



ACCOUNTABILITY

BUSINESS AND PERSONAL SUCCESS

WHITE PAPER

Sam Silverstein

CONTENTS

Accountable Business Growth Through A Strategic Plan	3
Seven Steps To Being Accountable For Your Wealth And Happiness	6
Be Accountable For Your Goals	15
Be Accountable For Excellence	20
Be Accountable For Your Continuing Education	25

Accountable Business Growth Through A Strategic Plan

It's 9:00 in the morning. Do you know where your strategic plan is?

Most busy business professionals have a legal pad with a list of things to do that is a mile long. The majority of those activities are reactive items that came about because of the action, or inaction, of someone else. They are constantly trying to put out one fire after another. Three years go by, and they wonder why they haven't seen significant growth in their business and more free time to enjoy life.

The reason so many business people fall into this trap is because they fail to create the time to strategically plan their success. It's easy to focus on the daily tasks that seem to take precedence. The truth is that only through strategic thinking and planning can you create a vision of your future and determine the best way to move towards that future.

There is a vast difference between strategic thinking and tactical thinking. Tactical thinking is based on immediate needs and issues. The tactics you employ are what take you through your day-to-day business. You create tactics to implement the strategic plans you have created.

As you can imagine, most companies and business professionals are so focused on the daily and weekly tactics they are implementing that they forget to look at the more important strategic picture for long-term guidance.

If you decide to cold call twenty potential clients a day in an effort to build your business, you are making a tactical decision. It should

be based on an overall strategic plan. The strategic plan may call for you to build your client list by 15% per year for a five-year period.

Let's look at this hypothetically to illustrate that point. This five-year goal would be based on strategic exercises and contemplation, and would show how you may have last grown your business in a significant way. This would be for example, when you had gone through an extended period of rapid client expansion.

Each year you should set aside time to create and rework your master strategic plan. Then, monthly and even weekly you should be thinking about your strategic plan and how what you are doing is following that plan.

I find that many professionals are too close to what they do to adequately create a strong strategic plan. However, as the expert in your field, you are the best one to determine the tactics necessary to implement a strategic plan. Many times, business professionals find it helpful to bring in outside assistance to lead them through a strategic thinking process. Strategic planning retreats can also be a powerful way of getting away from the daily grind of your business and forcing yourself to take the time to think and plan strategically.

If you feel that you are falling into this trap, schedule a half-day on your calendar. Leave your office, home, or wherever you work. Go someplace you cannot be interrupted. Ask yourself thought provoking questions and start the strategic process. Below are a few that I use with clients just to help get you started.

If you were to go to sleep and wake up ten years from now, how would you answer these questions?

What would your business look like?

What would your personal life be like?

What would have to happen over the next ten years to be able to achieve this?

What would you need to accomplish in the first year to help keep you on track for the following nine years?

This is just the tip of the iceberg. My retreats are intensive two-day total immersion programs. But, that's what it takes to strategically plan your success.

Plan strategically each year, and you will be more accountable to building your better business.

Seven Steps To Being Accountable For Your Wealth And Happiness

I just received a magazine in the mail that is dedicated to exclusive homes that are for sale around the United States. The houses range in investment from \$750,000 to over \$36 million. Of course the \$36 million dollar home has a beautiful view of Lake Tahoe and is complete with a three-hole golf course!

Personally, I am in the middle of an extensive remodeling project on my home. I know how fast you can spend money on a house. Today it takes a lot of money to buy a nice house. It takes an enormous amount of money to obtain your dream home.

Most people are content to settle for “okay.” If it’s a little better than your parents or your siblings, then you are satisfied. If when you go back to your high school or college reunion and you can show that you’ve kept up with the Jones’, then you are happy. Why not have it all? Who says you can’t have a million dollar home, or the boat, or the second home, or anything else your heart desires?

Are you able to provide your children with an outstanding education? To send your child to a top private college in the United States it will cost upwards of \$50,000 a year or more! And, those are after tax dollars.

We must to be accountable for our financial security. If you are not making top money today, don’t worry. You don’t

have to be stuck in your situation. There are ways to break out and create the wealth and happiness you deserve.

Here are seven steps to create wealth and a fantastic future.

1. It's All In Your Head

Do you have a mindset of what you are “supposed” to earn and have that is based on other people’s poor performance? If your dad was a coal miner, does that mean you have to be a coal miner also?

I’ve seen this over and over in my career. People perform to the standard and expectation that is set for them. We let our family and friends set that expectation, and if they have low standards, our standard is set low.

It is time for you to take the responsibility of setting your own expectations. You must decide for yourself what standards in life you are willing to accept and work towards. People aren’t lucky. They create opportunities. If one person can earn \$250,000, or \$350,000, or \$500,000 a year, then a lot of people can. And, so can you!

In all aspects of life it is very rare to get more than we desire. If you go to the grocery store to buy a pound of potatoes, then that is what you will come home with. You are not going to get ten pounds of potatoes.

If you want to earn \$20,000 then that is what you will earn. If you desire and work towards a significantly higher figure, then you will create ways to achieve that goal.

The first step to creating wealth and happiness is believing that you deserve it, knowing that you have a right to

earn it, and understanding that you are responsible for setting your expectations high enough to achieve them.

2. Study Financial Success In Others

All too often people try to reinvent the wheel. They think that they must come up with all the answers, find the systems, and discover what makes something work. It is faster and cheaper to learn from other people who have achieved what it is you desire.

Something I have done all of my business life is to take successful people to lunch. I invite someone to lunch that I feel has achieved significance in an area that I am interested in. Up front I tell them that I admire their accomplishments and would like to have a brief conversation over lunch.

I have developed a list of questions that I ask my guests, and throughout lunch I casually direct the discussion with my questions. I don't want my guest to feel like I am drilling them, so I keep everything conversational.

Some questions I might ask are:

How did you start your career?

What was a major turning point for you?

If you could go back in time, what would you do differently?

What advice would you give to someone such as myself who is trying to achieve similar results?

What main attribute do you have that has led you to your success?

What new opportunities do you feel are available today?

Ask open-ended questions so that your guest can elaborate. Always respect the time of your guest. Don't let the lunch go

over an hour. Finally, always pay for the lunch. The investment you make will be returned to you many times over.

After the lunch send your guest a thank you note and possibly a gift. Maybe a book that based on the conversation would be of interest to them. Write a note in the book and sign it. Your guest will appreciate the personal touch and will cherish the gift.

3. Look Outside For a Competitive Advantage

Xerox Corporation made benchmarking an art form. Xerox discovered that if they could collaborate with another company and study best practices that they could learn and grow at a faster rate than just working internally at improvements.

Benchmarking can work for any size company. Just like learning one-on-one with someone over lunch, studying what successful companies do and then applying those ideas to your business can be a real boost to the bottom line.

There is a hidden element here that many people overlook. If you only study the best in your industry, then you can only be almost as good as the best. Studying inside your industry is just the starting point. Real gains can be achieved by studying companies that are not in your industry.

Here is how to significantly magnify your business growth and blow your earnings through the ceiling. Your important business systems may be your lead generation system, your sales system, and your relationship maintenance system.

Most companies in the same industry all use the same systems, tools, and ideas. Look to other industries and see what works

for them. Maybe a particular industry has created a better warranty system. If you use that warranty policy for your products, you could explode sales. It is possible that in another industry they highly leverage different marketing tools and ideas. If you use those marketing tools, you will look different and could possibly create a tremendous competitive advantage.

Basically, what I'm talking about is to take proven ideas from other industries and put them to work for you in your industry. This way of thinking helps create uniqueness. It also gives your customers a new and exciting way of getting involved with or enjoying your specific products and services.

Wealth and happiness are yours for the taking. In our next issue we will discuss the other four valuable techniques. Start using these three, and you will be on your way to Building a Better Biz!

In the first part of this article we discussed the first three steps to wealth and happiness. Below are the final four. If you missed the first part of this article, you can read it [here](#).

4. Create Synergistic Growth Patterns™

Synergistic Growth Patterns (SGP) is a powerful business growth strategic concept. I've used this fantastic concept many times throughout my business career. The funny thing is that I didn't realize at first that I was doing it!

Let's say your sales are \$500,000. Now, let's say like most all businesses out there you set a goal to increase sales. For il-

illustration purposes we will say 12%. That would amount to a \$60,000 increase in sales or a total of \$560,000.

Let's break the sales process effort into it's components.

Clients

Transaction Value

Transaction Frequency

How many clients do you have? Your annual sales revenue is based on your number of clients multiplied by the times per year that they buy (frequency) which is then multiplied by the size of the order (value).

If you have 200 clients that buy on average twice a year at an average sales price of \$1250 you get your \$500,000.

Now instead of seeking a 12% growth in sales, let's seek a 12% growth in each of the components to sales.

So, you are looking for 224 clients who buy on average 2.24 times a year with an average purchase price of \$1400. If you multiply that out you would have annual sales of \$702,464. That is a total sales increase of \$202,464 or 40%!

Your focus is now on getting new clients, increasing the number of times per year you are able to make a sale, and growing the average sale. It means looking for ways to generate leads. It means creating additional reasons throughout the year for your clients to invest in your products or services, and it means finding ways to "add on" to your sale.

SGP can be used in other areas as well. Let's say that you are in the real estate business. You need referrals to get buying clients or listing clients. If you can increase the number of people who

are referring you and the number of times per year that they refer you, you can achieve synergistic bottom line results here as well.

SGP will push your sales through the roof! There is, however, one other component in sales that we haven't discussed. That is margin. You can increase margin one of two ways. You either increase the sales price or you reduce your costs. If you can also increase your per sale margin, your bottom line will absolutely explode.

5. Grow Earnings and Equity

It is one thing to bring home a big paycheck, but it is another to grow your net worth. Earnings in a business and personal earnings are essentially cash flow. Many people build their business and life style around their cash flow. If they make \$3000 a week then they buy a house and cars and other items that equals out to costing \$3000 a week.

As long as cash flow remains the same or improves, they are fine. As soon as the economy takes a slight downturn, and eventually it always does, they are in trouble.

The key to accumulating wealth is to build cash flow, control costs, and then build equity. Let's make this real simple. Spend less than what you earn. Invest the rest in your business, in stocks, in real estate, or other smart investments and watch your net worth grow.

The stumbling block that most people fall on is they want everything overnight. It takes time to build your equity. Time, interest or market appreciation, and additional contribu-

tions to your investments will all pay off big if the big picture. Constantly work on growing your equity.

6. Time Is On Your Side

Put the value of time behind you. Saving a dollar today is worth far more than saving a dollar tomorrow. Time and interest magnify your investments and will pay big dividends over the long run.

This concept has made people millions of dollars. Let's look at a retirement account. A young person gets a job at the age of 15. They earn \$2000 and invest it all. For the next 6 years they repeat the process. After 7 years of saving \$2000 a year they stop saving and let the account grow in value on its own. If this investment has an average annual return of 12% over its life, when the child turned 65 the investment would be worth over 3.3 million dollars.

Now, let's say the same person put off investing in a retirement account until the age of 21. Again they save \$2000 a year for a total of 7 years and then stop adding to the account. When they turn 65 under this scenario the retirement account would only be worth 1.67 million dollars. Waiting 6 years to start the saving process cost the person half of their retirement fund and over 1.5 million dollars!

Start saving today. It does not matter how small the amount. Start saving.

7. What Are You Feeding Your Brain?

If you eat poorly you become over weight and unhealthy. If

you don't feed your brain the right foods, it becomes lazy and unproductive. What are you feeding your brain?

A recent study showed that more than 95% of all adults have not read a non-fiction book since their last day of formal education. Another study showed that the half-life of an education is seven years. The world around you is changing. Technology is evolving. New tactics and business opportunities are constantly coming onto the scene.

To remain competitive and advance in this tough business climate it is critical that you expose yourself to new ideas, challenging concepts, and proven tactics. Reading, listening to tapes, going to seminars, and participating in a powerful Mastermind Group are all ways you can feed your brain the "right stuff" and stay ahead of the pack.

Additionally, you can learn about goal setting, building relationships, and getting the most out of life. Grow your business and improve your life. That is what you should focus on.

When people learn, endorphins are released into the blood stream. You feel a charge of energy, and your desire to make things happen is heightened. Education will take you to the next level.

Be accountable for your wealth and your happiness. Follow all seven steps for creating wealth and happiness and watch your business and your life soar. Now, you are on the road to building a better business.

Be Accountable For Your Goals

Last weekend I took my wife and two of my children to see the show South Pacific. It was a wonderful experience for my younger daughters. They enjoyed the beautiful costumes and stage setting.

One of the songs had a stanza that caught my attention. It went like this:

You have to have a goal,
Because if you don't have a goal,
How is your goal going to come true?

Wow, very profound. When I coach clients one of the things we talk about is their personal and professional goals. I find that most people's goals are vague and ambiguous. Individuals may think they have goals, but what they really have are wishes and wants. There is a big difference between well thought out goals and a thrown together wish list.

You should have specific goals in both your personal and professional life. These goals should drive your thoughts and your actions. What you think about you become. What you do today leads you to your results tomorrow. Goals don't just happen. We must take accountability and be responsible for both setting and managing our goals.

Think about these five things when you put your goals together:

1. Define Your Values

Before you can look at your goals, it is critical to understand your values. Your values are like the foundation of your home. If you

build a house on a solid foundation it can stand for decades, if not centuries. If you understand your values and your goals are true to those values, then you have a greater chance of achieving them.

If your goals do not align themselves with your values, then the lack of truth that they initiate will keep you from achieving them. That would be a terrible waste of time.

If you value strong customer relationships, then a goal to increase sales will naturally sit solidly on top of that foundation. If your base is in sand then your house will sink.

2. State Your Goals

So what are your goals? State them out loud. Think about all of the different aspects of your business, and then go back and do the same thing for your personal life.

Many times people achieve their goals only to find out that they really don't have what they desire. They err in choosing the wrong item to measure or maximize. It is not only important to set goals but to set goals that are measurable and relate to what you really want to achieve.

I often work with people who say they want to double sales. Doubling sales is fine, but what about the bottom-line? If you only look at sales, you may be overlooking other elements of your business that lead to losses. I can drive the sales of any company through the roof, but if you are not able to maintain profits, then what good is it?

In business we all look at sales, but I want you to also look at net profit. Look at setting goals around client retention, new clients, closing ratio, customer satisfaction index, employee satis-

faction index, inventory turnover, new product development, and other critical core business functions that impact your business.

Be very specific with your goals. It's not enough to say, "I want to retire early." What is early? What age? How much passive income will you need? Where will you live? What will you do with your time? What will it look and feel like?

When you are very specific with your goals you create a clear target. Clearly defined targets are much easier to hit!

Dig deep and find the core elements of your business that really drive both sales and the bottom line. Then, set goals around these elements.

3. Write Your Goals Down

A goal that isn't written on paper is a wish. It's tough to make it come true. If you really want to achieve your goals, it is important that you put all of them in writing.

All of my children have journals. Each year on their birthday we go out to breakfast. Together we look at the goals that they had set the prior year and evaluate the progress that they've made. Then I challenge them to create goals for the upcoming year.

One day I noticed that my oldest daughter, Sara, was looking all over the house for something. I asked what it was she was missing. Sara told me that she was missing a key to her diary.

Later that day I saw Sara curled up in her favorite chair writing in her diary. I asked Sara how she found the key so quick-

ly. Sara told me, "I wrote in my journal that I wanted to find my key. If I write something in my journal it always comes true!"

I was amazed! Sara learned very early on that goals should be written. When you write your goals down, you are committing yourself to them. They become real, and you feel responsible for their completion.

4. Give Yourself Time Guidelines

When you set your goals look at the calendar. Give yourself some time guidelines. I call them guidelines because it is difficult to know exactly how long it will take to achieve some of your goals.

Looking at dates will help you clear your thinking. You will gain a sense of urgency, and you will begin looking for ways to achieve your goals. Having a deadline or a time goal can help motivate you to take action and move you forward.

But, a timeline isn't the bottom line determination of your success. I don't want time to determine if you succeed or fail. I don't believe you have failed unless you quit. Success sometimes just takes a little more time.

5. Access Your Progress

As you pursue your goals, be sure and take time to access your progress. Are you moving forward? Is some-

thing holding you back? Is there additional education that you need in order to achieve your goals?

By assessing your progress you can see if you are moving forward appropriately, or decide if you need to make course adjustments.

Some days it will seem that you are moving full speed ahead. Other days you will feel like every step you take forward, you take two steps back.

I once had lunch with a successful business man. I asked him what was the key to his success. He said, "I do the right things consistently." He had analyzed his business and figured out what he needed to do on a regular basis in order to be the best he could.

If you are doing the "right things" consistently, monitoring your progress, and making course corrections when necessary, then you will move towards the completion of your goals.

Goal setting is critical for building your business and your life. Spend the time to fully understand and define your values. Then, set out to write down a well-defined set of goals. You are now being accountable for your goals and you're on the way to building a better business.

Be Accountable For Excellence

In 2003 Martina Navratilova was 46 years old. That is considered ancient in the world of professional sports. Heck, that is considered ancient in some cultures.

On the professional tennis circuit, Martina was considered nothing less than amazing. That year Martina has won Grand Slam mixed doubles titles at both the Australian Open and Wimbledon. When great tennis players are retiring in their earlier thirties, how and why was Martina able to go on?

In the late seventies and all through the eighties, Martina and Chris Evert slugged it out, jockeying back and forth for the title of greatest female professional tennis player. Evert finished the year ranked first six times, Navratilova seven. Each won 18 Grand Slam singles titles. Evert, at the age of 44, retired in 1989.

Evert built her game with impeccable ground shots. Playing against her was like hitting a ball off the side of your house, it was always going to come back.

Martina on the other hand, forever changed the way women played tennis. Her personal attributes served her well on the tennis court and they can serve you well in the world of business.

Here are a few of Martina's success secrets:

Redefined Greatness

Martina redefined what women's tennis is all about. In-

stead of spending all day every day on the court practicing, Martina created an entirely different training schedule.

Of course she spent hours on the tennis court, but she hired a trainer and worked out extensively in the weight room. She ran. Martina even played basketball.

Next Martina hired a nutritionist. It wasn't enough to just train better, she also wanted to eat better.

Martina became a strong athlete, and left her competition behind. She hit the ball harder, ran faster, and had quicker hands. Late in a match when her opponent was tiring, she was still strong and winning points.

By redefining what it meant to be a success in tennis, the world was forced to play by her rules. She had a higher standard, and she dominated. Martina took accountability to define her own set of physical fitness standards and then lived to those higher standards.

Who takes the accountability to define what the rules of success are in your business? Is it your competition or is it you? If you're playing by everyone else's rules, you can only be as good as they are. If you are accountable to write new rules and play to a higher standard, then you have a head start and a distinct competitive advantage.

Persistence

When Martina started in professional tennis she showed glimpses of greatness, but she lost far more times than she won. There were issues holding her back. She was unpolished as a player and somewhat emotional.

Martina believed in herself and was willing to stick with it. She

worked hard on her game and her mindset. She started winning and became well recognized as a professional tennis player.

Martina was born in Prague which is in the Czech Republic. Early on she realized that she would not have the opportunities for success there as she would outside of the Iron Curtain.

As an American she flourished. She was able to create her incredible training program and blossom.

It wasn't easy at first but Martina was persistent. She stuck with it. When she fails Martina didn't make excuses. She retained her personal accountability. She was willing to do what she had to do to until she got to do what she wanted to do. How willing are you?

Do you stick with projects? Are you willing to do anything to reach your goals? Can you work past short-term failures to get to long-term successes?

That's what persistence is all about, and all of the great business professionals I know have it. Do you?

Commitment To Winning

Martina was good enough to play professional tennis, but that wasn't good enough for her. She wanted to win. It wasn't just about playing the sport. If this was an event worthy of her time, then this was an event worthy of winning.

Persistence isn't enough. I've seen plenty of persistently average people. They plow along at the same pace year af-

ter year. They are dependable. You can count on them being there. But, they are never in the winner's circle.

A commitment to winning is what separates the champions from the field. It's what keeps the great professionals driving year after year.

Martina practically owns every record in professional tennis. Why does she still compete? First, she says it's her commitment to winning. She was trained to win. If you said, "Let's go to the mailbox," I bet she would want to race!

By winning the mixed doubles title at Wimbledon in 2003, Martina tied the record of 20 titles at Wimbledon held by Billie Jean King. Do you think Martina wanted to come back to England next year and break that record?

Count on it!

Are you committed to the game or to winning? Are you accountable for your results? Will you do whatever you must to not just compete but to win? It's an attitude, a mind set that all the great business professionals I know have. They play to win and win at what they do. You don't have to be mean or cruel or play dirty to win. What you have to be is committed.

By redefining greatness for yourself, being persistent, and being committed to success you will be on the way to building a better business.

Be Accountable For Your Continuing Education

I just returned from the annual convention of the National Speakers Association. This is always a special time for me. I get to meet with my friends and peers and discuss trends and issues that we all face. This year is very special because I return as the President of the National Speakers Association.

Walking in the halls you never know whom you'll run into. Maybe you'll sit next to Zig Ziglar at breakfast, chat with Mark Victor Hanson of Chicken Soup For The Soul fame, or be in a break out session with Bob Danzig the former publisher of the Hurst Newspapers.

Everyone comes together to share, learn, and grow. There is time for fellowship and education. In the end we go back home to our families and businesses rejuvenated in mind and spirit.

Each year after my convention I come home and review my business plan. I look for holes. I also look for ways to incorporate ideas I've learned, so I can expand my business. When I look back at the people that I have met and the ideas that they have shared with me, I can add up tens of thousands of dollars that I have earned as a result.

Vicarious learning is the least expensive and fastest way to learn anything. Learning from others is what accelerated achievers do best. Japanese companies use ideas they learn from companies in other countries to greatly shorten their learning curve. You can too.

Many times business professionals make business plans that include growth projections but don't take the time to calculate the added knowledge they will need to meet these new goals. Ul-

timately we are each accountable to gain the mental as well as the financial resources necessary to achieve what we desire.

Goals are great, but expertise and continuing education will help you build your business.

Are you accountable for your continuing education? What steps are you taking to further your career? Do you have a continuing education program? Do you budget money each year to further your education, expose yourself to new ideas, and add to your networking circle?

Below are four steps you can take this year to grow your expertise and expand your network of professional peers:

1. Join Your Trade Association and Attend the Meetings

This is a must. All industries have trade associations. Some industries have more than one. Join your trade association, but don't stop there. Go to the meetings and get involved.

Joining on a local level is good, but it's imperative to also join nationally. When you are an active member of a national association you will meet people from all over the country that have the same challenges, pains, and business issues as you.

Many of the people will share their successes with you, and you can share with them. National meetings are great for networking within your industry and building relationships. Once you build relationships you will have other people you can turn to when you are faced with challenges.

Surveys show that the two main reasons people attend meetings is for education and networking opportunities. What is the value of

one new idea? What would it be worth to you to be able to turn to an expert in your field with questions and issues you're facing?

I estimate that it costs about \$1,200.00 to attend an annual meeting. The cost of attending an association meeting varies. You can get the exact data from your trade association.

2. Create A Mastermind Group

I'm big on Mastermind Groups. My Mastermind has been meeting every month for the past nine years. All of the members are people I met in my trade association. We get together once a month and share our victories and our challenges.

We help each other market, deal with personnel problems, and build our businesses. Over time we have become accountable to each other. No one wants to show up at a meeting and not have completed what he/she has committed to the month before.

In our Mastermind Group we review each other's financial statements and look for areas of concern. We share our strategic thinking and planning. If someone needs help writing copy for a sales letter or brochure we chip in.

I know of Mastermind Groups that have members from around the country. Each month they meet on a conference call. The call lasts about two hours. During the conference call they deal with many of the same issues I deal with in my Mastermind Group.

Whether you are local or spread out all over the country, a Mastermind Group is the most powerful way of putting your business in the fast lane for growth and prosperity.

3. Take a Course at a Local College

Maybe there is one area of business that you need a little help with. Some business people are not as strong with the financial areas of their business and might consider taking an accounting course. Many people would make better sales professionals if they could be a more effective presenter. A communications course would be great for them. If you have employees, maybe there are some management issues you could bone up on.

When we're done with school we think that it's time to make it in the "real" world. The reality is that school never ends. We must continue to be educated and grow.

My father is 87 years old and he still takes a course at the community college on a regular basis.

Do you have a weakness? Is there a course that would be of help for you? What additional education would help you move your career or business successfully into the future?

4. Read Six Books In Your Area of Expertise Each Year

Expertise is developed over time. Experience, knowledge, and competency all add to creating expertise, and increased expertise leads to superior results.

Ninety-five percent of all the people in the United States have not read another non-fiction book since their last day of formal educa-

tion. Professionals who want to get to or remain at the top of their field must continue to read and study in their area of expertise.

What are you reading? Do you spend time researching in your field? If you want to build your business and your bank account, then you have to be build your expertise.

Networking and continuing education are essential for business professionals who want to excel. If you're looking to be average, then just do average things. If you are looking to be at the top of your industry then don't settle for average.

Be patient, consistently work at your knowledge base, and develop relationships. Now you're on the road to building a better business.

I hope you have enjoyed this white paper. If you are looking to make accountability your competitive advantage or build accountability into the culture of your organization pick up a copy of my book, No More Excuses. I think you'll be amazed with the ideas shared by the accountability masters and find my five proactive accountabilities indispensable for your own personal achievement and your organizational growth.

Be well,

A handwritten signature in black ink that reads "Sam Silverstein". The signature is fluid and cursive, with the first name "Sam" and last name "Silverstein" clearly legible.

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“The five accountabilities that Sam shares will be key in making your organization successful.”

Howard Putnam

Former CEO, Southwest Airline

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