

The Exponential MasterMind™

Internet Mastery Secrets Interview of Dr Marc Dussault by Mike Gardiner Melbourne, Australia, 2 June 2007

- Transcript -

This is the transcript of a live interview that took place at the Melbourne Convention and Exhibition Centre on Saturday 2 June 2007. Mike Gardiner interviewed me during the Internet Mastery Secrets event. We stepped outside the seminar and captured this unique conversation. Although it has been edited, the raw, interactive elements of the discussion have been purposefully kept – we hope you'll enjoy reading the transcript and that it begins to unleash the Exponential Potential™ within you.

Dr Marc Dussault – Empowering you as **Australia's #1 Exponential Growth Strategist** via the unique **MasterMind Experience** to radically shift your thinking from what it was to what it needs to be to **revolutionise your life by design** rather than evolve by default and avoid extinction by stagnation by **laying a rock solid foundation** of key distinctions that **ignite and leverage your unbridled passion to make tomorrow's dreams your reality today.**

Mike Gardiner: First of all, welcome. Thanks for taking the time.

Dr. Marc Dussault: All right.

Mike: I would like to focus in particular today on the notion of mindset in achieving success, wealth, happiness, etc. Can we start with your initial thoughts on the importance of mindset?

Marc: I think mindset is the core value that you have to have to be successful. When we talk about being successful, we're talking about being "wealthy"... not rich. "Wealthy" is a state of mind. I think it's very important to have a state of mind that allows you to happily achieve your goals, rather than achieving to be happy. I think that's a big difference for a lot of people.

Deepak Chopra calls it "releasing yourself from the expectation of the outcome." When you try so hard to achieve something, chances are you probably won't achieve it. But if you just release yourself from the expectation of the outcome, and have the mindset that if you do the right thing, you will end up being successful.

It's a little bit like a game of competitive squash. If you go out to **win**, you reduce your chances of winning. If you actually go out to **play your best game**, to give 100 percent, chances are you probably will win. And statistically you'll win more by doing this .

In business it's the same principle. We call that the exponential mindset.

Mike: So it seems that our culture has striven for decades as a teacher and a promoter of a linear line of thinking, ie; if you want to earn more, you have to work harder or longer hours. So what's the difference between that and the expanded growth strategies that you've worked with?

Marc: I think that Robert Kiyosaki with his book "Rich Dad, Poor Dad", brought that home for the average person. Basically, the rich dad works smart and the poor dad worked hard. I think people of our age group all grew up with that kind of mentality. The exponential mindset

just basically takes that one step further...if you're going to do anything; if you do one thing; you're going to get an outcome.

If you do something that's out of the ordinary, you're going to get an ordinary response. If you **know** the right things to do, then it's actually going to become an extraordinary response.

Therefore, instead of increasing your sales or increasing your profits or whatever you're trying to get a response rate from; eg, direct mail; instead of a 5, 10 or 20 percent increase, you literally look at a 100, 200 or 300 percent and in some cases, 11,000 percent, 30,000 percent, etc. I mean, these are blow-your-mind kinds of statistics, but when you know what that lever is, what that trigger point is, all of a sudden, you're getting these results. The only responsibility you have, getting back to the mindset, is to keep thinking in a nonlinear fashion.

When you think about nonlinear fashion, it's a little bit like when you look through a kaleidoscope and move things around. All of a sudden these colors just jump out at you. When you have that kaleidoscopic view of the exponential mindset, you see opportunities, colors, variations and permutations that no one else sees. Then, because they're jumping out at you with such vividness, you can then select the best ones. It's a step-by-step process that anyone can learn. It's not an inherited skill. It's a learned skill, and people can learn it through a step-by-step method of expanding their horizons of understanding.

Mike: So was there a particular catalyst that happened in your life that created the shift for you between thinking in a linear way and moving to the exponential way of thinking?

Marc: Yes, absolutely. I don't remember the exact moment, but I remember the exact time period. I was in my early twenties, working 80 - 90 hours a week (sometimes up to 120 hours) and there are only 168 hours in a week. I was very young, had a lot of energy, stamina and staying power. I was working those hours, not because I really wanted to but because I felt I had to, to achieve my goals. I was very ambitious and aggressive about achieving certain things by a certain age.

Then I realized that if we only have 168 hours in a week, then surely all of the successful people like Bill Gates, George Soros, Warren Buffett from Berkshire Hathaway, Donald Trump, Richard Branson, etc. don't have any more hours than we do. They must be doing and/or thinking something completely different. That's when I started listening to people like Tony Robbins, Brian Tracy, Jay Abraham and all of the other great people who have very unique, specialized knowledge to achieve some very specific outcomes.

By expanding the breadth of my reading, attending seminars and listening to tapes, all of a sudden I realized that there is always a smarter way to do what you're doing.

I have to admit that when I was young I had an ego and I was always trying to do it myself, so I could prove to myself I'd be a self-made man. Then I realized, yes I want to be a self-made man, but why do it the hard way when I can learn by modeling the masters. As Tony Robbins says "stand on the shoulders of giants who have come before you." By emulating what they do, it makes all the difference.

But what I have found is that it's all about what you have in your mind. Napoleon Hill wrote about the mastermind concept in his book "Think and Grow Rich", 70 years ago so this is not a new concept. It's all about what you think. It's THINK and grow rich not DO and grow rich. It's not WORK HARD and grow rich. It's THINK, and you will grow rich.

So, if you can think differently, if you can have a different mindset, then you're going to get richer, quicker than anyone else, and with less effort.

That's not cutting corners, either. It's actually doing what needs to be done to achieve an exchange of value between yourself and your clients. So if the exchange is, "For every dollar

you give me, I give you \$10 back," how many dollars will you give me? You're going to give me as many as you can, because you're getting \$10 back.

Mike: Yes.

Marc: But if for every dollar you give me, I give you 50 cents back, you're only going to give me one dollar.

Mike: If that.

Marc: Exactly, if that! You probably won't even give me the first dollar, but the aspect from the mindset is to think, "How much value can I create for people?" If you think expansively, non-linearly, all of a sudden you can say, "Well maybe I don't have something to offer, but I know someone else who does. Because that person has something, then you can leverage your asset to the benefit of your client.

That's what we call, in the Jay Abraham terminology, host-beneficiary partnerships. Sometimes you're the host, sometimes the beneficiary, but in the end, it has to be a win-win-win. A win for the host; a win for the beneficiary; and most importantly, a win for the eventual client who will receive the value distributed to them.

Mike: So how did that translate into what was effectively your first big success? How long did that take from start-up to achieving some sort of solid results? I suppose the second half of the question would be, "Did you have a plan mapped out for that when you started?"

Marc: Let me answer the first question. I'd like to tell you it took me years and years of hard work, but fortunately it took all of one day.

When I launched my first business - my first business ever as an entrepreneur - I was 24 years old, only a few years out of University. My partner at the time walked into the office, expecting me to be sitting there with a beer open and my feet up on the desk saying, "Yeah, now I'm an entrepreneur!"

Instead, when he walked in, we were hard at work. He said, "What are you guys doing?"

I told him, "Well, we're printing." (*my business was in the digital printing industry*)

Confused, he asked, "Printing what?"

"Orders", I replied.

Still bemused he asked me, "Well, where'd you get those orders?"

"What do you think I've been doing for the last month?" I asked.

He still didn't understand.

I said, "I've been selling the services that I can now offer. Today is the first day that we have all of our equipment and can actually produce the jobs, but I've been selling for the last month."

He then asked me how much work I have.

I told him, "I have work for 24 hours a day for the next week." It ended up being 24 hours a day for the next month!

How many people can start a business with 100 percent work and 100 percent capacity for the first month they're in business?

We grew the business three times faster than anyone else had done, with twice the profitability than anybody in our industry. We achieved twice the industry sales per employee, with a fraction of the employee attrition, in an industry that's very competitive.

You can't achieve those kinds of results unless you do something completely different. I pre-sold orders on the expectation that on a certain date I could produce that work, and that's exactly what we did. It was a complete reversal to the usual way of thinking. I wasn't going to sit around for a 30-day sales cycle and then start selling in my second or third month.

Mike: Yeah.

Marc: Because I knew I could sell what I was going to be able to deliver.

Mike: Fantastic. That was a bit of a shock to your partner.

Marc: Yes, but it was a good shock.

[laughter]

Marc: He just couldn't believe it. He had never seen that kind of take-up. At that time we had five branches, and it was the fastest-growing, most successful branch ever launched by the company, who had been in business for about 20 years at that stage. They just celebrated their 35th anniversary and they're still one of the leading printing companies in Montreal.

To get back to the second part of your question, the funny thing is I did not have a business plan. What I did have was clarity of thought, as did my partner at the time. We knew exactly, exactly what we were going to do and we had congruency between the both of us.

There was no disagreement. We knew exactly what my role was as CEO, of that division and his as the owner of the conglomerate. Basically his role was to fund the company, and mine was to grow it. That was the first thing. So from a partnership point of view that's important.

From a marketing and strategic point of view, from a mindset perspective, we knew exactly the value proposition we were offering. We were pioneering a new industry that today everybody takes for granted, ie; that if you have a disk, a USB stick, or you can email a document, and you can get it printed. We're talking about large-format posters, billboards, bus wraps, promotional posters and the like. Back then, it didn't exist.

Mike: Yeah.

Marc: So there was a whole bunch of technical challenges, but because we knew exactly what we were doing and how we were going to go about doing it, we came to the marketplace with a very clear value proposition. A very unique selling proposition because we were the first in the market. The value delivery mechanisms of absolute client service because that's what people were looking for.

No business plan, but clarity of thought. If I had been asked to actually write it down I would have been able to cover every single aspect of that business plan, but it actually was never documented.

Mike: So in a way it translates back to that same thing of playing the best game you can without being focused on winning.

Marc: Yes. When you're playing any sport, and you're thinking about what you're doing, you get tight. You lack confidence. But if you just let your innate talent, abilities, just play themselves out, you play much more relaxed. Your game actually improves.

In business it's the same thing. When you know what you're trying to do; and you absolutely know with every cell of your body; that transcends to a confidence that the marketplace then rewards you for. It also allows you to do is to be able to gauge what is going on, so that you

can adapt, and align yourself with the needs and expectations of your changing marketplace.

Mike: Marc, I know that you've spoken about being very well decorated in the academic department. How important do you think that consistent movement towards self-improvement is?

Marc: Look, I have four university degrees; an engineering degree, an MBA, the equivalent of two doctorate degrees, and a post-graduate law degree. But you know what, I don't recommend it for most people. Some people have a pastime of fly-fishing, I collect university degrees. That's my "thing", I'm intellectually driven so I actually don't think that that's for most people the way to go. It certainly is not the road to financial success. It is to intellectual pursuit, and fulfillment, and self-actualization, but the reality is if someone asked me if I had to give back either my MBA or the Jay Abraham Bootcamp (which is just three days long), which one would you give up? I would give up my MBA [snaps finger] in a second.

Mike: Yeah.

Marc: If someone said, "OK well how about we do the same thing with your PhD?" If they said I had a choice between that or the Anthony Robbins' Mastery University program." I wouldn't even think twice. I'd keep Anthony Robbins' Mastery University program.

The reason I say that, honestly, is because in academia what you learn is the theory. And yes I know a lot of theories. I can dice and slice so many things so many different ways. The reality is if you're going to be successful and wealthy, you actually have to know how it applies in the real world. To do that, you need to find out from people who are actually 'doing it' in the real world. People like Tony Robbins, Brian Tracy, Jay Abraham, Marc Victor Hansen, and all of those other people who have done fantastic things in the 'real' world. There are so many inspirational people out there that we can learn from by following their teachings and strategies. Why re-invent the wheel? It's already been oiled, and well-honed. If you can just use that to your advantage, you have a tremendous advantage over everyone else.

Mike: So it becomes more about the self-development of actualizing those plans?

Marc: Yes. The goal in self-actualization is for you to become the best you can be. It's not about becoming another Marc Dussault, or another Jay, or another Tony. A lot of people think that I'm such a proponent of Tony Robbins that I want to become the next Tony Robbins. No, it's not about becoming the next 'anyone', it's about being the best 'whoever **you** are'. It's about being the best that you can be, and fulfilling **your** goals, dreams and ambitions. When you can do that, then you do the world the greatest favor, because your talents are no one else's talents. It's just like when musicians set up a band, and they sing everybody else's songs. When they find their own voice, that's when they finally become real musicians.

Yes, there are wedding bands that just want to play the popular songs, but the real talents out there have a unique voice. There's only one Madonna, one Robbie Williams, one Kylie Minogue and one Michael Jackson. There's only one Beatles and now that the Beatles are no longer, you can never get that sound back. That's what makes it unique.

We all have the same kind of talents. We all have the same kind of uniqueness, and the market will reward us for the value, the joy and the exchange that we can have with those people, as individuals and as businesses.

Mike: You spoke about when you were running a business; you were getting a master's degree, and maintaining a successful marriage. As you also mentioned, there's only 70 hours in the week. What are your thoughts on valuing your time and maintaining that level of intense focus?

Marc: I've been with Monica now for 23 years, and I've traveled to 38 different countries. I've worked and lived in many different places, including North America, Europe, and now in Asia-

Pacific. I've done it without ever being sick. I play squash every day and I've always been athletically inclined, particularly ice hockey or other sports that I've played on an ongoing basis.

For me it's all about balance. It's not about foregoing everything else for the mighty dollar. If you do that, the reality is that you get to a point where you have the dollars, but you'll have given up your whole life.

I've had the nice cars, I've had the vacations, and I've done what I've wanted to do. When you're balanced, what happens is you have a sense of serenity. You have a sense of peace about you, but you still have the drive. That drive is fueled and maintained with the stamina that you can have when you do have balance.

Otherwise "burnout" occurs. You become frazzled. You start doing things for the wrong reasons, and abusing people that you shouldn't be abusing. The marketplace recognizes that. Your partners recognize that., This is how divorce happens, and you could lose potentially half your wealth. You could break up with your business partners and they take away half the business (or whatever the percentages are). The lawyers get involved and they take their share. So it becomes a loss-loss situation.

To obtain balance, you can let go of your ego and recognize who you are and what you want out of life.

My number one 'moving-towards' value is freedom. It's the reason why I don't have children. It's the reason why I don't even have a dog. I would just love to have a dog. A dog gives you unconditional love and it's always happy. Monica and I will drive by and see a dog, we'll get out of our car, pet the dog, get back into the car and keep driving. But if your number one value is freedom, a dog cannot give you freedom. If someone else takes care of your dog, then you'll have freedom, but if you have a dog that needs to be stimulated, that's a responsibility - you need to be there.

I live in Sydney, I'm in Melbourne this weekend, and next weekend I'm in Brisbane doing events. If I had a dog, I'm not able to take it with me. So when you know what your limitations are, then you work around them. Monica and I get our positive dog experiences (as we call them) with other people's dogs and we literally get the full enjoyment of that experience. I think that's very important.

The other thing is that my personal purpose in life is to continue living my dream and empower others to do the same. Not for them to have the same dream that I have, because that is **my** dream. I want to empower them to realize their own dreams.

Over the last 15 to 20 years I've been able to do that with personal friends of mine and now I help other people achieve their goals in business through Jay Abraham Asia Pacific. To be able to do that, you have to be at one with yourself and understand what it is that you are trying to accomplish as an individual. Not to become a martyr to other people.

Mike: Hypothetically speaking; lets say somebody with little or no business experience comes to you with an idea for a product or service that they can provide. Can you walk through a synopsis, step by step, of that process that creates the plan or the idea to grab an exponential business?

Marc: The process, one that Tony Robbins has made famous, it is the four keys to success.

1. Know your outcome.
2. Take action.
3. Find out what works and what doesn't.
4. Realign the strategies until you get number one.

The biggest problem that most people encounter is that they don't know what their outcome is. They think they go into business to do something. That's not the outcome though. They should

be looking at what their exit strategy is, or what their ultimate goal is -, as an individual or as a company. Then the action will determine what that is.

If you have any short term goals within the next three months, versus a three year goal, the actions that you are going to take will be different and then of course you have to be able to determine what works and what doesn't which means managing the metrics and the feedback mechanisms that you have built to determine if in fact you are actually achieving those goals and those guide posts (the milestones that you set for yourself for the next three months or the next three years).

Then of course it is realigning the strategies, like having a tool kit of strategies to realign yourself so that once something is not working you know how you can try to fix it. Incrementally, not changing to fix too many things at once but such that you can get to the next step of the process.

Mike: Marc, you have written a book on how to create winning mastermind partnerships. Is a mastermind partnership essential creating success in your view? Maybe you can give us a synopsis of the pros and cons.

Marc: Well first of all the mastermind concept is something that was popularized by Napoleon Hill and his book "Think and Grow Rich." Basically it means, in a very simple way, 'when multiple people come together'.

So if two people come together (you can have a mastermind with just two people but ideally it's about a handful of people), there's this third mind that gets created. This third mind elevates itself above those two or three people and starts contributing. It's a really weird feeling when this happens because all of a sudden you get ideas that you know somehow you never would have had if it wasn't for the power of this third mind. It doesn't interfere, but rather collaborates and contributes to your thought processes. Creating that takes a strategy.

I've written a book that explains how you can create these mastermind groups. It is called 'How to Create An Effective, Powerful and Fun Mastermind Group'. That to me is important, it's got to be powerful, it's got to be effective and it most of all has to be fun.

I actually believe that you have to have mastermind groups, plural, to achieve wealth and success in life. What that mastermind group does is it empowers you to have thoughts that you otherwise wouldn't have. It empowers you to think in ways that you wouldn't have ordinarily thought. It empowers you and expands your level of consciousness to see opportunities that you otherwise wouldn't see. It also leverages the mind, the collective mind, of everyone else that is in the group.

I have multiple groups.

I have one for squash. The Master's world champion and two or three other people are in that group. Some of the people know they are in the group and other people don't. It is one of those things, you can determine whether or not if it is a formal type of group or an informal type of group.

Then I have an investment group as I do quite a bit of investing. So those people are spread out around the world. Anytime I want to know anything that's happening in the world; from a trend perspective, a news perspective, from different types of industries or companies; I can tap into that mastermind group.

I then have one for business and special things that I'm currently working on.

These groups can last for days or they can last for years. It's just a question of determining what the outcome, or what I call the purpose of the group is. That purpose needs to be clear to everyone. If it's your group, you're the only one that needs to be clear that you're utilizing that group of people for a particular outcome. When it's more formalized then you have to agree on

a purpose of what the group wants to stand for and what rules that you want to have in those discussions.

Every single major achievement in the world has been accomplished through some form of mastermind group, such as the first manned flight going to the moon. A lot of political conflicts have been resolved with masterminds. It's not 75 people trying to solve the problem, it's the meeting of two or three minds who finally reconcile the problems of the world amongst themselves, and the mastermind realizes that this is the optimal outcome for the players.

When you can tap into that it really can be extremely rewarding and give you a sense of power; not of authoritative power but of personal power; and confidence that you can actually achieve anything that you set your mind to.

Mike: Interesting. So could you share three big influences in your life that others can explore, eg; books, people, ideas, concepts?

Marc: Yes. Somebody was asking me what my number one business book would be the other day. I'm always reluctant to just having a list. If someone who wanted to revisit where they are right now and to look at today as the first day of the rest of their lives and they asked me what book they should read, then on the personal side of things I would definitely recommend Anthony Robbins' book "Awaken the Giant Within."

I would definitely suggest that over "Unlimited Power" as "Unlimited Power" is a very dense book. It's very rich with detail, but pretty demanding for most people, whereas "Awaken the Giant Within" is a step-by-step process and there are a lot of examples that are accessible to anyone.

"Think and Grow Rich" would be a second option because that mentality of thinking your way to greater wealth is definitely there. "Think and Grow Rich" doesn't have a prescriptive solution aspect to it so it's much more of a narrative; very powerful.

But Tony's book I would say would be the number one.

With respect to business it's harder to choose as I don't think any **one** book covers everything that needs to be covered. It depends on what the situation of the person is; where they're at, how old they are, what they're actually trying to accomplish. What I would say to be able to select the right one is to ask yourself this question: Who has done what I'm trying to do and has the credentials, endorsements and the testimonials for what I'm trying to accomplish? Then that would be a person to model.

In the case of Jay Abraham, he's done it in 460 industries with 12,000 businesses. But then again, it's a question of looking at where are you now, where you want to be, what's that gap, and who has done what you're trying to do. And to try to be able to determine how you bridge that gap.

Mike: This is a very broad-spectrum question I suppose, Marc; but if you lost it all tomorrow and you had to start from scratch where would you focus your efforts now, given the experience you've got?

Marc: That's multiple questions in one because there are different ways to answer it. The reason I say that is because if I lost everything that I have right now it would mean that I don't have the exponential mindset to protect everything that I had. So that would be an impossibility in my life.

For a lot of people it's a definite possibility, in some cases it's a probability; with divorce and partners, etc.

If I lost everything, but I had my faculties, and all the contacts that I currently have, then that

becomes a different question. If I have to start all over again without the preeminence that I have, the stature and the experience I have in the contact network?

Mike: Yes.

Marc: So if I was to keep all the contacts, and the preeminence that I have, I would be doing exactly what I'm doing now; which is helping other people grow their businesses and to transcend the marketplace with Jay Abraham's strategies. This is because I believe they're the most powerful business strategies on the planet. So, I'm now living my dream doing that with people.

If I lost that then I would probably do what I did in the first place. When I didn't have all this preeminence, and I didn't have all the accomplishments, I basically back myself. I started just about every single business with, literally, with no money down. But I had heart, drive, and passion that was unequaled in whatever I was doing, so, I'm not an exemplary individual. I do have a lot of passion, a lot of drive and determination; and I back myself. So, I'd be bold as I was then, and still am today. I'll be bold to say, "I can do 'whatever', and I'll show you. As I begin to show people that I can actually do it, then I'm backing my greatest asset, which is myself.

Leveraging other people's capabilities is something that I did at a very young age, and I would still do that today. People say, "I want to go into business," and start up a new business. I say, good luck to you. Why would you do that? Why would you start a business from scratch when there's so many other businesses that you can leverage from?

So many people who have money, who want to fund organizations, because they have money that needs to be invested, that needs to get a return on investment. When you start a business you could get 100, 200, 500, 10,000 percent return. Invest in the stock market; you know if you have a good year you're going to get a 40-50 percent return. This is where we're talking 500-600 percent return; sometimes 1,000 percent return, but, to start all over I would still do what I did.

I don't know why I did it when I was young... circumstance perhaps. You know you create your own type of scenario, but it's leveraging other people's desire to do work and what I can do to help them. The expression I used with one of my first partners is "We will both be richer as a result of working together than we ever would be working separately."

So we will both be richer, both of us together; as this was a business relationship; than either one of us would be working separately.

Mike: Yes?

Marc: I absolutely totally believed it, and he absolutely totally believed it. It was in fact true. We made more money when we were partners together, substantially more money than when we eventually parted. That's just the way it is.

We parted for multiple reasons, personal reasons, but when you can do that then you've got something that you can work with.

Mike: Right. So, when you're coaching people in business often the norm is that the majority, you know do not march. You will always have some people that have reasonable results, and a few people that have really exceptional results.

Marc: Sure.

Mike: What's the difference, do you think, in the behavior of the mindset of the people in each of those groups?

Marc: First of all I don't coach people.

Mike: Right.

Marc: I know that sounds like semantics, but I don't coach people; I'm an advisor. A coach is someone who, using a sport analogy gets on the court and hits the ball with the player.

I'm not a business coach, I'm an advisor. What I do is I advise people; ie; these are the things you should be doing, these are the choices that you have, choose one. Whichever one you choose, I don't care. Whichever one you do choose, I will help you and advise you, to make the most out of that choice.

Now, some choices are better than others. You might pick three choices, and the guy after you might pick three other choices, because you're a different individual, different age bracket, different income, maybe different gender, different city, different country, whatever--for whatever reasons. So, as an advisor I take a very different approach, and I let people make up their own minds because they ultimately have to live with the consequences of their decisions.

Tony Robbins says that our destiny is shaped by the decision that we make, for it is in our moments of decision that we shape our destinies. I've twisted it around and say it is in the moments of indecision that we destroy our dreams, because if we don't make a decision, that's a decision in itself. It usually is quite destructive to not make, or voluntarily abstain from making a decision.

To answer your question, when I am advising people, the key is you have to have drive. You have to have desire. People who just sit back and let life happen to them are doing what I call living a life by default, rather than by design. My expression is 'revolution by design' rather than 'evolution by default'.

If you look at that what that means; it is something I coined back in the eighties and one of the mottos that I live my life by; if you evolve by default, you are letting everyone else make decisions for you. You are letting your parents, your spouse, your children, your partners in business, your clients, the marketplace, the economy, the Prime Minister, the President of your country make all these decisions for you and you are just evolving by default. You end up where you didn't want to be because other people have pushed you there. But if you think of 'revolution by design', revolution means that you are revolting against the evolution. Revolution means you have to reject the conditioning that you have been brought up with.

I explained to someone just about a week ago, that it took me 20 years to un-program myself from the first 20 years of programming. I loved my parents. I loved the family that I grew up with. I had an idyllic childhood; absolutely an idyllic childhood; and my parents gave me the possibilities of thought that, Marc - you can achieve anything that you set your mind to. You will have to work hard. When I say work hard, you have to put in the effort. OK. If you put in that effort, you will be rewarded.

So I have basically thought I could live my dream. That's why my mission is to **continue** living my dream because I feel like I always lived it. I never had any hardships in my life because I had this mindset from an early age but the point was about the revolution. When I say you need to reject the conditioning, you don't reject it to be nonconformist. You don't reject it just because you want to be a rebel. You need to reject it because it is not from the core essence of who you are. That's something that most people don't really know when I ask them; who are you?

Mike: They never find out.

Marc: They never ask themselves who am I? I know who I am. I know exactly. I came to terms with who I am 20 years ago, for the next 20 years and I am still doing it now with my new details. I am still going through the evolution of my revolution. We are all scared of what other people think.

I was telling someone a story yesterday that I have an engineering degree - a Bachelor of

Engineering. I don't know how it is in Australia, but in Canada, it is a very competitive academic stream to get into. To get in it is very hard and to stay in is very hard. I can remember the first day of my Calculus class the teacher said look to your left look to your right and say goodbye because only one of you will survive the first year. I thought it was pretty bold of him to say that but getting in was equally hard.

So, I was in college at the time and all of my friends thought they were going to go into engineering. I had no doubt that I would get accepted. It isn't in arrogance. It is just that I never even considered the alternative.

The problem was that the week that everyone was supposed to be getting their acceptance letters, they were all getting rejection letters instead. Halfway through the week I was saying, "Oh my god. I can't believe so and so didn't get in." I thought we were going to go to engineering school together. There were five of us. We grew up together and we were all going to be engineers and have a great life and everything.

All of a sudden they had been rejected and they couldn't get in. They could possibly get in to reapply after another year of mathematics or physics or computer science or whatever but to get into engineering on the first attempt, they were getting rejection letters.

So halfway through the week, I got my acceptance letter and I remember the day like it was yesterday. It was like a euphoric day. I couldn't believe it but I didn't tell anybody for a week. I just could not have that excitement with everyone else. I thought wrongly, because I was the only one who was accepted in the end, "Ok. Someone else gets accepted, I'll celebrate their acceptance, and then the next day I'll tell them, 'Oh yeah, I just got my letter,' and then that diffuses the announcement because then there'll be two of us."

But what happened was everyone was rejected, and then a week later I had to fess up that I had been accepted.

Mike: [laughs]

Marc: Of course, I'd had it for a week and said that I had only just received it. I told them, "I must have only just got in, because I only got the letter now and you guys got all your rejection letters last week."

The reason I tell you this story is because I was 20 years old, and at that time, it's like, "Oh my god, I'm going to lose my friends because here I'm going to go off to engineering school, and they're going to go off doing mathematics and physics, or whatever else they can get into." And now all of a sudden, it's like, "Wait, hang on. These are my buddies. These are my mates." Then you realize that that's what life does - it segments and separates people, and that's just the natural occurrence of life. The rest is history.

But when you go through those moments, you realize that life will deal you things, and it's how you react to what it deals you that is going to make all the difference. The exponential mindset that we're talking about today is when you have a different mindset, you're going to get different results, and you're going to react differently based on the situation.

Mike: It's interesting, the notion that you knew for certain that you would get into the engineering degree, because there's a lot of talk of the notion that if you believe that you can do it then that becomes a self-fulfilling prophecy.

Marc: Yes.

Mike: Then there's the other side of the coin, which is that that success mindset is almost like an evolutionary process. You develop a successful mindset through actually having successes and knowing that you can do it.

Marc: Correct.

Mike: So there is quite a big discrepancy in those two things, in a way.

Marc: Yes. I think it's a paradox and a conundrum, wrapped up in a... I forget what the third word is... dilemma!

The dilemma, or the contradiction, is that some people think that if you just believe you will achieve. I think it's Earl Nightingale that says, "Whatever the mind can conceive and believe, it can achieve." That's the ABC of the positive mental attitude, PMA. I'm all for it. I think if you're going to have a thought, it should be a positive one.

Mike: Sure.

Marc: However, I'm also not a proponent of positive thinking from the point of view of, "Oh, I'm happy, I'm happy, I'm happy." I actually don't believe that works. I believe that that can be actually detrimental. If you reinforce "I'm happy, I'm happy, I'm happy," getting poor results, well guess what: you're going to be happily getting poor results, rather than doing the reverse.

The thing is that you have to have a positive thought. Then the conundrum is that it's not just about positive thinking; you actually have to do something about that. Let's look at the Law of Attraction; and we hear a lot about it because of "The Secret" DVD..

The Law of Attraction, basically states that you're going attract what it is that you think about: "As a man thinketh, so is he," and whatever we focus on is what we get. So whatever you think about the most is what you're going to attract to you.

That is definitely something that if anyone wants to change their mindset, they should try to do what Tony calls the 10 Day Challenge.

The 10 Day Challenge, very simply put for the mental mindset, is try to not be negative for more than two minutes for the next ten days. So the minute you start winging and whining, look at your watch...

Mike: Stop it.

Marc: And stop it. Try to limit it to two minutes. You'll realize how often you actually go into a negative state for five, 10, 15 or 20 minutes, sometimes a half an hour tirade, in your mind; it doesn't have to be within your mouth. It's in your mind because you get upset about something. Like, let's say you don't play squash well - or tennis - or you went out to kick a soccer ball, or you played soccer and you didn't play well. Perhaps you're a student and you didn't do an assignment properly, or you did a presentation at work. Whatever the case may be, but you beat yourself up over it. Once you've been through 120 seconds, that's enough!

Mike: Yeah. [laughs]

Marc: You've learned the distinction. "I won't do that again. I'll do this right." So you need to stop that; you need to have the mental discipline.

Having said that, the self-fulfilling prophecy of believing something; getting back to the original question that you posed, which I thought was really good; did I affect the outcome of getting into engineering school or achieving wealth, or whatever? I can tell you, without a doubt, that if you just have a thought, it's just a thought.

If you put a timeline to it, everything changes. The minute you put a timeline, something happens in the reticular activating system of the brain, and all of a sudden, everything you need to reach that goal in that timeline becomes clearer, becomes more evident.

Mike: Yeah. Right.

Marc: And all of a sudden, you start seeing the symbols, the signals, the ideas, and the propositions that the universe has for you, and then you can start selecting which ones will get you to that outcome. Then you can choose because it's always a voluntary thing that you have, to choose the opportunities that come to you.

When I was young, when I say young I mean I was in my early teens, when you start thinking about your future; people retired at the age of 65. (I was Canadian, so I don't know the age of retirement here, but back when I was 10, 12, 13 years of age, people retired at age 65) Of course, most people by 80 were dead, so back then that was the reality. Today, if you are 45 or older, you have an 80 percent chance of living beyond 80 years of age, which when I was younger, it's like, "80? That's old!"

Mike: Yeah. [laughs]

Marc: So now, because we live a little bit longer, the numbers are a little bit different. But I thought then, "Ok, I want to retire by age 65." When I got into my late teens and early twenties (before I left uni) I thought, "Bugger that. I want to retire by the time I'm 55." Why? Because it's 10 years sooner.

So in Canada, there was this insurance company that had Freedom 55, and it was basically, "Get your freedom at 55. Retire 10 years before everyone else. Have a great retirement at 55." So I said, "Oh, I like that! I'm going to retire when I'm 55." Then as I got a little bit older, in my late twenties to early thirties I thought, "Well, hang on a second. If everyone else retires at 55, I want to retire at 50."

Mike: [laughs]

Marc: So my goal was, "I want to retire at age 50." I then went to Tony Robbins' seminar, "Date with Destiny", and I changed just one thing: I said, "I want to retire by the time I'm age 50, or sooner."

"Or sooner". All of a sudden; [snaps fingers] everything changed.

Mike: The possibility...

Marc: The possibility was sooner. "Wow! You know what? I want that to be 40 now!" So all of a sudden, it became 40. I set myself a goal in June 1997, Palm Springs in the US: "I want to retire by the time I'm age 40." I retired when I was 42. (The dot-com crash happened; it delayed me by two years... [laughs])

Mike: Yeah. [laughs]

Marc: Because that's what happens. Life has a way of throwing you curve balls. So at age 42, I was financially independent. I didn't have to work anymore for the rest of my life. But the thing is, up until about a year before that, I actually thought that I was aiming to retire. By the way, that's another thing, when you realize that if that's what you're aiming for, when you get there, all of a sudden you realize, "Maybe that's not the goal."

And the goal changed when I was doing my doctorate degree, and I was studying in 2002. Here I'm going to have an engineering degree, an MBA, two doctorate degrees, a law degree-to retire, like in three years?

Mike: [laughs]

Marc: Why would you do that? Then you realize that it's not to retire and play squash all day or play golf and literally do nothing; it's to recontribute that skill set in a way that you can choose when you want to work, with whom you want, how you want, in a way that's pleasurable.

When it's not pleasurable you just don't do it because you don't have to. So having that obligation of work gets moved aside.

Mike: Yeah.

Marc: To answer the original question, can you make a decision and then manifest it? The answer is absolutely. But it's not by just having the thought. It's by having the thought **and** manifesting it, what I consider to be, in a timeframe, so that your brain can figure that out and say, "Oh, here are some of the solutions." Then every once in a while, you can start updating that by saying, "Oh well, instead of retiring at 65, it's 55. Now at 50, then it's 40."

The brain can readjust, because if I asked you, "Can you make \$10,000 in the next three months?" Your brain will say, "Yeah, I think I can do that." If I say, "Can you make it in the next three days?" Well, that's a completely different question, so your brain is going to have different thought processes and different answers for you. So by asking yourself that question and forcing yourself; and with your permission, I'll tell you a funny story.

Mike: There you go.

Marc: Ok? This is a great story relating to this and it just triggered in my mind. When I was in my MBA program (MBA is a two year program), so you have first and second year students and of course the second years looked down on the first years.

Mike: Of course.

Marc: Because there is a pecking order, right? I was in my first year. There was a second year student who fell ill, or something happened at work, and he couldn't make an international trip to Mexico. I was living in Montreal at the time.

A professor walked into my first year class and said

"Can anyone here go to Mexico for ten days, next week? The cost is thirty-five hundred dollars."

Nobody put up their hand so I did and he said "You can?"

I said "Yes I can."

"It's thirty-five hundred dollars", he repeated.

"Yes, that is not a problem," I told him.
He asked "Ok, is your homework done?"

"Yes, yes it's done," I replied.

"But you are going to be away for two weeks. Next week and the week after, it is ten days so you lose two weekends," he continued.

As a full time MBA we studied every alternating Friday and Saturday. I said "Yes sir, my homework is done."

Unconvinced, he said "Excuse me?"

I told him, "No, my homework is done."

"For this week?"

"Yes."

"And next week?"

"Yes and the week after that."

My homework is done two, three weeks or four weeks in advance. Just for your information, all of the reading for the entire courses was done before the course even started because I can speed read. So I have an advantage, don't you think, over other people.

Mike: Sure.

Marc: So to get to this story, because I think that I do things differently then most people do, he said "Would you like to go?" I said "Yes, I would like to go." The Professor said "Great! The flight leaves on this day; I will see you at the airport."

I get to the airport and get on the plane and of course we have a whole group of people. There are around forty of us. All of a sudden, someone with their big mouth, a second year student says, "Hey, who is the first year student?"

So I put up my hand. He goes, "What are you doing on this plane? Who do you think you are? You don't know enough to be on this plane."

I said "Actually, I'm just here for the ride and I'm going to do business in Mexico.

He said, "Really?"

"Yeah," I replied and now the ego kicks in, right? I said "Yeah, by the time I come back on this plane I will have paid for my entire trip."

The guy goes, "In ten days you are going to make thirty-five hundred dollars?"

He says, "Oh, so you have contacts there, you have clients there?"

I said, "No. I don't know anyone. I've been to Mexico in resorts, on vacation, but I don't know anybody in Monterey where we went." I said, "But I will come back, by the time I get on this plane, in ten days from now, I will have done business to pay for my entire trip."

So now all of a sudden I've created leverage for myself.

Mike: Yep.

Marc: Now all of a sudden I've got forty people going, "Hey, lets see how this works out."

Mike: [laughs]

Marc: So of course I sit there for the next three and a half hours on a plane going "Oh my God. I can't believe I'm so stupid, how could I open my big mouth!"

Mike: [laughs]

Marc: Of course I had a lot of foot in mouth syndrome at that point. When I landed and I met up with our attache there I went up to him and said, "You have got to find me some entrepreneurs in the printing industry. I've got to make three thousand, five hundred dollars by the time this week is over."

I explained, "This is what I told the guys in second year. Line me up with people tonight, tomorrow, every single day after class, during lunch breaks, in the morning for breakfast." I said, "I've got to do business before I get back on that plane."

I was on fire; I was meeting people like you wouldn't believe. These young, vibrant entrepreneurs who wanted to change the world, because Mexico at the time had 50 percent of

its population under 18 years of age. They were bringing two million new workers every year. Now put that into perspective. That is why there is so many of them in the US. They are all young people who want to work. The population is something like 60 million. Two million new workers into the workforce and the entrepreneurial mindset in the country at the time was absolutely phenomenal. But I had to find somebody, so I was on a tirade. I went everywhere.

To make a long story short, I got back on the plane and the guy says, "So how did it go?" I said, "You are right. I didn't make thirty-five hundred dollars. It is ten days, what was I thinking?" I said, "I made \$10,000. Not only did I make \$10,000 it has been wired to my account in US dollars." The exchange rate then was about 30 percent so that is \$13,000 Canadian.

Now why do I tell you that story? I tell the story for a few reasons. One is, you asked a question, does thinking about something make a difference? No one else got on that plane and had the thought of making their money back in that week. No one. Therefore they didn't. I put myself out there, and yes I could be telling you a different story, saying sometimes it doesn't work, and I tell the story that it almost worked but the deal fell through.

In my case, it actually worked but my actions, my activities, my intensity during those ten days was absolutely priceless. It was priceless because it taught me that if I can do that in ten days, what am I doing when I go back home and just take it easy. What am I doing back home just expecting money to come to me?

When on those ten days I was looking at how I can create that; how can I convince someone who barely speaks English to part with \$10,000; that I am going to actually be able to deliver the value (which I did) that they are going to say I absolutely have to do this. I absolutely have to do this within the next couple of days.

But when you develop that skill set, all of a sudden you take it back home and then suddenly your life changes. It's not the \$10,000 that makes a difference. It is the mindset to be able to think and put yourself in that predicament.

Everybody, the Richard Bransons and the Donald Trumps of the world; they are out there. They put themselves out there. They are bold, they are brash. Whether you like them or not, it really doesn't matter. The fact is they put themselves out there. By putting themselves out there they elevate the responsibility that they have for themselves to be able to perform at that level.

When someone asks me that question, I say "yes."

By thinking something you can manifest it, but if you sit back just like a spectator in sport, you sit back in the stands, watching this thing and expect it to manifest itself on its own; it doesn't happen.

You have to get on the field. You have to kick that ball and you know what? You have to get rough every once in a while. You have to play full contact so that you can get the outcomes that you are looking for.

The experience on the field when someone wins is amazing when you tell people that are really sports fanatics, "Oh yeah we won last night."

"Really? You won last night. How exactly did you win?"

"Oh yeah but my team won."

"Your team?"

"Yeah they won 42-16 or whatever."

I said, "Really? Somehow I said I didn't see you on the field."

What they do they give themselves a false sense of accomplishment. That's unfortunate. Yes they will have a sense of accomplishment but for someone else's victory.

If you want to become the star player, the champion in your own life, in your own career, in your own business, you have to get out on the field. You have to determine whether that's a soccer field, an ice hockey rink, a squash court or a tennis court. Whatever the sport, whatever the industry, whatever level you want to play at, once you make that decision; whether you want to be an accountant, a physician, a construction worker, a real estate developer, a real estate agent, a spa owner, a massage therapist, whatever it is that you want to do, whatever that drives you and give you what you are looking for; then you just do it to the maximum of your ability and learn from people who have been successfully doing whatever it is that you do.

I have a friend of mine who is a bodybuilder, a natural bodybuilder, never taken steroids. The only people who had ever beaten him in competition were the people who had taken steroids. This guy has the science of natural development like nobody else in the world. He is absolutely a machine when it comes down to getting the maximum amount of physical body sculpting.

He acquired those skills because that for him is his passion. He loves to see a beautiful physique. He loves to transform bodies from 'look how I look and feel' to 'I want to look my absolute best'. So he takes people like, in one case, a 45-year-old woman who's physique was absolutely magnificent. A 20 year old would die to have a relationship with her and she is 45. He has been able to transform her.

But of course, it is not just about the physical body. It's the fact that once you are transformed, you have more confidence. Then you exude that sexiness that only comes with the self-esteem raised at that level and then when you can tap into people's mindsets and figure out how they do it, then you pick up little tidbits that you can apply in your own life to get to the outcomes that you want.

As you can tell, it's fun. If you are going to do anything why not just have fun doing it. Do it with people who are equally passionate, excited and enlightened by those possibilities.

Mike: Are there any final thoughts that you have around the subject?

Marc: Yes, actually I would probably end with another statement that I use, which is actually two.

One is another saying that I came up with a long time ago. I think it was probably in the early '80s. I was always known as a little bit of a dreamer, but then people realized I am not just a dreamer, I am an actual doer. I have a dream and I will actually do something about it.

I came up with the statement, "Today's dreams are the foundation for tomorrow's realities."

So today's dreams are literally the foundations that you can build tomorrow's reality. So if you have a dream, just having that dream gives you the possibility that you can actually start building things to achieve whatever it is that you aspire to; as an individual, financially, academically or business wise.

And my greatest inspiration, if there was one sentence (and I wouldn't recommend any books from him for most people) comes from Albert Einstein.

Mike: Alright.

Marc: Unless you are in that theory of relativity or the general theory of relativity or unified theory, it would be a hard read. But one of those statements that completely resonated with me was something that he said about physics which applies to what we are talking about, the exponential mindset. Einstein said, "**The thinking that got us to where we are, is not the thinking that will get us to where we want to be.**"

So, the thinking that got us to where we are now, is not the thinking that we need to get to where we want to be sometime in the future. I've twisted that a little bit around saying the thinking that got you to where you are now, is not going to get you to where you should have been by now.

Mike: Yeah.

Marc: Right, and that's a different twist because the thinking that you've had up until now hasn't got you to where you want to be or where you should have been by now; then what do you need to do? Well you need to change your thinking.

Mike: There's a lot more incentive in that, isn't there?

Marc: There's a lot more incentive because there is a pain element to it. So you're not where you thought you would have been by now. We all have these birthdays; 25, 30, 35, 40, 45, 50, 55, 60 and we all get to a point where we say, "Oh, I can't believe I am not 'whatever'. I can't believe I haven't achieved this or I can't believe I still have a mortgage. I can't believe I still have a car payment. I can't believe I don't have kids. I can't believe I don't have 'whatever'!"

Whatever it is you can't believe you don't have or you bump into an old friend and they ask how you are going and all of a sudden they tell you he's running a \$10 million company. Your company is doing one million. That's got to hurt, especially if you started your one million dollar company two years after he started his company and he has ten times more sales, assuming ten times the profit. There is something wrong there. That's a slap in the face saying hang on a second. Maybe there is a better way to do things.

The thinking that different people have is what makes all the difference.

We've all had stages throughout our lives, adolescence, adulthood even during our business career. Some people have had multiple relationships, divorces and relationship come and go. You bring up your kids and then they go off to school. So we have phases in our lives. We can always remember from one phase to the next that we saw life differently and without becoming cynical or jaded, our thinking changed.

Anybody who has children (and I don't have children but I've seen the transformation), the minute a woman falls pregnant, her life changes; the couple's life changes. Nine months later, their whole lives are changed because now you are no longer living for you. You are living for your family. You are living for your children, as you should.

Just like my parents. I love them dearly because they gave me boundless opportunity thinking. They gave me that. They didn't have to. They could have treated me very differently, but they gave me that because they changed their mindset. Their lives became about bringing us up. (I have a brother and sister) All three of us, the best way that they could. I think they did a fabulous job.

Mike: Yeah.

Marc: But their thinking changed. Then when we left the house their thinking changed again because we were no longer there.

In business and success it's the same thing. As you shift from one life cycle to the next, you need to shift your thinking. To bring this all home, you have two ways to do that. You do it because you have to; because someone just basically shakes your tree and says "Wake up!" Hang on a second. What you have been doing for four or five years is no longer working or you sit there and you preemptively do it ahead of time. You realize the kids are going to be leaving the house in three, four or five years or you have been in this business for five or six years; you are in a new relationship or you have been in a relationship for awhile and you are getting a little blase about life.

You can preemptively say, “If I was to think differently and if I was to go to the next step, what would that next step look like? What would be my outcome? What would I like to do? I would like to open a new branch. I would like to sell my business. I would like to get a new partner. I would like to step out of the business. I would like to get someone to run the operation and still own the business, whatever that transition might be.” Preemptively thinking just ahead of that curb makes all the difference in what I call making the right decisions for the right reasons, rather than the wrong decisions out of necessity for the wrong reasons.

Being able to see that is called looking beyond the headlights. We have all driven in pitch black. We all know that if you drove beyond the headlights the road will continue. You are not expecting a brick wall to be there. You are not expecting a tree to have fallen across the road.

Mike: Yeah.

Marc: The expectation beyond the headlights. But imagine if you could; the exponential mindset is to be able to see way beyond the headlights. All of a sudden, your focus is not just going to be on the road here. You are going to be looking out ahead. You are going to be much more relaxed getting there and much more in tune with how you need to steer your car, your destiny, your goals and the people you want to bring with you in a much more congruent, authentic way than trying to force your way through, and be stressed around every corner. You don't know where the next twist and turn is going to be and you start sweating bullets because you have the uncertainty of what's coming up next.

Mike: Yeah.

Marc: Because you are so focused on what's just in the headlights, the level of angst that you have and the negative reaction that you have in your body are not going to be conducive to having a pleasurable experience.

The last thing is the worst thing that you can possibly have happen to you. It is to live your whole life, or even five or ten years or decades of your life and look back and say; “I can't believe I just wasted five or ten years of my life.” You don't want to look back on that journey and say, “If only I had known”. You don't want to do that. What you want to be able to do is to enjoy every step of the way.

I had a professor when I was doing my PhD. He said, “Marc you are in the PhD program. How do you like it?”

“It's really good. I'm enjoying it,” I said.

“Are you enjoying it as much as your MBA program?” he asked.

“No actually - I'm not,” I replied.

“I will tell you why,; he said.

I asked him to enlighten me.

He said, “When you did your MBA program, you knew when you started and you knew when it ended. It was a two-year executive program. You knew exactly what you were in for.”

Mike: There is no timeline.

Marc: There is no timeline. There is no preset course because you determine what you want to study. The uncertainty for most people is they don't enjoy it because they don't know they are actually going to graduate. That uncertainty is why most people don't finish their PhD programs and why most people don't enjoy the process.

From that moment, I said that's unbelievable. In my mind I said you know what? Whenever the date is. (I graduated several years later because I moved to Australia. That's why I had to get two degrees.) I said I have to enjoy this because at some point it is going to be over. When it is over, I am going to regret not enjoying it.

Mike: Yeah.

Marc: From that moment on, I thought, I am learning cutting edge stuff. I was learning all this stuff and I was publishing at the same time and everything changed. The same thing for people who are reading this. When you can enjoy that process you want to reach the outcome. You want to make the million dollars. You want to have that top job. You want to be healthy. You want to lose 20 lbs or 30 lbs or whatever the case may be. You want to win a championship. You want to have those things because those are fun.

But the "Pursuit of Happiness" was a movie I watched on TV last night and the funny thing was, one of the statements was why is it called the pursuit of happiness? It is because it is so illusive. It is not called happiness. It is called the pursuit of happiness because you are always chasing it.

The character in the movie goes through a lot of difficulty and hardship. If you can get in that state where you can enjoy the process, as that character in the movie did, I call it "happily achieving" not "achieving to be happy". Throughout that process you will love your family, dogs, cats and any other animals that you have. You will be a contributor to the greater goodwill of the planet. You will be much more cohesive with collaborative ideas. You won't be as selfish and your generosity will be rewarded.

Fundamentally, when you end your life as all people's lives end at some point (at least our material lives) you will never look back with any regrets. What you don't want is to have regrets.

You want to be able to say I did the best I could with the tools I had at the time. I enjoyed the challenges. I overcame them and they made me what I am today. If you can do that, having an exponential mindset, you will probably have an edge over a lot of people. When you have that, hopefully you can share that with people, so that you can get the reciprocity that they want to give back to you and then make the world a better place to work and live in.

Mike: Beautiful.

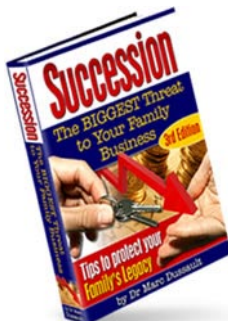
Marc: Thank you very much for your time today. I was excited about this interview and enjoyed it. Thanks for having me today.

Mike: Thanks, Marc.



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