

The Zen of MLM

Legacy, Leadership and the
Network Marketing Experience

Essays and Editorials, 1991–2007



"John is the big thinker in this industry, the guy who always takes the high road. Read and learn . . . it's well worth the journey."

— Seth Godin, author of *Permission Marketing* and *Purple Cow*

John David Mann

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*Legacy, Leadership and the
Network Marketing Experience*

Essays and Editorials, 1991-2007

John David Mann



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Zen

n. 1. the pursuit of enlightenment, often through the vehicle of paradoxical statements. **2.** a loosely defined set of esthetic and philosophical values, including simplicity, understatement and careful economy of expression, aimed at achieving maximum effect with minimum means or effort. **3.** the application of those values to a specific discipline: *the Zen of archery, the Zen of design.*

MLM

abbr. of MULTILEVEL MARKETING (also: NETWORK MARKETING):
n. a form of distribution of goods and services through a self-generating network of independent representatives structured and compensated in a theoretically infinite series of multiple tiers or levels.

Prologue

What *Is* This Thing Called Network Marketing?

In the winter of 1986, after devoting years to a career as a concert musician and teacher, I came to this sobering realization: I wasn't making it financially—and it was time to do something about it. Do what, exactly? I had no idea. But *something*. A few weeks later, a friend and fellow teacher called me on the phone to tell me about something he was doing called network marketing, or *multilevel* marketing. “MLM,” he called it. I was intrigued . . .

It's twenty-one years later, and after more than two decades of witnessing first-hand the growth and maturation of this emerging economic powerhouse, I'm more intrigued than ever.

What *is* this thing called network marketing, anyway?

In the more than sixty years it has been around, it has grown to become a \$100 billion worldwide enterprise, making it an economic bloc roughly the size of New Zealand, Pakistan or the Philippines. Yet for much of that sixty-year history, mainstream culture has tended to regard network marketing, when regarding it at all, as the butt of jokes.

In the film *Edward Scissorhands*, the tragically weird figure of Edward is orphaned by the demise of Vincent Price, left alone

in a castle and isolated from the world until he is discovered by . . . *ding dong*: the Avon lady. During the Soviet coup attempt in 1991, David Letterman observed on his show one night that the military had the Kremlin completely sealed off and neither journalists nor soldiers could penetrate the lockdown—“Although,” he added, “one Amway salesman did get through.”

Network marketing has for decades been the Rodney Dangerfield of business models: *it don't get no respect*. (Little known fact: Dangerfield actually spent time in his youth supporting his family as an aluminum siding salesman. Life imitates art.)

Funny thing, though: despite the easy punch lines, people's actual experience of the business is not necessarily what they *think* their experience of the business is.

In 1976, Lou Harris conducted a poll to measure American attitudes about the direct selling industry. (In those days, network marketing represented but a minority portion of the “direct selling” world; today it has grown to the point where the two terms are practically synonymous.) What Harris found was a classic schism between perception and reality: close to 100 percent of the people polled who had ever had any contact at all with the business had a positive experience—yet those same people had an overwhelmingly negative image of the industry itself. It was as if network marketing were a new food people still thought they hated—even though they'd actually tried it and found it tasted pretty good.

Things have changed since 1976, and especially since the mid-nineties. Mainstream acceptance, that elusive holy grail for so many network marketers, has been slow in coming, yet there are signs suggesting it may have finally arrived. For example, *Fortune* magazine has in the past few years published several multi-page supplements on the profession, citing involvement in the business by billionaires Warren Buffett and Richard Branson and such household brands as Citigroup, Sara Lee and Time

Warner. According to statistics compiled from national surveys by the Direct Selling Association (DSA), the profession's gross revenue has increased every single year for the past fifteen, which is as far back as DSA web site (www.dsa.org) figures go. From 1999 to 2002, as U.S. retail sales overall suffered through a steep decline, the direct selling sector posted a marked *increase* in total sales.

In *The Next Millionaires* (2006), two-time presidential economic advisor and *New York Times* best-selling author Paul Zane Pilzer points out that as the institution of the modern corporation begins to falter and collapse, we are seeing a vast emigration from corporate employment to home-based business. "The twenty-first century we have just begun will be known as the Age of the Entrepreneur," writes Pilzer. He goes on to forecast that the United States will spawn in excess of ten million new millionaires over the next decade—and that a significant portion of them will arise from the field of network marketing.

Over the decade and a half that this volume of essays covers, the profession has done some serious growing up. The self-policing efforts of the DSA and the network marketing companies themselves have helped to curb abuses of the system and establish profession-wide standards. As the profession's ranks have continued to swell, it has been fascinating to watch the shifting demographics of those leaving behind traditional employment for the 1099 world of the work-at-home networking professional: college professors and coaches, bankers and surgeons, engineers and pro athletes. They range from twenty-somethings to ninety-somethings and hail from quite literally all walks of life.

And there are now fifty-five *million* of them worldwide.

What are all these people looking for? The answers are almost as diverse as the people, but they boil down to three. As I describe them, I'll also explain what has happened since

that 1986 phone conversation, and how the essays in this book came to be.

First, the obvious reason: people come to network marketing to make money. Here's what is not so obvious: how *much* money are they looking to make? And, do they succeed?

Despite popular images of pinky rings, Cadillacs and million-dollar checks, the great majority of network marketers are in the business to make a *little* extra money.

Thomas J. Stanley and William D. Danko's best-selling 1996 book *The Millionaire Next Door: The Surprising Secrets of America's Wealthy* blew the reading public's mind with its revelation that many of the wealthy in our midst got that way not by hitting some jackpot, but by persistently earning modest money and leveraging it through scrupulous saving and cautious investments. It was a message that hit home especially powerfully for network marketers.

While the big check may have more sizzle from the stage and be a more sensational draw, more and more network marketers have come to realize that the *little* check is really where the action is. As the profession matures, its practitioners are coming to it with an increasingly realistic—and attainable—set of expectations: that they will earn a modest supplemental “passive” income stream they can then parlay into more time with family, the pursuit of personal interests, a better quality of life, perhaps some appreciating assets and, yes, even long-term financial security. And a surprising number of them succeed in doing just that.¹

Here's how Jim Turner, a consumer-advocacy attorney in Washington, D.C. who has followed the profession for decades, put it in a recent interview:

Run the numbers on what goes through multilevel marketing companies and how many people there are, and you get up into the \$30,000 to \$40,000 annual range pretty easily for a very large number of people, which puts you above the national mean income. You could easily become a major part of a majority of households in America.²

Critics of the business sometimes cite its supposedly steep attrition figures, claiming that 90-plus percent of the networking population quits every year after failing miserably. What they never seem to mention is that many of those who leave the business recycle themselves back in again, joining a second organization, perhaps a third, even a fourth and fifth, learning and improving their success rate as they go. Network marketers are fond of describing this as a business where you “earn while you learn,” and experience bears this out: most of the successful network marketers I’ve met over these past two decades achieved their success only with their third or fourth (or fifth, or sixth) go at it. Thus, while a given statistic might suggest that, say, only one out of five networkers achieved her financial goals, the reality might be that *all five of them were the same person*, simply refining and deepening her skills as she went. What is presented as an 80 percent failure rate is in fact a 100 percent success story.

This was exactly my case.

When I first encountered network marketing in 1986, I was a classical cellist, composer and educator with no experience or training in business, but a powerfully motivating desire to become unbroke. When my friend explained to me the concept at the core of the business—that it is essentially a teaching business, a model where you succeed to the degree that you help other people succeed, and that it is dedicated consumers of a product who benefit from its promulgation throughout their sphere of acquaintance—I dubbed it “the Robin Hood

Principle” (redistributing wealth along more just channels) and fell instantly in love with it.

In the six months that followed I participated in four different network marketing organizations at the same time, figuring that if one was good, hey, four was better. I eventually realized that this bit of wisdom might be seriously flawed, and in fact, if I had any hope of learning how to ride this horse, I’d be better off holding onto one and letting go of the others. And that’s exactly what I did: I chose one company to stick with, and quit the other three.

Now follow this: statistically, I represented a 75 percent “attrition rate” for the profession that year, “failing” in three out of the four companies I’d joined. But with the fourth, I went on to earn several million dollars over the following decade. Today, more than twenty years later, I still earn a substantial residual income from that same company—an income stream I anticipate handing down to my children when I shuffle off to the next editorial assignment in the sky.

While earning an income is the most obvious reason to start a network marketing business, it is not necessarily the most universal. Millions of people who earn little or no money above the cost of their own product use continue to participate in their company events year after year. Why? Because they *belong* to something and more than any club or other social constellation, it is a *something* that provides them with significant development not only as businesspeople but also as people, period.

Personal development, within which I include the acquisition of skills, the growth of a web of relationships, and the peer recognition that comes with achievement, is a compelling reward of the business—so compelling in its own right that it often rivals and even outranks the reward of financial gain.

For many, a given company's network is not simply a business organization one joins but a culture to which one *belongs*, a community of people with shared values, and one of the strongest values among them is self-improvement. Robert Kiyosaki, author of the *New York Times* best-selling *Rich Dad Poor Dad* series, encourages entrepreneurs to join the network marketing company of their choice for the sake of the training they'll receive.

School prepares you for a job in a major corporation, government or teaching, but it doesn't prepare you for the real world. That's what network marketing does. Network marketing teaches people basic, critical life skills. I tell people, "Stay with it for five years and you'll be better equipped to survive in the real world of business—and you'll be a better person."³

For many, becoming "a better person" is all about that ultimate fruit of self-development, *leadership*. Richard Brooke, a network marketing CEO and frequent industry spokesperson, has said for years that leadership is the profession's principal product offering.

One reason for this is that network marketing is at its core a volunteer movement. In contrast to the "mother company," which is structured as a traditional corporation, the field of reps—which can easily grow to include hundreds of thousands and even millions—is composed 100 percent of independent contractors. There is no authority, no power structure, no hierarchy. Nobody *has* to show up to work. In a business environment that networkers often describe as "herding cats," leadership becomes a precious commodity.

I became aware of the larger network marketing community starting in January 1990, when two friends, John Milton Fogg and Randolph Byrd, and I began publishing a monthly journal called *MLM Success*, soon renamed *Upline*.

Having learned the business from the inside, now I began to learn about it as an external observer and commentator. In 1991 I wrote a piece for *Upline* to help network marketers explain the concept of *residual income*. “Residual Income, Residual Impact” was widely excerpted, photocopied and passed around, and is still kicking around the Internet today; it appears in this volume as the first in a series of seventy-one articles that span the years 1991 through 2007.

Within a few years *Upline* had become the leading trade journal and *de facto* standard-bearer for the profession. In 1996 my partners and I sold the publication to new owners and I left the firm to devote my time to my own burgeoning organization. A few years later *Upline*’s new owners launched a glossy bimonthly newsstand magazine called *Network Marketing Lifestyles (NML)* and hired me to come back as editor in chief, a position I filled until the magazine’s demise—which alas was not long in coming. In 2000 and 2001 the dot.com speculation bubble burst, and *NML* popped with it. At the close of 2001, after printing fifteen issues, the umbrella company that now owned both *NML* and *Upline* closed its doors.

But the world continued after 9/11, and so did network marketing journalism. Within less than half a year, my friends Chris and Josephine Gross, a seasoned entrepreneur and a Stanford-educated Ph.D., decided to fill the void left behind by the evaporation of *Upline* and *Lifestyles*. Chris and Josephine envisioned a publication that would raise the bar and, echoing our original mission at *Upline* twelve years earlier, champion all that was noblest in the profession.

While *NML* evoked comparisons to *People* magazine, the Grosses’ new journal *Networking Times* was modeled more on *The Harvard Business Review*. I was hired on as senior editor for the inaugural issue and soon took the post of editor in chief. From this position, I had the opportunity to explore still more

far-reaching dimensions and implications of this thing called network marketing.

The third reason people join a network marketing company is the opportunity it affords them to make a difference in other people's lives. For many, in fact, this is the most compelling reason of the three.

Sit down and talk with a seasoned network marketer about her business for longer than ten minutes and you'll start hearing stories about the people whose lives have been transformed. Most network marketing companies have significant charitable and humanitarian arms. Far more than business-as-usual corporate write-offs, these outreach efforts often grow into grassroots missions of fervent activity, sweeping scope and astonishing impact. Network marketers are promiscuously philanthropic.

But the biggest place where "making a difference" makes a difference to network marketers is in their own back yards: that is, in the lives of the people in their organizations. That core idea that so excited me when I first heard it in 1986—that you succeed only to the degree that you help others succeed—is in fact one of the prime movers of the business. For example, many network marketers join the business in order to help one spouse (or both) stay at home, and they often find that even a fairly modest supplemental income can often effect a startling transformation in a family's quality of life. Seeing that kind of shift happen for other people whom they bring into the business becomes a reward beyond any price tag.

As much as networking reps love success, they often become even more motivated by the cause that drives it. Drawn by the promise of lifestyle, they become captivated by the opportunities of leadership and legacy.

During my tenure at *Networking Times*, I've had the opportunity to deepen my inquiry, going outside the profession itself to talk about network marketing with a wide range of authors, educators, business leaders and others. These have included:

Scott Allen (*The Virtual Handshake*), David Bach (*The Automatic Millionaire*), Brian Biro (*Beyond Success*), Diana Booher (*Your Signature Life*), Ori Brafman and Rod A. Beckstrom (*The Spider and the Starfish*), Richard Brooke (*Mach II with Your Hair on Fire*), Jim Bunch (*The Happy Healthy Wealthy Game*), Bob Burg (*Endless Referrals*), Rhonda Byrne (*The Secret*), S. Truett Cathy (founder, Chick-fil-A), Dr. Henry Cloud (*Integrity*), Ben Cohen (cofounder, Ben & Jerry's), Vic Conant (president, Nightingale-Conant), Stephen R. Covey (*7 Habits of Highly Effective People*), Stephen M.R. Covey (*The Speed of Trust*), T. Harv Eker (*Secrets of the Millionaire Mind*), Traci Fenton (founder and CEO, WorldBlu), John Milton Fogg (*The Greatest Networker in the World*), Randy Gage (*Why You're Dumb, Sick & Broke . . . and How to Get Smart, Healthy & Rich*), Michael Gerber (*The E-Myth*), Dr. John Gray (*Men Are from Mars, Women Are from Venus*), Sen. Orrin Hatch (R-Utah), Tom Hopkins (*How to Master the Art of Selling*), A.E. Hotchner (*Shameless Exploitation in Pursuit of the Common Good*), Tony Jeary (*Life Is a Series of Presentations*), Cameron Johnson (*You Call the Shots*), Kim Kiyosaki (*Rich Woman: A Book on Investing for Women*), Robert Kiyosaki (*Rich Dad Poor Dad*), Jennifer Kushell and Scott Kaufman (*Secrets of the Young and Successful*), Ben Kinchlow (*The 700 Club*), Dr. Bruce Lipton (*The Biology of Belief*), Frank Maguire (former senior vice president of FedEx and KFC), Howard Martin (*The HeartMath Solution*), Dr. Ivan Misner (founder, BNI), Neil Offen (president, Direct Selling Association), Paul Zane Pilzer (*Unlimited Wealth*), Thomas

Power (*Networking for Life*), Bob Proctor (*You Were Born Rich*), Nido Qubein (president, High Point University), Dr. Martha Rogers (*The One to One Future*), Tom Schreiter (*Big Al Tells All*), Hyrum Smith (cofounder, Franklin Planner), Brad Sugars (*Billionaire in Training*), Dave Stewart (*One Plus One Equals Four*), Brian Tracy (*The Psychology of Achievement*), Jim Turner, Esq. (*The Chemical Feast*), Dr. Denis Waitley (*The Psychology of Winning*), Chris Widener (*The Angel Within*) and Dr. Danah Zohar (*SQ: Spiritual Intelligence*).

I've come to all these conversations with the issues of leadership and legacy in the forefront of my mind. In many cases, I've had the chance to ask these opinion leaders for their particular views of this profession and of what impact it may have on the world in the years ahead. Here is a tiny sampling of their responses:

I went into my research [on network marketing] with a “No way!” attitude. I'd avoided this profession like the plague for twenty years. I ended up devoting an entire chapter to it in my book [*Start Late Finish Rich*]. . . . Network marketing is a vehicle where you can make a little extra money, and with that, buy your freedom. Do that, and you'll spend the rest of your life doing what you were put here to do.⁴

—David Bach, author of the #1 *New York Times* best-sellers
The Automatic Millionaire and *Start Late, Finish Rich*

To some extent, our world has lost trust. At a time when people have serious reservations about business, when they are shaken by the misuse of people's trust and poor ethics in business and government, we tend to go back to the basics. That's what network marketing is all about. The microcosmic essence of network marketing is trust, built one person at a time; once

you have established trust, then the geometric progression takes over.⁵

—Nido Qubein, president High Point University,
North Carolina

Young people in droves are getting interested in network marketing; we've been bombarded by so many network marketers asking us so many questions [at Young & Successful Media Corp.] that we're now considering forming another division specifically to meet those needs. . . . After getting involved with network marketing and attending some of the big conferences, I became a voracious reader. I can't think of anything else I've done that's given me better exposure to the skill sets it takes to be successful in the real world.⁶

—Scott Kaufman, CEO of the Young & Successful Media Corp. and coauthor of the *New York Times* best-seller *Secrets of the Young and Successful*

Network marketing is a critically important way of helping people to use high-quality products [and] to give people an opportunity to sell those products and earn a good living from it. I see it playing a very important role in the twenty-first century.⁷

—Senator Orrin Hatch (R-Utah)

Network marketing is in the vanguard of a major consumer movement . . . I'd say you could have perhaps 150 million households successfully involved in network marketing, at least part-time.⁸

—Jim Turner, Esq., founding partner, Swankin & Turner

I think [network marketing] is potentially the greatest economic opportunity that has ever existed. You're creating an

opportunity to affect the self-esteem of many, many people. You're giving people hope and providing a launching pad for people to discover their own greatness. You *are* the future.⁹

—Frank Maguire, former senior vice president of FedEx and KFC, former director at ABC and American Airlines

I included the remarks of these last three individuals—Hatch, Turner and Maguire—in a recent article on the evolution of the profession, entitled “Cutting a New Path.” That article appears here as the final bookend, the 2007 end of the arc begun by “Residual Income, Residual Impact” sixteen years earlier. In between these two longer pieces are mostly very short pieces, written to fit the single-page parameters of magazine editorials. (All but a dozen of them originally ran as one-page pieces in my regular columns: “The Last Word” in *Upline*, “The Big Picture” in *Network Marketing Lifestyles*, and “The Close” in *Networking Times*.)

They are also mostly quite short because they were intended as concise bits of practical material, meant to be useful to in-the-trenches network marketers in the everyday pursuit of their businesses.

And that, finally, is the point of this book.

For the reader who is a curious observer of this business, perhaps investigating it for the first time and hoping to gain insight into what makes it tick, I hope it serves your purpose well. But I offer it mainly for those of you who are practicing network marketers yourselves, in hopes that you will find something among these pages that will inform, refine and animate your business—that they will be of some help as you go about cutting your own path.

A friend once told me he went to a workshop where he was directed to create a clear set of personal goals—for one hundred years in the future. “Sure puts things in perspective,” was his comment.

It sure does.

“How will the world be different as a result of my being here?” is a sobering question, and it’s one that serves us all the better the earlier in life we ask it. It’s a question network marketers tend to take quite seriously, and one the network marketing model itself tends to put front and center. Over and above its function as a means of distribution for its high-quality goods and services and as a resonable, flexible, lifestyle-friendly income opportunity, network marketing provides a forum for the individual to have a positive impact on dozens, hundreds, thousands, potentially even millions of lives.

So, what is this thing called network marketing?

From what I’ve been able to see these past twenty-one years, it’s an opportunity to do three things: to make a decent living; to make a good life; and to create a legacy worth leaving.

John David Mann
April 2007

Residual Income, Residual Impact

The Reason This Business Works

September '91

One of the great promises of network marketing is something called “residual income.” What does this arcane phrase mean, and why does this business give it to us?

The word *residual* means “left over.” Residual income is that income which is the *residue* of one’s initial efforts, the results that are left behind after the doing is done. A more familiar expression of this concept is *royalties*.

The concept of residual income originated with the monarchy. Kings and queens were paid *in residue* for a variety of things: land they owned, use of resources under their control, services they provided (armies, for instance) . . . or, hey, just for being the monarchy.

In these democratic days, royalties are a bit less high-handed. A “royalty” is income paid for a duplicated effort. Authors, inventors, actors and performers of many kinds earn ongoing residuals from their work. Create a popular song, and every time a CD is sold or your song is publicly performed, you’ll receive a royalty payment. Even long after your initial effort in creating the song is expended, so long as it’s being sold—through performance,

CD sales, use on movie soundtracks or TV commercials, you name it—you earn the royalty.

RESIDUAL INCOME: FREE AT LAST

The residual income in network marketing is income you continue to earn based on the productivity of your initial business-building efforts. In a legitimate network marketing program, this income is a reflection of (i.e., commission on) actual sales of products or services generated by the network organization you helped create and develop.

In a sense, it *is* a royalty—and you’re the king or queen who’s being compensated for the profits of your far-flung king- or queendom.

Residual income is desirable because, like the songwriter’s or author’s earnings, it is an income stream that continues flowing long after you’ve completed your initial efforts. In other words, you no longer have to do anything new to generate it. As long as sales are being made, the checks keep coming.

In a word: freedom.

Of course, there are some conditions that must exist in order for you to actually enter such a blissful state of residual keep. First and foremost, the company that issues your “royalty” checks must remain in business. (As the ancient knight says in *Indiana Jones and the Last Crusade*, “Choose wisely.”)

What’s more, the products or services must be of a sort that will continuously generate repeat sales. Historically, the favored choice for residual income in network marketing is a consumable product of exceptional quality and in great demand. (I use the word “product” to include services, which are every bit as much a product as a skin cream or nutritional beverage.)

Understand this distinction: we are not compensated for the sheer act of recruiting. It doesn’t work to try to build your future income stream on more and more new people coming into the

program. An unhealthily focused emphasis on recruiting (especially with hefty buy-ins or high-commission “startup packages”) and large-volume purchases (the infamous “front-loading” ploy) are classic symptoms of poor repeat-sales potential. Neither dodge works, at least not for long. Genuine residual income comes from legitimate purchases and repeat consumption of products by the men and women in your group.

A third condition upon which your royalties rely is the strength—that is, the *enduring* strength—of the network you build. This is a function of leadership . . . which brings us to residual impact.

RESIDUAL IMPACT: MAKING A DIFFERENCE

Residual impact is just like the residual income that writers, artists, inventors and performers have, except here we’re talking about the impact their work creates rather than the income it generates.

To have an impact, one must influence with power and velocity. The impact of the industrial revolution is an example. The influence of the Internet is another. The impact of a Gandhi, a Schweitzer, or a Chaplin is yet another.

Residual impact is impact that reverberates long after your initial efforts have ceased. For a writer, it would be authoring a best-selling book or even a classic. Bach, Beethoven, Brahms and the Beatles have all given us the residual impact of their music. There are numerous examples of great performances (Bogart and Bergman in *Casablanca*) and great inventions (the light bulb and the home computer) that have had and will continue to have an enduring residual impact on billions of people.

You create residual impact the same way you earn residual income: investing your time, energy and effort in other people.

What’s the primary benefit of network marketing over conventional sales channels? Residual income. The same is true of

residual impact. By enrolling, training and leading a network of men and women to success, you have a direct residual impact on their lives, the lives of their families and friends, the lives of countless consumers who benefit from their products, and the lives of all the future generations of men and women they will sponsor—and those whose lives *they* will influence, and so on.

Residual impact takes many forms. Each one serves by making a positive, sometimes even *life-changing* difference in people's lives. What's more, as the network marketing industry expands and prospers, you are playing a part in bringing to light a major shift in the way of life and work in our world.

Imagine the powerful model of “can-do-ness” President Kennedy thrust into the American consciousness when he declared the country's intention to put a man on the moon within ten years. *Everybody* enrolled in that dream; the entire nation watched its progress with interest and ownership. When the deed was done, we felt the pride of our own accomplishment.

That's residual impact on a national, even global scale.

Showing the world how network marketing honors people's values and purpose as no other business model in history has, proving that ordinary people can live extraordinary lives, offering the world a formula for personal and financial freedom, smashing the “glass ceiling” once and for all, providing much-needed leadership for the future—these are all powerful pieces of a model of possibility for a world in great need of all that is good and true about our profession.

Again, residual impact—on a very big scale.

TURN TIME INTO MONEY, MONEY INTO TIME

Benjamin Franklin once observed that he had spent his first forty years turning his time into money and his second forty years turning his money back into time. Franklin built a large enough asset base in his first four decades to supply sufficient

residual income to allow him to spend his next four decades doing whatever he wanted to do. And it's a good thing for all of us that he did.

We all know of the remarkable contributions Franklin made that still affect our lives today. If Ben hadn't been free to mess with his kites, would I be typing on a Mac Powerbook at a coffeeshop right now? And what about his role in drafting the United States' Declaration of Independence? What would your life and my life be like right now if Franklin *hadn't* created four decades worth of residual income? Imagine what residual impact America and the world would have lost!

Now, imagine this one: where will our grandchildren's lives be tomorrow because you and I have created residual income today? Where will our grandchildren's lives be because you and I are free to play with our own kites—to discover, invent, create, refine, improve and play to our hearts' content on the world stage? When the ledgers are all totaled, what kind of impact will we have had?

What kind of legacy?

Residual impact generates residual income, which allows you to generate greater residual impact, which gives you more residual income . . .

To some people, network marketing is about making a lot of *money*. To some people, network marketing is about making a lot of *difference*. But the truth is, it is impossible to separate the two: front and back of the same coin. Both are legal tender in network marketing; both are your reason *and your* reward.