

# ***Entrepreneurial DNA***



Thomas R. "Tom" Van Drielen  
Symbiosis Enterprises San Jose, Ca.

[www.symbiosis4u.us](http://www.symbiosis4u.us)

This eBook is copyrighted.

**The first two chapters of this book are free.** You may forward the first two chapters of this eBook to as many people as you wish.

[www.symbiosis4u.us/eBooks/DNA.htm](http://www.symbiosis4u.us/eBooks/DNA.htm)

Some will benefit from the two chapters and consider \$4.95 a fair price for the value they have already received, and the added value they expect to receive, by purchasing the complete book.

Some will want to read the rest of the book.

Some will not.

**Beauty and value are always in the eye of the beholder.**

This eBook is copyrighted.

# **Introduction: WHAT ARE YOU?**

Everyone at some time in life had, or still has, dreams and goals that created visions of a life that could be more or better than what they currently experience.

Since everyone at some time had a dream, goal, or a vision to become more, or do more, or have more ... then could it be that everyone's vague dreams or goals are not just wishful thinking but are really the warp and woof of their DNA? Are we not goal seekers, dream makers, and vision casters by our basic nature? Wasn't this characteristic even apparent when we were small children?

Since the beginning of recorded history, stories of people achieving impressive goals, and fulfilling dreams, have been told and retold. Children in every culture, in every era, have been told “bed time stories” of dreams fulfilled, goals achieved, and visions that became reality.

Cinderella, Hansel and Gretel, The Little Engine That Could, along with the more modern Batman, Spiderman, The Hulk, and a host of other characters have taught you, me, our parents, grandparents, our children, and our grandchildren. Since time immemorial to time unimaginable, stories have become entrepreneurial seeds in the minds of young and old: seeds to set goals, nurture dreams, and sometimes even cast visions.



To my knowledge, there has never been a time or a culture that did not tell “fairy” tales to their children, by parents who had been touched by the same tales. Many of the children who listened to stories of the heroes of old grew up to be modern heroes. Could it be that setting goals, having dreams, and casting visions are the birth right of every human? If that’s true, then what is the difference between goals, dreams, and visions?

## **Goals, Dreams, and Visions**

Goals are those objects of a person’s desire or ambition that already have a means, or vehicle, to be accomplished, plus a way to measure progress. For example, earning a college degree is a goal. To graduate from college, a student has a “curriculum” to which he must adhere if he is to achieve the desired credentials. A list of

required courses needed to earn a specific degree is a goal that is defined with such precision and clarity that the means to achieve the goal can be broken down into small components. At any point in time, the proximity to achievement can be quantified. "I have seventeen more units to complete before earning my BS degree."



Goals can be large or small, daunting or easy, a solo accomplishment or a group achievement, a gold medal or a championship. To qualify as viable, a goal should be described using all five criterion of the acronym SMART: Specific, Measurable, Achievable, Realistic, and Timely.

The one thing a goal must NOT have is a date stamp that exceeds the life span of the individual or group that sets the goal. Goals without a completion date are dreams or visions.

Dreams are goals without an overt means to accomplish them, nor a way to measure progress. Dreams are the awareness that things could be different ... if. What comes after the "if" is the challenge of every dreamer and every entrepreneur.

Dreams are NOT sleeping type dreams. Perhaps T. E. Lawrence (Lawrence of Arabia) explained the difference this way.

"All people dream, but not equally. Those who dream by night in the dusty recesses of their mind, wake in the morning to find it was vanity. But the dreamers of the day are dangerous people, for they dream their dreams with open eyes, and make them come true."

I prefer to call this type of dream, an entrepreneurial dream because it carries a purpose, or objective. In fact, the purpose of every wide awake dream is to generate one or more goals in order to make the dream come true.

HOW WILL  
YOU GIVE  
SOMETHING  
BEAUTIFUL  
TO THE  
WORLD?

Dreams drive the dreamer to seek answers to such simple questions such as “How can I make this dream a reality?” “What is the first thing I must know, do, or have, in order to transform this magnificent dream into a magnificent reality?” “Ifs” are like Petri dishes in which entrepreneurs grow invisible single cell creatures into visible complex entities.

When Bill Gates left Harvard and boarded a plane for Albuquerque, his “if” was a cassette tape with some code on it, and a dream. (His

“if” was really an obsessive dream because he had not been able to test the data on the cassette before abandoning his pre-law training.) Bill’s goals were to write code onto a cassette audio tape and then have Altair Computers, in Albuquerque, test his code on their primitive computer. These two goals were very concrete and measureable (SMART).

In contrast to his goals, Bill Gates dream (at that time) was to create an operating system for an Altair computer ... which he did. Bill Gates did not form a vision that would become Microsoft until some time later.

Visions are dreams by individuals that are then propagated within a group of people. The purpose of a vision is to create one or more dreams in the minds and emotions of other people, who then set goals to accomplish the shared dream we call a vision.

When an entrepreneur presents his ideas to a venture capitalist, he is casting a vision of what his idea can do for the venture capitalist. When a startup company goes public, the company is casting a vision in the minds-eye of potential stock purchasers ... a vision of the future value of the company's stock certificates.

Martin Luther King Jr. had a dream. When he stood on the steps in front of the statue of Abraham Lincoln and gave his "I have a dream" speech, his dream was transferred to the hearts and minds of those who heard and understood. One person's dream was transformed into a vision that impacted a nation. The presidency of Barak Obama grew from the seeds of a vision that was planted in the cement steps of the Lincoln Memorial.

When Lee Iacocca took over Chrysler Corporation, he called the senior executives into a board room which overlooked the Executive Parking Lot. Lee Iacocca looked over the parking lot and saw Mercedes, Jaguars, and BMWs. He did not see a single Chrysler vehicle. He turned to his senior executives and cast a vision in an unusual way. He told the executives that each of them had twenty four hours to get and drive a Chrysler vehicle or they would be out of a job. The next day, the executives drove to work in a Chrysler vehicle, and they were not happy with the quality of the car they now had to drive, not just sell.

Lee Iacocca cast a vision about the future of the company that the executives would not have understood without being required to drive the cars they were making. The quality of Chrysler cars increased dramatically. I sometimes wonder if Chrysler would have

remained solvent if a corporate vision caster, like Lee Iacocca, were still at the helm of the company?

The vision that started the Amway Corporation had an unusual beginning. Back in the early 1950's, Rich De Vos and Jay Van Andel were distributors for Nutrilite. They were door to door salesmen for a new product called vitamins. Even though the average citizen on the street did not know what the word "vitamin" meant, Rich and Jay had been able to develop a substantial business with many associate distributors. Then around 1959, Nutrilite stopped delivering Double X, their one product. Without a product to sell, Rich and Jay and all their associates did not have a business. Without a business, they had no income. Having no income was unacceptable, so they called a gathering of the associates and lay the foundation for what would become Amway.

Amway started with just a vision that was developed by the small group of Rich and Jay's business associates. The vision roughly defined a company that existed for the benefit of the distributors. The intent was to prevent a recurrence of the Nutrilite loss of income. The founders of Amway believed that if the distributors could make money, then the company would make money. While the idea was sound, with a good business model, they did not have a way to make money because they had nothing to sell.

Unlike typical startup companies, Amway did not have a product. Consequently, the fledgling Amway's first goal was to find a product to sell that customers already understood and accepted as necessary. So, the first product was soap. Unlike vitamins, everyone knew what soap was, and what it did ... and did not do. Amway's first product, which they called LOC (Liquid Organic

Cleaner) was a soap that did things that other soaps did not. The rest is history.

In our culture, few people are actually taught the art and science of vision casting. Vision casting is often viewed as the domain of Madison Avenue advertising executives. Every advertisement is an attempt to cast a vision of the benefits of a product or service. Madison Avenue style vision casting can be quite pricey. A coast to coast advertising blitz typically runs about one hundred million dollars.



The company making the product is really betting one hundred million dollars that an advertising company can cast a vision that will make the viewer imagine they are using the product or service. If the vision (advertising) works, people buy the new product or service. If the

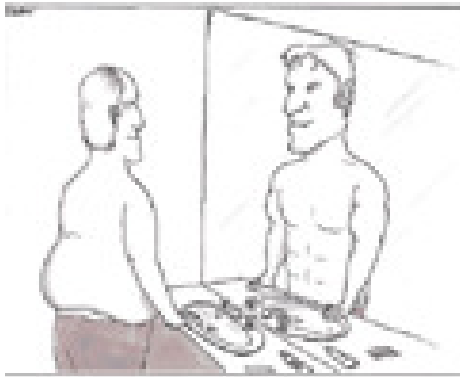
vision does not work, the company (not the advertising firm) is out one hundred million dollars.

Nearly every vision starts with an entrepreneur. The entrepreneur may be a mad scientist working in his garage, a CEO with a team of scientists, a dark skinned Southern preacher, or a day dreaming receptionist who dreams with her eyes wide open. The entrepreneur casts the seed of the vision. Venture capitalists, advertising executives, and consumers merely respond to the vision. Vision casting is the exclusive domain of the entrepreneur.

Visions, dreams, and goals are the foundation of creativity, the tools with which an entrepreneur can plant unlimited ideas. And everyone has ideas.

**Everyone Is An Entrepreneur**

Every human at some time in their life will set a goal, have a dream, or cast a vision. Since these abilities are universal, then should we not conclude that goals, dreams, and visions are part of the warp and woof of human fabric, an intrinsic part of human DNA?



In some sense, and in varying degrees, every human being has the DNA to become an entrepreneur. Setting goals, having dreams, and casting visions are all activities included in the realm of the entrepreneur. The primary characteristic of an **entrepreneur** is the ability to **cause** something, someone, or somewhere ... to **change**.

We humans appear to be the only creature on this planet that has entrepreneurial DNA. Every lasting change on this planet, whether large like the pyramids, or small like a synthetic heart valve, whether good like low cost electricity from nuclear power plants, or bad like radiation leaks from nuclear power plants, resulted from a goal, dream, or a vision that sprang from an entrepreneur's DNA.

In contrast, the other animals on this planet rarely leave a mark other than a footprint or a carcass. A few creatures are able to modify their environment by building specific kinds of shelters. However, even these few animals can only build one type of shelter.

A robin will build a robin's nest but never an eagle's nest. A bear may dig a cave but never builds a hut from tree branches and fronds. A deer may scoop out the rocks and big twigs from a small area to

form a bedding ground, but never adds a layer of soft moss to make the bed a little more comfortable.



Unlike other creatures, humans have built a wide variety of dwellings ranging from caves, to grass huts, to tents, and houses, just to name a few. Human habitats can be created in trees, on the ground, or under the ground (soon even in geo-stationary orbit). Dwellings can be made out of trees (lumber), bricks (dirt), stones, cement, and even used tires. Of all the animals on this planet, only humans modify their environment in a variety of ways (not all of the changes to the environment are particularly beneficial).

## **Only humans have entrepreneurial DNA.**

Look around you. Everything you see and touch, has been modified by man. The chair you sit upon, did not grow that way. The cup that holds your morning coffee, was not hiccupped out of the mouth of a volcano. The roof over your head, that keeps both the cold snow and the hot sun from traumatizing your hatless head, is not the natural result of the intertwining of the branches of nearby trees. All of these things were made. All of them started as an idea or a dream, perhaps even a vision, in someone's imagination.

Physical things typically go through predictable stages of development. Physical things, like coffee cups, cars, and calliopes, are typically started when a human takes an idea and scratches an image in the dirt, makes a sketch on some paper, or forms a digital

solid model on a computer. The progression for physical things is: concept, conversation, and construction.

My wife, Marty, has a coffee cup that she cherishes. The coffee cup started with a concept, followed by a conversation, resulting in the construction of a coffee cup. The concept of the cup began with our youngest daughter's desire to express love (high on her value list) to her mother, Marty. The conversation was brief, something to the effect "What can I do to express love to my mother on Mother's day?" For construction, she took a lump of clay, shaped it into a coffee mug, slathered paint over it, baked it in an oven, and presented the finished work of art with great pride on Mother's Day.

Sometimes a concept is all that is needed. For example, when Michael Angelo was asked how he sculpted the statue of David, he commented that all he did was chip away all of the marble slab that

was not David. Michael Angelo did not converse with himself about what he should sculpt. He saw that David was already in the slab of marble. His task was to simply release David from the marble.

Non-physical things, like ideas for business, intergalactic communication, or political changes, also start with an idea. However, non-physical ideas usually spawn multiple conversations.



Like an idea for a physical product, a non-physical idea evolves during one or more discussions. The more complex or different the idea, the greater the number of conversations.

As with a physical product, the first discussion for developing a non-physical product involves just one person, talking to themselves in their head. Usually

nothing is written down until after the first conversation because the details of the idea are not quite clear.

The second discussion would be with someone who should be able to understand the idea. Subsequent conversations would be with feasibility groups, finance people, or marketing teams. Each conversation clarifies the original concept, making it less ethereal and more real. The ultimate discussion would be a formal presentation to an appropriate group of decision makers, such as department heads or venture capitalists. The whole process starts with the first conversation.

The first conversation is usually saved in an appropriate format so the idea easier to recall and share with others. For more physical ideas (the sail arrangement on a racing sloop), the concept may be

sketched as a picture. Ideas for intangibles (the plot for a TV show) are usually saved as words.

This subtle difference between how physical things are created as compared to non-physical things may be the basis for a presupposition about salesmanship. Many sales trainers have the presupposition that a person can be very good at selling tangibles, or they can sell intangibles, but one person can rarely become highly skilled at selling both. That difference may be due to the lesser level of conversations need for physical products as compared to the complex conversations for abstract ideas.

Consequently, the first step in developing a goal or a dream is to have a conversation inside your head (intangible) and then put those ideas on paper



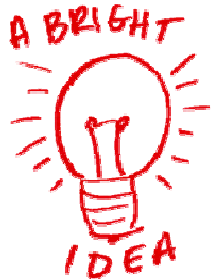
(tangible). You may be more gifted at rapid internal conversations and have to write quickly to keep from losing a thought.

Alternatively, you may be more gifted at the tangible process and put one idea on paper, cross it out, write another variation of the same idea, and continue to refine your concepts through the write – erase – rewrite process.

Take a few seconds and try this concept now. Pick a problem for which you do not have an answer. For this exercise, you can use either the “clear mind” method, or the “write-erase” method. Use whichever process is most comfortable for you, just remember that either way will get you the answers you want. And ... they will be your answers ... to questions for which you want answers.

The “clear mind” method is quite simple. First, choose a problem, or situation, that needs a solution. Rather than talk to yourself about

the problem, ask yourself questions about the solution. “What did I do that caused this problem to go away?” “What could I create that would meet this need?” After asking a question, pause for a moment as if you were listening for the answer. Sometimes you will get an immediate answer. Other times you will be awakened in the middle of the night when your never-sleeping subconscious mind has found the answer to your question. If the answer is not forthcoming, simply continue repeating the questions.



Thomas Edison was constantly asking questions, particularly about how to keep the filament of an electric light from burning out after a few seconds. After thousands of experiments, and many years, he kept asking the same question. “How can I keep the filament from burning out?”

One evening, after a long day in the laboratory, Edison dozed while his horse pulled his buggy toward home. As he passed a charcoal factory, Edison's ever active mind pondered by the wood was not burned up. What caused the wood to turn into charcoal?

Half asleep, Edison's got the answer to the question he had asked countless times, over many years. "How can I keep the filament from burning out?" The answer came from charcoal which is made by super heating wood in the absence of oxygen. Edison did what the charcoal makers did. He put the filament in a vacuum so there would not be any oxygen to allow the filament to burn. Which is why you can read this eBook by electric lights rather than attempting to do so with a candle or by the light of the moon.

Edison was not different than you. Edison had dreams and goal. You have dreams and goals (although probably not as many as

Edison did). After all, that's what you really are ... a creature whose DNA is to take dreams, formulate goals, and turn the dreams and goals into reality.

You really are an entrepreneur by birth. Next, you get to fulfill your birthright.

# Chapter 1: DEVELOPING YOUR DNA

Few of us had the foresight, or option, to choose teachers who could train us in the nuances of developing our DNA's entrepreneurship. In fact, our schools are structured for conformity rather than creativity. Since conformity is important in our schools, many highly successful entrepreneurs were considered "slow" or "day dreamers" by their teachers.

Einstein's teachers considered him "slow" because he didn't speak until he was four years old, nor start reading until he was seven. He was expelled from school and his teachers described him as mentally slow, unsociable, and adrift forever in foolish dreams.

Since schools do not teach entrepreneurship, then it also follows that few of us have been taught how to develop the creative juices of our entrepreneurial DNA. Perhaps an exercise in developing your entrepreneurial DNA might be appropriate.

**The very first step in transforming an idea, dream, or vision into a reality is ... to find an idea, dream, or vision.**



We live in America which is often described as the Land of Opportunity. Opportunity is the vehicle for dreams and visions. Opportunity is often defined as the potential to create something unique. According to recent research, most native born Americans work at jobs that they feel are unfulfilling, for which they receive minimal compensation, and even less approval.

Because of this sense of dissatisfaction, many people consider creating their own business as a viable means of expressing their creative DNA. Since job dissatisfaction is so pervasive, shouldn't we evaluate the entrepreneurial process for creating a for profit business or a non-profit business, either full time or part time, producing tangible products or intangible ideas.

Note: Owning a business is still the American dream. People don't leave their native country to come to American in order to buy a home ... especially at the prices here in Silicon Valley. No, they come because of opportunity ... the potential to realize their dreams and visions. They come because their DNA leads them.

As you already suspect, entrepreneurial DNA is only limited by each person's ability to dream a dream, then set and fulfill a goal. Then

how do you learn to follow where your DNA leads you? You start with the “first conversation” in your head, then transfer that conversation to paper. For this exercise, you start with two pieces of paper. So, stop reading and go get two or more pieces of paper and a pen (perhaps I should have told you to open two Word Documents since you are reading this on our computer).

At the top of the first piece of paper write the words: **WHAT I WANT**. On this page you will list all the things or conditions that you want. For example, you could write “I want to be rich.” “I want to be handsome.” “I want to travel the world.” “I want a loving relationship.” “I want four children.” “I want to be president of the United States.” Each of your “wants” should be something you really want, not

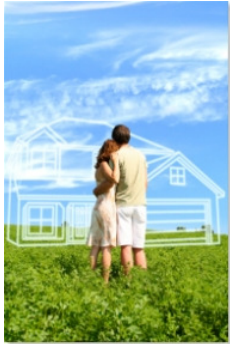


just something you put on paper to complete this task. These are your dreams.

Most people have dreams but do not know HOW to achieve them. They do not already have a vehicle. If you do not already know HOW you will accomplish your dreams, then you might want to put the proverbial cart before the horse and let the dream produce the vehicle.

In order to have the dream produce the vehicle, you need to imagine you have already accomplished what will need to be done in order to fulfill your dream. While imagining your dream as already accomplished, ask yourself how your life would be different because of the fulfilled dream. Write these differences down.

Note: this procedure can be used for any dream or vision, not just starting a business. If you want to lose weight, educate your child, care for elderly parents, get a college degree, escape the clutches of a life threatening disease, or whatever, consider using this procedure.



For example, your dream may include things you want, like owning a large home or driving a luxury car. Your dream could be philanthropic through setting up a scholarship fund for local students or donating to your favorite charity. Your dream may be as simple as taking a real vacation, or whatever. Whatever you write on your I Want list has to be something that is not part of your current reality ... because of prerequisites.

**Every dream has a pre-requisite requiring YOU to become what you have not been, or do what you could not do, or have what you could not have.**

If you already were the person who could fulfill your dream, and already had the skills to make the dream come true, and also the ability to possess the things the dream provides, then you would already have your dream ... or at least be on the path to completion. Which brings us back to the top of that first piece of paper with I WANT at the top of the page.

Look at the list of items you want. Make sure each "I WANT" is written in the present tense, not the future tense. If your dream is a large, comfortable home, then write, "I live in a large comfortable

home.” Do not write, “I will live in a large comfortable home.” When you have confirmed that each I Want is in the present tense, set that piece of paper aside.



At the top of the second piece of paper write the words: **WHAT I DO NOT WANT**. On this page you will list all the things you do not want to see happen that could result from pursuing your goals/dreams or simply because you do not want these items in your life.

For example, this list may include items like ulcers, stress, rejection, confusion, public speaking, having to sell, etc. Remember to include the really BIG items you do not want like IRS audits, bankruptcy, divorce, disease, death.

When you are finished with your "I DO NOT WANT" list, take the first piece of paper, your "I WANT" list, and lay it alongside your "don't want" list.

For each item you DO NOT WANT, write the exact opposite on your WANT list. Then cross that item off the do not want list. Continue this until every item on your do not want list is crossed off and re-written as a "want" on your want list.

For example, if you have acid reflux on your Do Not Want list, you would not write "I do not have acid reflux" on your Want List. Rather write, "I have marvelous digestion and feel a sense of satisfaction and well being after eating a meal".

If an IRS audit is on your Do Not Want list, then write “My tax forms are exactly to IRS specifications and always accepted” on your Want List.

After you have crossed off every item on your do not want list, throw the paper away, bury it in the ground, cremate it, or anything else that makes a clear statement. Dramatically disposing of your DO NOT WANT list is to impress on your Entrepreneurial DNA that you will only focus on what you do want, and cancel thoughts about what you do not want.

Caveat: this process is a two way street. You can use it in a positive sense to create your dreams and visions. You can also use it in a negative sense to create nightmares.

Now pick up that first piece of paper, your "WHAT I WANT" list. Your next task will be to prioritize the list. However, you should not prioritize the list based upon your emotional needs, but rather based upon your values. For example, you could want a large comfortable home because it corresponds to a high value called "family" or it could be a high value called "prestige." The only way to distinguish is to define and prioritize your values. For this you will need a third piece of paper with the word "Values" at the top.

The first challenge is to identify your values. Since few people have ever considered defining their values, sometimes it is easier to look at a list of value words and check off those that you like.

Below is a short list of a few dozen value words. As you read through the list, copy as many words that you like onto the third piece of paper with "Values" at the top. Choose words that you

would use to describe yourself, words that “rings a bell,” or make you feel good. For example, “accuracy” is important to me, but “adoration” is not. Do not choose words you do not know or do not have a good feeling about when you read them. Here’s your reference value words.

Abundance  
Acceptance  
Accessibility  
Accomplishment  
Accord  
Accuracy  
Achievement  
Acknowledgement  
Activeness  
Adaptability  
Adequacy  
Adoration

Adroitness  
Adventure  
Advisability  
Affection  
Affluence  
Aggressiveness  
Agility  
Agreeableness  
Agreement  
Alertness  
Altruism  
Ambition

Amusement  
Anticipation  
Application  
Appreciation  
Approachability  
Appropriateness  
Articulacy  
Assertiveness  
Assurance  
Attentiveness  
Attractiveness  
Audacity

Availability  
Awareness  
Awe  
Balance  
Beauty  
Being the best  
Belonging  
Benevolence  
Bliss  
Boldness  
Bravery  
Brightness  
Brilliance  
Buoyancy  
Calmness  
Camaraderie  
Candor  
Capability  
Care

Carefulness  
Celebrity  
Certainty  
Challenge  
Charity  
Charm  
Chastity  
Cheerfulness  
Clarity  
Cleanliness  
Clear-mindedness  
Closeness  
Comfort  
Commitment  
Compassion  
Completion  
Compliance  
Composure  
Concentration

Concern  
Confidence  
Conformity  
Congruency  
Connectedness  
Consciousness  
Consideration  
Consistency  
Constancy  
Contentment  
Continuity  
Contribution  
Control  
Conviction  
Conviviality  
Coolness  
Cooperation  
Cordiality  
Correctness

Courage  
Courtesy  
Craftiness  
Creativity  
Credibility  
Cunning  
Curiosity  
Daring  
Decisiveness  
Decorum  
Deference  
Delight  
Dependability  
Depth  
Desire  
Detachment  
Determination  
Development  
Devotion

Devoutness  
Dexterity  
Dignity  
Diligence  
Direction  
Directness  
Discipline  
Discovery  
Discretion  
Discrimination  
Diversity  
Dominance  
Dreaming  
Drive  
Duty  
Dynamism  
Eagerness  
Ease  
Economy

Ecstasy  
Education  
Effectiveness  
Efficiency  
Elation  
Elegance  
Empathy  
Enchantment  
Encouragement  
Endurance  
www.karlbimshas.com Page 2  
of 3  
Energy  
Enjoyment  
Entertainment  
Enthusiasm  
Exaltation  
Excellence  
Excitement  
Exhilaration

Expectancy  
Expediency  
Experience  
Expertise  
Exploration  
Expressiveness  
Extravagance  
Extroversion  
Exuberance  
Fairness  
Faith  
Faithfulness  
Fame  
Family  
Fascination  
Fashion  
Favor  
Fearlessness  
Felicity

Ferocity  
Fidelity  
Fierceness  
Financial independence  
Firmness  
Fitness  
Flexibility  
Flow  
Fluency  
Focus  
Fortitude  
Frankness  
Freedom  
Freshness  
Friendliness  
Frugality  
Fun  
Gallantry  
Generosity

Gentility  
Giving  
Glory  
Good  
Goodness  
Grace  
Gratitude  
Gregariousness  
Growth  
Guidance  
Happiness  
Harmony  
Health  
Heart  
Helpfulness  
Heroism  
Holiness  
Honesty  
Honor

Hopefulness  
Hospitality  
Humility  
Humor  
Imagination  
Impact  
Impartiality  
Independence  
Industry  
Ingenuity  
Inquisitiveness  
Insightfulness  
Inspiration  
Integrity  
Intelligence  
Intensity  
Interest  
Intimacy  
Intrepidity

Introversion  
Intuition  
Intuitiveness  
Inventiveness  
Investing  
Involvement  
Joy  
Judiciousness  
Justice  
Keenness  
Kindness  
Knowledge  
Leadership  
Learning  
Liberation  
Liberty  
Liveliness  
Logic  
Longevity

Love  
Loyalty  
Luck  
Majesty  
Making a difference  
Mastery  
Maturity  
Mellowness  
Meticulousness  
Mindfulness  
Modesty  
Motivation  
Mysteriousness  
Naturalness  
Neatness  
Nerve  
Nobility  
Obedience  
Open-mindedness

Openness  
Optimism  
Order  
Organization  
Originality  
Outlandishness  
Outrageousness  
Passion  
Peace  
Perceptiveness  
Perfection  
Perkiness  
Perseverance  
Persistence  
Persuasiveness  
Philanthropy  
Piety  
Playfulness  
Pleasantness

Pleasure  
Poise  
Polish  
www.karlbimshas.com Page 3  
of 3  
Popularity  
Potency  
Power  
Practicality  
Pragmatism  
Precision  
Preparedness  
Presence  
Privacy  
Proactivity  
Productiveness  
Professionalism  
Propriety  
Prosperity  
Prudence

Punctuality  
Purity  
Quickness  
Quietness  
Readiness  
Realism  
Reason  
Reasonableness  
Recognition  
Recreation  
Refinement  
Reflection  
Regard  
Regularity  
Relaxation  
Reliability  
Religiousness  
Resilience  
Resistance

Resolution  
Resolve  
Resourcefulness  
Respect  
Responsiveness  
Rest  
Restraint  
Reverence  
Rightness  
Rigor  
Sacredness  
Sacrifice  
Sagacity  
Saintliness  
Sanguinity  
Satisfaction  
Security  
Self-control  
Selflessness

Self-reliance  
Self-sufficiency  
Sensitivity  
Sensuality  
Serenity  
Service  
Sexuality  
Sharing  
Shrewdness  
Significance  
Silence  
Silliness  
Simplicity  
Sincerity  
Skillfulness  
Solidarity  
Solitude  
Soundness  
Speed

Spirit  
Spirituality  
Spontaneity  
Stability  
Stealth  
Stillness  
Strength  
Structure  
Success  
Sufficiency  
Suitability  
Superiority  
Support  
Supremacy  
Surprise  
Sympathy  
Synergy  
Teamwork  
Temperance

Thankfulness  
Thoroughness  
Thoughtfulness  
Thrift  
Tidiness  
Timeliness  
Tolerance  
Traditionalism  
Tranquility  
Transcendence  
Trust  
Trustworthiness  
Truth

Understanding  
Unflappability  
Uniformity  
Uniqueness  
Unity  
Usefulness  
Utility  
Valor  
Variety  
Victory  
Vigor  
Virtue  
Vision

Vitality  
Vivacity  
Warmth  
Watchfulness  
Wealth  
Willfulness  
Willingness  
Winning  
Wisdom  
Wittiness  
Wonder  
Youthfulness  
Zeal

Now that you have finished reading the list of value words, and transferred at least a dozen or so to the sheet of paper with "Values" at the top, now you get to prioritize your values. After prioritizing your values, then we will link your values to your "I Want" list.

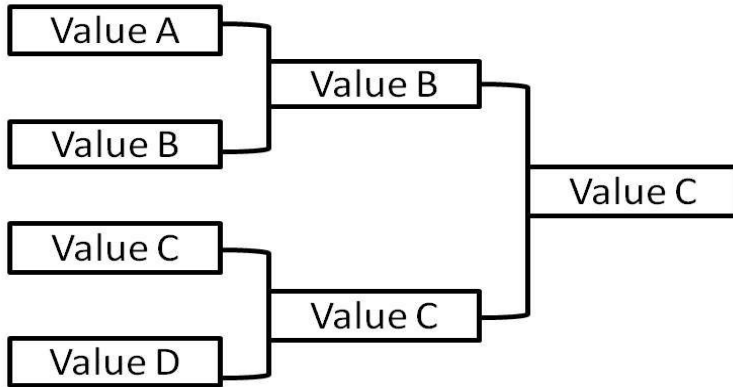
There are two ways to prioritize a value list, a tournament and boredom. The most common is to run a tournament.



In a tournament each team, plays one other team. The winner of that game advances to the second level. At the second level, the winners of the first level games compete. The winners of that level compete with the other winners at that level. The levels continue until only two teams are left. The winner of the final game is heralded as the winner of the tournament.

To run a “Tournament of Values,” take the sheet of paper with “Values” at the top. (The diagram below uses just four values.) Look at the first and the second values on your list. Ask yourself, “If I

could only have Value A or Value B, but not both, which would I want?" The value you choose advances to the second level. Then take the next two values on your list (Value C and Value D on the chart) and determine which is more important to you. Advance the more desirable value to the next level. Continue doing this until half



of the values in the left column have been moved to the second level.

Next look at the top two values in the second level (Value B and Value C in the chart) and ask "Which is more important to me, Value B or Value C?"

Advance the preferred value to the next level. Continue comparing

sets of the values in the second level until half of the values have advanced to a third level.

Continue the process through as many levels as needed until you have gleaned your long list of value down to about ten values. These are your highest values. (You could run the tournament to determine your specific highest value, but for our purposes knowing your top ten values is more effective.)

However, because tournaments are not fool proof, consider running the same tournament again but mix up the values in the left column so you do not start with the same values again.

For example, it is possible for two of your highest values to be written next to each other in your first level list of values. If this is the case, one of your highest values would not be recognized at all.

That's why you should run the tournament two or three times, and each time start with a different arrangement of the values in the left column.

The first time you run the tournament, you might compare Value 1 with Value 2, and Value 3 with Value 4, etc. For the second game you might want to run Value 1 with Value 34 (or whatever the last value was that you wrote down), and Value 2 with the next to the last value, etc. Then run a tournament between the winners of each tournament to see which values continue to float to the top. Write these values on a separate sheet of paper with "My Values" at the top.

The second way to prioritize your values is to read the list of values you copied onto the "Values" page, over, and over, and over again. Continue repeating the reading until you begin to feel bored or begin



to resist reading. Boredom or resistance indicate your mind has become saturated with the repetition. Continue reading but now begin to watch, or sense, which words increase the sense of undesirability and which words make you feel good in spite of the continued repetition. The words that continue being attractive are your most important value words.

Put a check mark by the words that “stand out,” then continue repetitious reading of just the check marked words. As boredom sets in again, note the words that stand out from the boredom and circle those words. Now just read the circled words repeatedly, over and over, until a few words stand out. Mark those words with a high

lighter pen. Continue the process until you have ten or fewer words. These ten words are your core values.

Words that express your core values are most probably the most personalized expression of your entrepreneurial DNA. Of all the value words on your list, the final ten words are the most important. Those words represent the real you. Those words will predict how you will respond to specific situations and with different people.

For example, my wife and I have identical top three values: family, health, and spirituality. Anytime either of us make a decision regarding any of those three values, the other person understands immediately. We rarely have to discuss why we do what we do regarding those three areas of our relationship.

However, my fourth value is adventure which is about number four hundred on my wife's value list. I won't ask her to go rock climbing with me and our sons because I know she would not enjoy the adventure (risk). However, because one of her top three values is family, she comes along just to be with the family, even though she has no desire to hang with her fingertips wedged in a crack in a rock, forty feet above a jumble of jagged granite at the base of the cliff.

For the past few years, due to health challenges, I had to quit rock climbing. Unlike my wife, I won't go to watch the boys climb even though family is one of my top three values. I can't sit at the bottom of the cliff and watch them climb because I still have Adventure as a high value and watching without joining them ... being excluded from the adventure ... is intolerable.

## **Empowering the “most wanted” on your want list!**

If you have done the prescribed work so far, then you should have a list of your prioritized values on one sheet of paper, and a list of your “I Want” on another sheet of paper. Now you get to relate your top values to your “I Want” list in order to prioritize your “I Want” list in a manner that reflects your values, not your just wants. To illustrate this process, we will use four fairly common “I Wants” and four (out of ten) generic values.

I Want (dream):

A big house

A million dollars

College fund for kids

Lose thirty pounds

My Values (importance):

#1 Family

#3 Appearance

#5 Security

#9 Knowledge

Each of these "I Want" could be an expression of any one of the four values.

For example, when you think about having a big house, do you think about how nice it would be for each of the kids to have their own room? If that is your primary reason for wanting a big house, then put a #1 (the importance of the value) after the A big house.

If you want a big house because your current house is old and ugly, then you want a big house for appearances. Put #3 after the I Want.

If you want a big house because it would give you a sense of protection from the outside world, then you want a big house for the sense of security. Put #5 after the I want.

If you want a big house because you want a few large rooms for your library, then you want a big house because of valuing knowledge. Put a #9 after that dream.

If every one of your four values applies to A big house, then put each number after A big house. The smaller the number of the value or the more numbers attached to a dream, the more important that dream is to you.

I Want (dream):

A big house

A million dollars

College fund for kids

Lose thirty pounds

My Values (importance):

#1 Family

#3 Appearance

#5 Security

#9 Knowledge

If your dream is to have A million dollars so you spouse would not have to work, then put #1 after that dream.

If you want a million dollars so you can wear diamonds, furs, and drive a chauffeured Rolls Royce, the you probably want a lot of money for the sake of appearances. Put a #3 after a million dollars.

If you want a million dollars because you have been hungry and lived under a bridge, then put #5, security, after a million dollars.



If you want a million dollars so you can quit working and return to college to get your PhD, then you would put #9, Knowledge, after A million dollars.

I Want (dream):

A big house

A million dollars

College fund for kids

Lose thirty pounds

My Values (importance):

#1 Family

#3 Appearance

#5 Security

#9 Knowledge

You can want to create a college fund for your kids because you want to provide for your family #1. If you want to hang their diplomas in a prominent place for all to see then put #3. If you want your children to support you during your retirement, and they could more easily do this with a higher income from a college degree, you want security #5. If you want a college fund because Emerson said an education should not teach a person how to make a living, but rather an education should teach a person how to live. If you agree with Emerson, put a #9 after College fund for kids.

I Want (dream):

A big house

A million dollars

College fund for kids

Loose thirty pounds

My Values (importance):

#1 Family

#3 Appearance

#5 Security

#9 Knowledge

You could want to Lose thirty pounds so you can have fun playing with your family (#1), because you want to look good (#3 appearance), so you can live longer (#5 security), or to teach others how to lose weight (#9 knowledge).

Now that you know the concept, take your sheet of paper with the words "My Values" at the top, and your list with "I Want" at the top and begin applying a value to each "I Want." Because you have already prioritized your values, you will have automatically have prioritize your dreams.

So, take the first item on your "I Want" list and determine which of your values is causing you to want this item. Put the priority number of that value next to your first "I Want."

Continue the same process with each of your "I Want" items. When finished, you can re-arrange the "I Want" according to the value of the item with a smaller value number being at the top of the list.

You will probably have two or more "I Want" items that have the same value number. That is perfectly normal. One value can have multiple expressions. Suppose you have four "I Want" with a value of #2. If you wish, you could run a tournament to determine which of these four items is more important. Then you could re-arrange those four items as #2a, b, c, and d.

Some people will have an "I Want" for which they cannot attach a value. Either the "I Want" is not yours (it could be your spouses, or your parents and not yours), or there is a value that produced that "I Want" that you have not discovered. Set the unassigned "I Want" off to a side so you can think about what was important enough about that dream to cause you to write it down in the first place.

Once your dream list (I Want) is arranged by values, then you can start working to achieve your #1 dream knowing that any distraction from that objective is toward a lesser dream or goal.

To sustain your attention on your #1 dream, and/or to minimize distractions from lesser dreams, consider converting your two dimensional dream into a holographic projection.

## Holographic Dreaming

Two elderly gentlemen were standing on a bridge casually observing the fish in the water and chatting with each other. One gentleman said to the other, "Last night I had a dream that I was a butterfly.

The dream was so vivid that now I wonder if I am a butterfly dreaming that I am a man?" That is one example of holographic dreaming.



Holographic dreaming can also be done on purpose and is closely related to the much touted "Law of Attraction." To begin holographic dreaming, focus on your #1 "I Want" based on your values and imagine you are experiencing the fulfillment of that item.

For example, suppose the first item on your want list is a “large comfortable home” and the generating value is “family.” Take a virtual stroll through your home and look in all the rooms.

When you walk into the virtual kitchen, can you smell food cooking and see the pots, pans, utensils, and dishes in their respective places? Is the refrigerator stocked with the foods your family likes? When you go in the master bathroom, do you see the expected cosmetics and skin care products on the counter? When you go in the garage, can you see the yard tools, some wood working equipment, two sets of your golf clubs, and bicycles for all the family? When you go in the family room, can you see the children watching a movie or playing a video game?

Are there family pictures on the walls that are currently on the walls where you live? Are the members of your family part of the home? Do you hear their voices and see them moving around the home? Can you see your favorite suit in your closet? What would your morning routine be like on a Monday morning in your dream house?

Most of the time as you tour your virtual home, you will be delighted with what you experience. Sometimes, you may want to change something.

Maybe the garage is too small or you want a hot tub in an enclosed porch. Imagine how the living room would look if it were painted in a soft apricot, or papered with rice paper? Add to and change as you wish.

All of the “imagination” are intended to create emotional energy for your want list. What you are looking for are refinements or modifications to each item on your want list that create more emotional energy. The more vivid the virtual home, the more your DNA will guide you towards it and ... your home towards you.

Jack Canfield, co-author of the Chicken Soup series of books, once commented in an interview that **what you are looking for is also looking for you.**

Pay particular attention to things or places that are just “not quite right.” These are things that need to be reevaluated.

For example, a friend had a white Mercedes convertible on his want list. After he had made enough money, he bought the white Mercedes convertible. He kept the car for six months and then



traded it in on a Hummer ... because the car just did not express the person he really was. Driving around in the white Mercedes convertible made him feel like a phony. The Hummer may not be a luxury car, with associations of affluence attached, but the Hummer definitely expressed his retired military "get it done" personality.

As you create the virtual reality of each item on your want list, remember to experience the emotions that would normally be present if the experience were not virtual. It is our emotions and feeling that create our reality, not our thoughts. However, thoughts can guide or direct emotions ... sometimes.

For example, can you feel what you would feel if you were actually in your “large comfortable” home, sitting in the family room, reading a book to your child or helping them with their homework? How would it feel to play golf at a course that is way outside your current budget? How would it feel to go dancing with your spouse in a nightclub in Paris ... would it be in Paris, France or Paris, Texas?

How will you feel on the first Monday that you do not have to wake up and go to work? Can you even imagine being able to sleep until you are eager to get out of bed? Some people can imagine sleeping in every day and smiling with the thought. Others feel fear at the thought because they associate sleeping in with illness and perhaps a near death experience.

## Powerful Negative Emotions.

Suppose you have a dream of becoming a millionaire? As you think about living like a millionaire, can you imagine writing a check to the IRS for ONE MILLION DOLLARS? How would you feel if you have to write a check for \$1 Million to the IRS? If that makes you cringe, you are experiencing a negative emotion. You might want to reframe your response.



Consider this. In order to write that check, you would have earned at least \$2 Million. You would still have \$1 Million. You would still be a millionaire.

If you cannot eagerly give what is legally due (this is not a question of the US Constitution, IRS ethics, or whatever), you cannot equally produce that which you should get. In order to get, you have to be willing and able to give. **Grasping at money creates a block** in the expression of your DNA. Thornton Wilder wrote, "Money is like manure; it's not worth a thing unless it's spread around encouraging young things to grow."

The expression of your DNA involves a price to be paid to achieve your want list ... and another price to be paid after you have achieved your want list. Negative emotions, like fear of the IRS, causes resentment, which cause your DNA to shift focus to the fear that you do not want ... rather than your goal, dream, or vision that you do want. Make sure negative emotions don't cause you to crash and burn just before you see the checkered flag of victory waving behind you.

The last step in this process is to take passive action.

## **Passive Action**

You probably can't totally destroy your entrepreneurial DNA and still remain alive, but you can create some significant road blocks for your entrepreneurial DNA. A common road block is not understanding passive action. This road block wreaks havoc with any dream or goal. While implementing passive action is essential to achievement, explaining passive action is not easy.

Joe Vitale describes passive action as patiently expecting a limousine to arrive and then eagerly getting in when the door opens.

Kindly note that Joe did not say to flag down a limousine, force open the door, and demand that the driver take you to your new mansion. Such actions will stultify every cell in your entrepreneurial DNA, resulting in either a jail cell, or perhaps a padded cell.

Lao Tse wrote that the Tao does nothing, yet leaves nothing undone.

How can you explain the confidence you feel that the sun will come up tomorrow? Passive action causes you to act as if the sun will rise every morning, not because it always has, but because that is the sun's DNA. That's what the sun does.

Like the sunrise, passive action results when your "I Want" list has become consistent with who you really are (which is why you

created your value list), not the person whom other people see. You have to be as confident that your want list will become real as you are ... that your next breath will not be your last.

You have to be as confident that your entrepreneurial DNA can keep working to fulfill your dreams, as you are that the DNA of your liver will continue cleansing your blood even while you are asleep. It is your DNA which assures you that the image in a mirror is you ... and not a figment of your imagination.

In the midst of that confident passivity, you must be able to act instinctively, effectively, and quickly in direct response to the passive guidance of your entrepreneurial DNA. The action part of passive action is different than your will power. Will power is an expression of intense action with a specific purpose. The action part

of passive action is more like an active curiosity. Passive action is more like intuition than logic or predictability.

Suppose you have the opportunity to buy a home that is very similar to your "virtual" home. If something doesn't feel right; if you have to struggle to qualify for a loan; if the garage doesn't have room for your cars, yard tools, wood working equipment, golf clubs, and bicycles, then it is probably not your "dream" home.



When the time is right and you walk into the real version of your "virtual" home, you will feel like it was built just for you. You will feel relaxed, confident, and comfortable ... because you will be home ... at last. Passive action then yields to overt logical action (will power) which

sets goals to achieve what your passive action discovered or attracted. That's when you use your intellect and will power to negotiate a lower interest loan, or select a general contractor for minor repairs. Will power coupled with your "I Want" list, without passive action, can create problems.

For example, suppose a person's goal is to make a lot of money in a very short amount of time? The simplest way to accomplish that, using just will power, would be to take the money from someone else. Will power can be used to rob someone, but the consequences will not be consistent with the intent of the dream to make a lot of money. It is at the deep level of DNA that DNA must be uninhibited by your will power.

Of course, there is also the possibility that the real dream behind armed robbery is not for money but for security. Is it

possible that the act of armed robbery is a way to fulfill the dream of having a structured lifestyle, with fixed schedules, guaranteed meals, and medical care? Such a lifestyle could be realized by going to prison. Which leads one to ask if the results of an action are merely illustrations of the real dream?

Just as your will power cannot cause the sunrise, neither can your willpower alone cause the realizations of your want list. Your will power cannot cause the opportunity to appear, but you must use your will power to act on the opportunity when it does appear.

## **Will Power Acts, DNA Attracts.**

Both are necessary. Will power achieves goals. DNA brings the goal into focus with a dream or vision. Don't get them confused.

Emotions are the source of energy for expressions of will power. Emotions are also needed to create dreams and visions. However, emotions can also mislead. There has to be a logical element to dreams and visions which supplements your entrepreneurial DNA.

For example, defining your "I Want" list, then isolating your highest valued dream, then using holographic dreaming to future experience the realization of that "most wanted," and finally taking passive action are all emotionally oriented. Only goals have some element of logic and will power. Dreams and visions are illogical actions or beliefs. Dreams and visions (including many goals) are primarily emotional.

Dreams, visions, and goals would be much simpler to achieve if all you had to do was experience the dream, vision, or goal in your

imagination. The entrepreneur creates castles in the air, called dreams or visions. Then the entrepreneur sets out to logically and sequentially build solid foundations under those castles in the air as the opportunity to do so becomes apparent.

I like to refer to those logical foundations that are necessary to fulfill dreams, goals, and desires as the "X" on a pirate's treasure map.



This is the end of your two free chapters. The rest of the eBook answers questions like:

What is the most commonly available source for supplementary tax advantaged income in our culture?

If your job went "offshore" how do you use

the "X" plot to evaluate ways to make money?

If you have no money, and little time, how do you start a business?

If your days are characterized by the word "frantic," how do you find time to pursue any dream?

What will you have to give up in order to get what you want?

Is there such a thing as an ideal business?

How will the internet impact business in the next few years?

These and more questions will be answered in the full eBook.

May I suggest you purchase the rest of the eBook for \$4.95 using our secure Pay Pal account?

<http://www.symbiosis4u.us/eBooks/DNA.htm>

Copyright January 2009  
Thomas R. "Tom" Van Drielen

[tomv@symbiosis4u.us](mailto:tomv@symbiosis4u.us)

Symbiosis Enterprises  
San Jose, Ca.

Home of the Red Ox Triple Conditioning Water Machines

[www.symbiosis4u.us](http://www.symbiosis4u.us)

Home office 408-723-4777

If you can't afford \$4.95, send me an email and request a free copy of the complete eBook.

