

1. What Is the 10X Rule?

This is the focus of the 10X Rule: You must set targets that are 10 times what you think you want and then do 10 times what you think it will take to accomplish those targets. Massive thoughts must be followed by massive actions. There is nothing ordinary about the 10X Rule. It is simply what it says it is: 10 times the thoughts and 10 times the actions of other people. The 10X Rule is about pure domination *mentality*. You never do what others do. You must be willing to do what they won't do—and even take actions that you might deem "unreasonable." This domination mentality is not about controlling others; rather, it's about being a model for others' thoughts and actions. Your mind-set and deeds should serve as gauges by which people can measure themselves. 10X people never approach a target aiming to achieve just that goal. Instead, they're looking to dominate the entire sector—and will take unreasonable actions in order to do so. If you start any task with a mind toward limiting the potential outcome, you will limit the actions necessary to accomplish that very goal.

. Any goal set is going to be difficult to achieve, and you will inevitably be disappointed at some points along the way, so why not set these goals much higher than you deem worthy from beginning? If they are going to require work, effort, energy, and persistence, then why not exert 10 times as much of each? -What if you are underestimating your capabilities?

Your focus should be on the kind of success that builds upon itself—that which is perpetual and doesn't happen only one time. And Remember: *A person who limits his or her potential success will limit what he or she will do to create it and keep it.*

The goal or target—doesn't matter as much as the mind-set and actions that are mandatory to accomplish 10X goals. Whether you want to be a professional speaker, best-selling author, top CEO, exceptional parent, great teacher; have a model marriage; get in great shape; or produce a movie that the world talks about for generations, you'll be required to move beyond where you are right now and commit to 10X thoughts and actions.

Any desirable target or goal will always suggest something you have yet to accomplish. It doesn't matter how much you've already attained. As long as you are alive, you will either live to accomplish your own goals and dreams or be used as a resource to accomplish someone else's. For the sake of this book, success can also be defined as accomplishing the next level of what it is you desire—and in ways that will forever change how you perceive yourself, your life, the use of your energy, and—perhaps most significantly—how others perceive you.

The 10x Rule is about what you have to think and do imagined. This level of success cannot be achieved by "normal" levels of thoughts and actions. That is why even when most of those goals are attained, they don't actually provide sufficient fulfillment. Average marriages, bank accounts, weight, health, businesses, products, and the like are just that—average.

2. Why the 10X Rule Is Vital

When you miscalculate the efforts you need to make something happen, you become visibly disappointed and discouraged. This causes you to incorrectly identify the problem and sooner or later assume that the target is unattainable and ultimately throw in the towel. Most people's—including managers'—first response is to reduce the target rather than increase their activity. They give a quota or agree on a target at the beginning of the quarter and then midway through find they are unable to reach the target, so they hold a meeting and reduce the target to some more attainable figure in order for the team to stay motivated and have a chance of winning.

This *major* mistake should never even cross your mind as an option. It sends the wrong message to the organization—that targets are unimportant and the only way to win is to move the finish line. A great manager will push a person to do more at the risk of coming up short, not target less.

This idea of changing targets to make everyone feel good will lead to a further weakening of morale, hope, expectations, and skills, and everyone will start assigning reasons—better known as excuses—as to why the team is unable to attain its targets. *Never reduce a target. Instead, increase actions.* When you start rethinking your targets, making up excuses, and letting yourself off the hook, you are giving up on your dreams! These actions should be an indication that you're getting off track—that you should begin thinking in terms of correcting your initial estimation of effort.

The 10X Rule assumes the target is *never* the problem. *Any target attacked with right actions in the right amounts with persistence is attainable.* Even if I want to visit another planet, I must assume that the right actions taken in the right amounts over whatever time necessary will allow me to accomplish this. When people inadequately measure the actions necessary, they inevitably start to rationalize. Mankind seems to have this built-in, automatic calculator whose only purpose is to explain away failure. The problem is that the first and most often used calculations always seem to target something *other* than activity level. This calculator tends to be more emotional than logical; it judges the project, clientele, economy, and individual to be deficient as a means of justifying why things are not working out. This is probably due to all the false content that has been loaded into the calculations by the media, educational system, and our upbringings—excuses like, "the market isn't ready," "the economy is bad," "this isn't wanted," "I'm not cut out for this," "our targets were unrealistic," and on and on. But more often than not, it's simply that you just haven't correctly assessed the amount of action necessary. Regardless of the timing, the economy, the product, or how big your venture is, the right acts done to the right degree over time will make you successful.

There will be something you will never foresee, regardless of how detailed your business plan is. You will still have to apply 10 times more effort just to push through all the noise in order to get people to even know about it. Assume that every project you attempt will take more the, money, enemy, effort, and people than you can imagine. Multiply every expectation you have by 10, and you will probably be safe. And if it doesn't take 10 times more than anticipated, great. It is better to be pleasantly surprised than greatly disappointed.

10X parameters allow for a variety of unplanned variables that can strike at any point during a project: employee problems, lawsuits, economic swings, national or global events, com-

petition, illness, and so forth. Add to this list any marketplace resistance to your projects, people being set in their ways, shifts in technology, and, well, you have a whole slew of additional potential events.

Tackle your project with the 10X Rule—like your life depends on it. Manage every action as though you have a camera on you every step of the way. Pretend you're being recorded as a model by which your children and grand children how to succeed in life: Attack everything with ferociousness of a champion athlete who is getting his last opportunity to claim his pages in the history books. And always remember to follow through completely: That is the great common denominator of all winners. They see every action through to completion. Make no excuses. Approach every situation with an "in-it-to-win-it-whatever-it-takes" mindset.

success does not merely "happen." It is the result of relentless, proper actions taken over time. Only those who operate with the appropriate view and corresponding actions will have success. Luck clearly has something to do with it, but anyone who is "getting lucky" will tell you that their "luck" is directly proportional to what they've done. The more actions you take, the better your chances are of getting "lucky."

3. Four Degrees of Action

Exactly how *much* action is necessary to create success?

The more action you take, the better your chances are of getting a break. Discipline-consistent, and persistent actions are more of a determining *in creation* of success than any other combination of things. Understanding how to calculate and then take the *right* amount of action is more important than your concept, *Idea*, invention, or business plan.

Most people fail only because they are operating at the wrong degree of action. To simplify action, we are going to break down your choices into four simple categories or 'degrees of action. Your four choices are:

1. Do nothing.
2. Retreat.
3. Take normal levels of action.
4. Take massive action.

it is important to understand that everyone utilizes all four degrees of action at some time in their lives and especially in response to different areas of life. For instance, you might use massive action in your career but then completely retreat when it comes to your civic duties and responsibilities. Another person might do nothing when it comes to learning about social media, even retreat from it. Another might only take normal levels of action when it comes to eating healthy and exercising but then over excel (take massive action) when it comes to destructive habits. A person is obviously going to excel and do best in those areas in which he or she invests the most attention and takes the most action.

Unfortunately, most people on the planet spend their time in the first through third degrees: doing nothing, retreating completely, or just operating at normal levels of activity. The first two degrees of action (do nothing and retreat) are the basis for failure, and the third degree

(normal levels) will only create a normal existence at best. Only the most successful people hit on very high levels of action that I refer to as massive. So let's take a look at each of the four degrees to see what they mean and why you might choose each in a range of situations and areas of life.

The First Degree of Action

"Doing nothing" is exactly what it sounds like: no longer taking actions to move yourself forward in order to learn, achieve, or control some area. People who do nothing in their career, relationships, or whatever they want have probably given up on their dreams and are now willing to accept pretty much whatever comes their way. Despite how it may sound, do not assume that doing nothing requires no energy, effort, and work! *Regardless of which degree of action you operate in, they all require work in their own ways.* Signs that you are doing nothing are exhibiting boredom, lethargy, complacency, and lack of purpose. People in this group will find themselves spending their time and energy justifying their situations – which requires as much work as the other actions.

When the alarm goes off in the morning, the "do-nothing" group will not respond at all. Although it may appear that they're not taking action, it actually takes a lot of energy *not* to get up in the morning. It takes work to lose a job because of lack of production. It is work to be overlooked for a promotion and hate to wait another year to be considered and then go home and explain it to your spouse. The person not taking action has to make excuses for his or her condition; this requires tremendous creativity and effort. It's also interesting to note that those who do nothing in one area of their lives will find something they love to do and spend time doing those things—something for which they'll often take massive action.

The Second Degree of Action

"Retreaters" are those who take actions in reverse—probably in order to avoid negative experiences that they imagine will come as a result of taking action. The retreaters personify the "fear-of-success" phenomenon. He or she has experienced results that were not fruitful (or that he or she did not perceive as fruitful) and has therefore decided to avoid taking further actions that might prompt this to occur again. Like the "do-nothings," retreaters justify their responses and believe it is in their best interest to remain operating at their current level. Retreaters claim to be doing so in order to avoid more rejection and/or failures; it is almost never the *actual* rejection or failure that has impacted them. More often than not, it's their impression and evaluation of what failing and rejection mean that is causing them to retreat.

Like doing nothing, retreating is an action that requires effort and hard work. Watch any healthy child, and you will see that it is not normal human behavior to retreat but rather to advance and conquer. Usually retreating only comes about as a result of being told to do so over and over. So many of us are instructed during childhood, "don't touch that," "be careful," "don't talk to him," "get away from that," and so on and then start to adopt retreat as an action. We tend to be pulled away from the very things about which we're most curious. Although it's often for our own good and supposedly keeps us safe, it can be difficult to rebound from these years of "holding back"—which might be why it's so difficult for so many of us to try new things later in life. We might even be encouraged to retreat by a work associate, friend, or family member who believes we are "too ambitious" or focused on a single area of our lives.

Regardless of the reasons why retreaters move themselves in the opposite direction of goals, the outcome is usually the same. I would imagine that everyone reading this knows someone who retreats, and perhaps you can even see how you retreat in some area of your life. Any realm in which you have assumed you can no longer advance and improve—and are now deciding that there is "nothing you can do"—would be considered an area of retreat. "The stock market sucks; I'm never investing in it again"—retreat. "Most marriages fail; I'm staying single"—retreat. "The acting business is too tough; I'll just be a waiter for the rest of my life"—retreat. "The job market is terrible; no one is hiring—I am filing for unemployment"—retreat. "I can't control the outcome of the election, so I'm not even going to bother to vote"—retreat! And notice the one thing that each of these scenarios has in common: They all still require some kind of action to be taken, even if it is just making a decision.

Those who retreat will spend a lot of time justifying why they are retreating. There is usually no arguing with these individuals, as they have typically convinced themselves completely that they're merely doing what they need to survive. They will then spend as much energy justifying their decision to retreat as the most successful person will in creating success. The best thing you can do for retreaters is to give them this book and allow them to identify for themselves that they are retreating. Once a person sees the four degrees of action and realizes that each requires energy, he or she may start to make other, healthier choices. After all, if you're going to expend effort, why not do so in the direction of success?

The Third Degree of Action

People who take normal levels of action are probably the most prevalent in our society today. This is the group that appears on the surface to be taking the necessary amounts of action and to be "normal." This level of action creates the middle class and is actually the most dangerous—because it is considered acceptable. People in this group spend their lives taking enough action to appear average and create normal lives, marriages and careers; however, they never do quite enough to create real success. Unfortunately, a majority of the workforce takes normal degrees of action; it's those managers, executives, and companies that blend in more than they stand out. Although some members of this group may occasionally attempt to generate exceptional quality, they almost never create anything in exceptional quantities. The goal here is average—average marriages, health, careers, and finances. As long as average works, they are fine with it. They don't cause problems for others or themselves as long as conditions remain steady and predictable.

However, the moment market conditions become negatively impacted—and therefore less than normal—these people will suddenly realize that they're at risk. Add any serious change to the conditions in which people take only "normal" actions—which is certain to happen at some point—and all bets are off. It's not uncommon to encounter a situation that will challenge a person's life, career, marriage, business, or finances. When you have been taking only normal actions, you are even more susceptible to challenges that are certain to come your way. Any set of ordinary events, financial conditions, or stressful experiences can throw off a lifetime of typically "acceptable" levels of action and result in a serious degree of stress, uncertainty, and hurt.

Average, by definition, assumes "less than extraordinary." It is truly—to some degree or another—just an alternative description of retreat and no action. And it does even take into

consideration the negative spiritual effects of a person knowing his or her true potential for action and then operating well below that which he or she is capable. Someone who takes average actions but is capable of much more is really electing to do some variation of doing nothing or retreating.

Be honest with yourself: Do you have more energy and creativity available than you're using? Average student, average marriage, average kids, average finances, average business, average products, average body type. . . . Who really desires average"? Imagine that the products and services we're so often tempted to buy used "average" in their advertising: "This fairly average product can be found at an average price and delivers mediocre results." Who would buy such a product? People certainly don't go out of their way to find and pay for run-of-the-mill merchandise. "We are offering cooking classes that will guarantee that you become an average cook." I can do that now without taking classes.

Taking normal action is the most dangerous of the levels, because it is the most accepted by society. This level of action is authorized by the masses, and therefore people who don't take normal actions don't draw the necessary attention required to toss them to success. It is only by moving from the third to the fourth degree of action that a person can turn an average existence into an exceptional life.

The Fourth Degree: Massive Action

Though it might sound far-fetched, massive action is the most natural state of action there is for all of us. Look at children; they're in constant action, except when something is wrong. Massive action is actually the level of action that creates new problems—and until you create problems, you're not truly operating at the fourth stage of action.

When you start operating at the fourth degree of action, your mind-set will shift and so will your results. You will end up instigating opportunities that you will have to address earlier, later, and in a different way than you would on a "normal" day, so a routine day will become a thing of the past.

Signals that you're taking massive action are having people comment upon and admire your level of activity. However, you can't think in terms of compliments or how many hours you work or even how much money you're making when you're operating at this degree. Instead, you have to approach each day as though your life and your future depend on your ability to take massive action.

This level of massive action may sound—and is indeed—exhausting at times. However, it will create more certainty and security for you than probably any other education or training you will ever receive. Successful people know firsthand what it takes to achieve this kind of success. They know themselves how to get where they want to go and would never identify massive action as undesirable in any way.

Taking massive action means making somewhat unreasonable choices and then following these up with even more action. This level of action will be considered by some to be borderline insane, well beyond the agreed-upon social norm—and will always create new problems. But remember: If you don't create new problems, then you're not taking enough action.

You can also expect to be criticized and labeled by others when you start taking massive action. The second you start hitting it big, you will immediately be judged by the mediocre. People who operate at the other three levels of action will be threatened by your activity level and will often make it seem somehow "wrong" in order to make themselves right. These people cannot stand seeing others succeed at these levels and will do everything to stop them.

You will know you are stepping into the realm of massive action when you (1) create new problems for yourself and (2) start to receive criticism and warning from others. But stay strong. This activity will break you out of the hypnotic state of mediocrity that you've been taught to accept.

And in order to deliver at that level of massive action, you must take every opportunity that comes your way. In order for the endeavor you've chosen to work out for you, you have to make constant, relentless effort. Massive action can never hurt you and will always help you. This is also one place where quantity is more important than quality. Money and power follow attention, so whoever can get the most attention is the person who takes the most action and sooner or later will get the most results.

Making massive action a discipline will break you through obscurity, increase your value to the marketplace, and help you generate success in any area you elect.

A few things to keep in mind as you start:

1. Do not reduce your goals as you write them.
2. Do not get lost in the details of how to accomplish them at this point.
3. Ask yourself, "What actions can I take today to move me toward these goals?"
4. Take whatever actions you come up with—regardless of what they are or how you feel.
5. Do not prematurely value the outcome of your actions.
6. Go back each day and review the list.