches: LGBT travel, cruises for over 65s, follow the F1 circuit for a year, scuba diving to rebuild a reef.

Exercises

- Make a list of possible micro-niches in the industry you most enjoy.
- Google some of these micro-niches to see if someone has already claimed this space or if it's still available for you to own (soon we will discuss how).

Imagine if there was one specific thing you would love to be known for, what would it be?

Notes ...

You already have a unique set of skills and talents

The very good news is that in this ‘new found land’, almost anything can be turned into a fun, profitable business with a little bit of thought.

Your greatest asset is your existing passion, the skills you already have and, most of all, your own personal story.

You may think that the key to your wealth lies in some mystical wealth creation vehicle that you don’t yet know about. Maybe you think it’s the stock market or property development, or a franchise or a multi-level-marketing company.

The truth is that your real wealth is in your story. Your journey thus far has not been a waste of time; it’s been perfect. Your hobbies and interests are not meaningless, they are a gold mine. Your passion isn’t hollow; it’s the best fuel you will ever have. You’ve already been a leader within certain circles. You already have examples of people you’ve helped, teams you’ve built and value you’ve added. You need to harness what you have and refine it.

There are already people taking home six-figure incomes from their passion for the strangest things. I’ve seen people making great incomes from:

- Training senior executives how to communicate with angels (a powerful metaphor for their intuition).
- Providing nightclubs with packaged marketing and promotions.
- Giving strategies for couples to pregnant faster.
- Managing people’s Facebook profile for them.
- Helping professional speakers fine tune the last 10 minutes of their talk.

- Sourcing investment properties for young professionals who work for major banks or consulting firms.
- Giving financial advice to celebrities.
- Selling special bags of organic mixed fruit and nuts that replace all meals for a week.
- Helping art collectors to buy rare sculptures.
- Sailing multi-million dollar yachts around the world on behalf of their owners.
- Helping people to adopt the same diet as our ancestors.

But here's the problem: every day you will open the paper and read about some individual who has made big money doing some new thing. You hear a story about a newly made millionaire who's achieving success in an industry you know little about. The assumption you may wrongly make is that it was the 'thing' that made the money. You might think it was the product or the industry that was responsible for their success and miss that it was, in fact, the marriage of that 'thing' with that person's story.

You may curse yourself for missing out on the latest trends:

'Oh, if only I was in the commercial property game.'



‘It’s FOREX trading that I should be doing.’

‘I should have been designing an iPhone app.’

‘Why didn’t I think of being a life coach sooner?’

‘What was I thinking by not being part of that franchise?’

‘Silly me, I knew I should have joined that MLM from the start.’

Their thing might not be *your* thing. What you may miss altogether is the story behind the story.

The person who just made a fortune from real estate loved looking at real estate deals long before they got rich doing it.

The person who successfully trades financial markets was happy riding ups and downs for years before they had their payoff.

The Life Coach did three years of virtually unpaid work before she got her first big client and another four years before she became the highly paid speaker you saw on stage.

The guy with the lucrative, organic fruit and nuts business has been writing about health and wellness issues since he was sixteen years old.

It’s their story that people buy into. You like them. You like their take on things. You like their ideas. You see how connected and admired they are in their industry. You want to spend time and money with them because they are a Key Person of Influence and that’s attractive to you. The person in the story hasn’t found *the* thing, they have found *their* thing. However, I could almost guarantee that it’s not *your* thing. Unless you have been keenly interested in something for several years, forget trying to be a success story in that field any time soon. You simply can’t beat the

people who genuinely love an industry, and not because they think it is a quick formula for cashing in.

But wait a minute. Aren't I contradicting myself? Didn't I say earlier in this book that it takes just twelve months to become a Key Person of Influence? Now I'm saying it takes many years! No, I said...

'How to become one of the most highly valued and highly paid people in your industry.'

The most important words in that sentence is *'in your industry'*. Not just any place: your place. You already have a story; you already have a set of skills, talents and experiences that are valuable. It's time to see your story for what it's really worth.

There is already a theme to your life that has been unfolding. It may seem that you have done many things or that you have some strange and unrelated talents, but it hasn't been random at all. Everything you have done up until this point has been for a specific reason. It's been building up to this moment. It has brought you right here to this chapter in this book where you can get this message:

*'You are already standing on a mountain of value.
Your story is valuable, your experience is unique, and
you are highly valuable...just as you are!'*

You don't need to learn new skills; you are ready to create value now. You are no longer on this planet to be a consumer; you are here to produce.

You're ready to establish yourself as a Key Person of Influence through creative output, not through further consumption. All of

your future learnings will come from the process of producing value, not through pursuing other people's stories or chasing distant trends.

This may rattle you a little. Surely, if you were valuable already you would already be earning the serious money. No, the reason you don't have the money yet is that you have not established yourself as a KPI and you haven't crystallised your value. In the next few chapters you will see exactly how to do this in five clear steps.

When you are ready, let's take a look at the Key Person of Influence Method.

Exercises

- Map out the timeline of your life with high points and low points. Start out as early as you can remember and try to remember some of the details for each memory.
- Once you have your life's timeline, look for the themes.
- Make a list of your skills and talents and see if you can join them up to see the themes.

Activity

On your bathroom mirror stick a sign that reads:

'I am already standing on a mountain of value. My story is valuable, my experience is unique, and I am highly valuable as I am. All of my future learnings will come from the process of creative output.'

Notes ...



THE KEY PERSON OF INFLUENCE METHOD

A KPI traditionally refers to the term ‘Key Performance Indicator’ – a benchmark that people measure themselves against. Likewise, a Key Person of Influence sets a standard that others aspire to. If you become a Key Person of Influence, people will associate you with the level of performance they want to align with.

It’s time for you to become a KPI.