

Don't K.I.D. Yourself

SAMPLE

KNOWING

— ISN'T —

DOING

BUILD THE BUSINESS
and **LIFE YOU DESIRE**

ROD SANTOMASSIMO

Creator of The Massimo Methods®

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Wall Street Journal Bestseller Never Fly Solo.**

“Knowing Isn’t Doing covers every critical aspect of growing and sustaining a very successful business where most of the heavy lifting is done by others on your team. If you truly want an amazing life and enjoy the fruits of your labor, get and read this book NOW!”

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HOW TO GET THE MOST FROM THIS BOOK

I wrote this book for any independent contractor, solopreneur or small business owner who is committed to building a successful professional, personal practice. Regardless if you are a commercial real estate broker, banker, insurance agent, engineer, consultant, coach, physical therapist or anyone else providing professional services, you'll find tactics in this book that, when applied, will help your business grow.

Regardless of your level of success or experience, I have offered a blueprint to help you move on to the next stage of your progress.

With that said, it is likely you are similar to one of the three “personas” that make up most of our clients. We will go into greater detail on each throughout this book. However, based on how you

associate with any of these three, there are certainly specific areas within this book you need to focus on.

1. **Ned Newbie**—either your business is simply a dream at this point, or you are in the early stages of your journey. You are eager to secure a strong start to a long career. You may be struggling to figure out how to start, and your peers and colleagues are too busy to help. You need a system to build your client pipeline.
2. **Peter Plateau**—you have been in business for a minimum of three years, but potentially much longer. Now you find yourself in a rut. What worked for you in the past simply isn't working anymore. Worse, those younger or with less experience than you, are now passing you by. You like your career choice but are starting to dislike the work. You may want to reboot and get back to the energy level and success you initially envisioned.
3. **Bob Topper**—you are a top producer, a market leader. Potentially you believe you are at the peak of your career. Making money is not your problem. The challenge is you are stuck on the transaction treadmill. You believe, if you stop working, the cash machine you created will come to a screeching halt. You desperately want more margin in your personal life.

Now, look back on our three personas, or what we refer to as Avatars—do you relate to any particular one? Understand “Ned” could very well be “Nancy,” “Peter” could be “Paula” and “Bob” could be “Betty.” Your personas may be gender-neutral. I will share with you in this book how to create your own Avatars so you too can craft campaigns and messaging that will resonate with your prospects.

While I am about to suggest certain areas of this book that will help you, based on your current situation, the fact is to truly get the most out of this book, you should read the entire document and make notes in the margins. You should highlight the concepts that resonate with you. Perhaps you can record notes in your phone's

voice recorder and use an automated transcription service like Otter.ai, which is a free app, or a low-cost option such as Temi, or a more expensive, but highly accurate website like rev.com

And, yes, you should complete all the assignments provided, when they are presented. While reading this book will give you knowledge, performing the assignments will give you clarity and direction. Remember, *knowing isn't doing*.

For now, pick the one persona that best fits your current situation.

If you relate to *Ned Newbie*, this book will lay out a specific roadmap for you to build an enormously successful personal practice. However, this is a process and not a quick fix. As we often tell clients, you must “trust the process.” It is critical that you master several components of this book before you start building your own team and take on more responsibility:

- Read The Basics chapter, as everything in success is based on fundamentals.
- Commit to the CEO mindset—as outlined in the You’re Now the CEO of Me, Inc. chapter.
- Master the Sales Playbook outlined in the Your Sales Division chapter.
- Strive to implement the personal presence initiatives as outlined in the Your Marketing Division chapter.

If you feel the *Peter Plateau* persona more accurately reflects your current situation, I will share with you key concepts for getting “unstuck.” It is likely that you have already created a process, no matter how rudimentary it is, for your sales, and possibly for your personal marketing. It is also likely that you are hesitant to rely on others for help. For you, I would suggest you master the following components of this book so you can get back on the path of personal growth and financial success:

- Review the Sales Playbook outlined in the Your Sales Division chapter. Identify what you are missing and immediately start testing the suggested approaches.

- Master the Business Development P-Factor that is introduced in the Your Marketing Division chapter.
- Read the Your Human Resources Division chapter and be sure to complete each assignment. Start leveraging others to highlight your personal talents and reinvigorate the joy you initially possessed when you first dreamed of building your own professional practice.

Finally, if you identify more closely with *Bob Topper*, congratulations. It seems you are on your way to financial success, but we need to help you secure more time to do the things you love. In this case, pay particular attention to:

- The Operational P-Factor outlined in the Your Operations Division chapter. Make sure you have in place each of the three elements shared; if you don't, then address those immediately.
- Read and complete the assignments in the Conclusion: It's Time for the Doing summary chapter. Let's make sure you are completely removing yourself from the everyday chaos and whirlwind that naturally comes with your business.
- Read the Tax/Wealth Building Strategies, which can be found in the resource webpages of this book, www.knowingisntdoing.com. Review these with your personal financial advisor. Make sure you are not missing any opportunities to maximize your hard-earned, after-tax dollars.

Okay, there you have it. In summary, read the whole book and do all the assignments. If you want the quick fix, sorry. In success there is no silver bullet, but there is silver buckshot. Doing a lot of little things consistently will make all the difference. Now, before we begin, let me share with you a little about these Massimo Methods we will refer to throughout this book.

DEVELOPING THE MASSIMO METHODS™

Over the remainder of this book we will introduce our Massimo Methods™. These methods were developed through thousands of iterations with our clients and continue to be refined every year. You will learn about the Massimo Matrix™ for defining your audience, the Massimo Opportunity Map™ for identifying how to manage opportunities in your pipeline, our Presence Pyramid™ personal marketing system, the Business Development P-Factor, the Operational P-Factor, our I.P.A.I.D™ time management system, the Content Creator™ for quickly developing messaging that will resonate with your prospects, and much more.

So why did we call them the “Massimo Methods”? Believe it or not, it had nothing to do with my last name. When I launched the Massimo

Group in 2008, the original name was “Domus Advisors,” in honor of my father. But the name didn’t resonate or mean anything to our focus group—that’s right, I asked several friends and colleagues, and more importantly, potential clients, to help me choose a name.

Massimo was the clear winner. *Massimo* is a superlative. In Italian, it means the maximum, to be great, the best. I figured we could create a company that maximized the margin of our clients; allowed them to achieve a stature of being great, or at least successful; and provided the best client experience. For the record, my last name, Santomassimo, means “maximum saint” or “the great saint.” Well, at least my mom believes I am!

You may be asking yourself if these methods apply to you, as they were developed mainly within the commercial real estate brokerage space. They have since been applied to appraisers, mortgage brokers, national lenders, and engineers. They have been tested throughout the United States and Canada, parts of South America, Asia and New Zealand.

As you will read, we have shared them with event planners, software consultants and virtual assistants. We have found, regardless of professional focus, the Massimo Methods, when applied consistently and correctly, result in significant business growth and personal financial margin.

Here is a small sample of some of the people that have applied the Massimo Methods successfully and transformed their professional businesses from chaotic and reactive to purposeful controlled clarity, all while significantly increasing their personal margin.



Bob Knakal was the ultimate Bob Topper. He was one of the most successful producers in New York City, but he wanted to create an environment where he could make just as much money but in less time, so he could travel and spend more time with his wife and daughter. Within one year his income increased 25%, and within 3 years it doubled and then tripled, despite his original high income. More importantly, he was able to create memorable experiences with his family while reducing his time in the office.

Another high performer, Beau Beery, was working 70–80 hours a week. The Gainesville, Florida native worked every weekend and would regularly fall asleep at stop lights during his drives home. He wasn't the husband or the father he wished to be. Now he no longer works on weekends, and he works only 40–50 hours a week. In fact, despite his original level of success, he has continued to increase his income every year. Best yet, he is present for his wife and 2 boys. I love following Beau on Facebook and seeing the family adventures he regularly shares.

Several years ago, Lynn Drake was working with a national firm and was simply frustrated with the bureaucracy and attitude of her peers towards her and her strong personality. She knew she could not only compete but beat her colleagues in winning business, yet she was concerned she would lose access to national accounts. Add to that the slow economy in Troy, Michigan and starting her own advisory business seemed like a big risk. Nevertheless, her passion for building her own business outweighed these concerns; and with the assistance of applying the Massimo Methods, she slowly built her own market presence while also leveraging her woman-owned-business certification. Today Lynn has a small team of her own who have secured several national accounts, despite not being affiliated with a national company.

Alex Ruggieri had a successful career in Champaign, Illinois. He was known throughout his market but was unable to translate his personal presence to consistently high earnings. Since applying the Massimo Methods, Alex has been recognized as a top producer within his international organization, 6 of the past 7 years. Alex has since expanded his presence and is regularly traveling the world for his growing business. The frustrations of not producing have long disappeared.

Living in New Zealand, Lorne Somerville had already achieved a high level of professional success. Despite his status, he knew he and his team could work more effectively. Like many successful professionals, the Auckland native understood you can never stop learning, despite what you think you know. By applying the Massimo Methods, he and his team are finding more business than he ever has before and, as a result, they are experiencing a significant increase in revenue.

Nick Eyhorn was a rookie, just starting out and looking for a strong start to a long career. The Lubbock, Texas native admitted he had little direction and was simply looking for any opportunity. Leveraging the Massimo Methods, he retooled his prospecting and personal marketing efforts and was named Protégé of the Year by his national company. Years later, he continues to be a top producer and no longer worries about “the next deal” but instead focuses on running the business he created.

Stasiu Geleszinski from Cincinnati, Ohio was like many independent contractors, working very hard but not seeing substantial progress for his efforts. Initially he leveraged the Massimo Methods and almost immediately quadrupled his income. As he grew his team and focused on areas that had the greatest impact on his business, his income grew to 6 times what it had been before applying the tools shared in this book. “Stash,” an avid cross-training participant, now attacks his business as aggressively as he attacks those huge truck tires.

Living in Houston, Texas, Nick Peterson realized his business was too focused on a specific niche. He feared, unless he retooled and diversified his client base, he would be at risk for market fluctuations. Applying the Massimo Methods, he created a targeted prospecting campaign and developed a comprehensive personal marketing plan

that allowed him to increase his income 250%. After 3 years, his production increased to 4 times its original level. More importantly, his client base is much more diversified, and he has exponentially reduced his exposure to any market shifts.

Jay Taylor worked on a full-commission diet. The Raleigh, North Carolina native became tired of starting over each year and wanted more consistent income. Within six months of implementing the Massimo Methods, he noticed his pipeline and resulting commissions had begun to increase, and by the end of his first year his income had quadrupled over the past year. Every year since, his income has continued to grow. Best of all, Jay got to regularly attend his twin boys' football and lacrosse high school games, and he now looks forward to attending their respective games in college, without worrying about the state of his business.

Elyse Welch of Charleston, South Carolina was experiencing one of the most chaotic times of her professional career. Not only were she and her business partner transitioning to a new firm to relaunch their realty advisory practice, but she was also expecting her first child. Elyse was concerned that, during her subsequent maternity leave, she would lose the professional momentum she and her partner had gained prior to the pending transition. Applying the Massimo Methods, and leveraging the insight and support from other female Massimo Members, Elyse's team produced a high-impact marketing and branding campaign that not only maintained her presence in the market but expanded it. Now this happy mother of an 18-month-old toddler has a stronger market reputation than ever before, and she continues to dominate her market.

It's now time for you to create your own story. Whether you are

simply starting out like Nick Eyhorn, looking for better ways to boost your growth like Lynn Drake or are at the top of your profession but know you can significantly increase your income and do so in less time like Lorne Summerville, this book will provide you with a roadmap for building the business you deserve. So, where do we start? We start where all successful businesses start, and excel: The Basics.

ABOUT THE AUTHOR

Rod N. Santomassimo is the founder and president of the Massimo Group, the premier professional business consulting and coaching organization in North America. The Massimo Group is proud to include individuals from some of the most accomplished organizations in the world, along with thousands of independent contractors, solopreneurs and small business owners in the United States, Canada, South America and New Zealand, among its clients.

Rod's career has consisted of several managerial and executive positions in private and public firms, along with several ventures in building his own organizations. He has been a featured speaker at a variety of local offices, regional conferences and national conferences, both in and aside from the

commercial real estate industry.

Rod earned a Master of Business Administration from Fuqua School of Business, Duke University, in Durham, North Carolina, as well as a Bachelor of Arts in Commerce from Washington and Lee University in Lexington, Virginia.

Rod is a two-time recipient of the Duke University, Fuqua School of Business Impact Alumni of the Year Award based on his work with both graduate students and alumni in building a personal brand and creative approaches to secure greater client/prospect opportunities.

Rod's first two books, *Brokers Who Dominate—8 Traits of Top Producers*, and *Teams Built to Dominate*, were both Amazon bestsellers in commercial real estate sales. For more information, visit BrokersWhoDominate.com and CREteams.com.

Rod, a New York native, now lives in Cary, North Carolina with his wife, Launa, and their two children, Giana and Nicolas. When Rod is not in his home office, you can find him running or cycling on the American Tobacco Trail, swimming laps in the pool, or, ideally, playing in master's lacrosse tournaments throughout the country.

MORE INFORMATION ON THE MASSIMO GROUP SERVICES

COACHING

The Massimo Group has the People, Process, and Platforms to propel you and/or your team's professional business to new heights. It is critical, in any coaching relationship, that you align yourself with someone who truly understands your business. The Massimo Group offers both group and one-to-one coaching programs for all levels of experience and expertise.

Our market-tested curriculum revisits best practices while introducing new techniques that will have an immediate impact on your and, if applicable, your team's production. Our clients consistently out-earn their peers by 7 times!

By meeting 'face-to-face' with your coach, via our video conference platform, together you will dissect your current practices and establish a personal plan for maximum production.

To learn more about how we work with our coaching clients,
please visit www.massimo.coach

SPEAKING

You need to provide presentations that will attract strong attendance and participation, as well as provide valuable and applicable practices and approaches for finding, winning and fulfilling business. Our presentations, whether for your local office or regional and national conferences, will captivate, motivate and educate. Most importantly, attendees will leave with tangible ideas and defined applications that will have an immediate impact on their business.

To learn more about our speaking programs and to discuss your presentation needs, please visit RodSantomassimo.com

EVENTS

The Massimo Group offers public events such as its highly acclaimed “Massimo Immersion,” a 2-day workshop where attendees create their own customized Sales Playbooks, with the help of certified Massimo coaches.

For more information, please visit RodSantomassimo.com

PODCAST

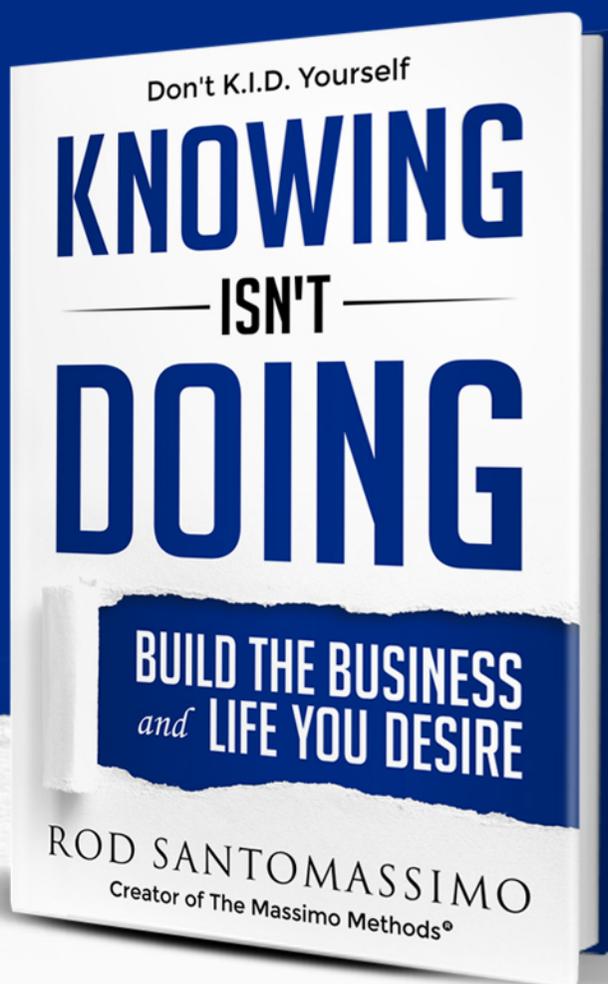
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business and life you desire.

Keep moving forward.

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