“Growing 10x is easier than going 2x.”

Dan Sullivan
How To Be Increasingly Fascinated And Motivated For The Rest Of Your Life. Entrepreneurial Opportunities Are Exploding For Those Who Have Abundance Attitudes And Multiplier Skills.


The two tools in this issue are fundamental multiplier capabilities that can be mastered quickly and easily by virtually any individual on the planet during the 21st century.
In the first issue of *The 10x Thinker™*, I established an overall framework for thinking about human progress in the 21st century called The 10x Matrix™. This describes the massive migration of human thinking, activity, and achievement away from a mindset of scarcity toward one of increasing abundance — because of the multiplier impact of microtechnology.

I also showed how entrepreneurs, who are the key creators of innovative breakthroughs around the planet, can transform their abundance-based language and logic. I call this new capability The 10x Entrepreneur™.

Now, in this second issue of *The 10x Thinker*, I focus on two multiplier tools for thinking, communication, and action that can produce extraordinary entrepreneurial transformations in daily business and life in every practical situation.

Many entrepreneurs, even though they are creative and productive, are nevertheless caught up in structures and processes that are based on the “Scarcity Mindset” of an old incremental society and economy that is being bypassed by microchip tools, systems, and networks in the 21st century.

The multiplier tools that I describe on the following pages — The 10x Purpose and The VOTA Formula™ — are both remarkable in how quickly they can be mastered by individual entrepreneurs and put to practical use within their companies.

The technological transformation of global society means we can now take ever-increasing advantage of the unique capabilities of billions of individuals on the planet who are all connected by microchip-based tools, systems, and networks.

Simply by enabling people to identify what fascinates and motivates them in their daily lives, and then showing them how to continually visualize a bigger and better future throughout their entire lifetime, greater abundance will be created for everyone in global society.

The two tools in this issue are fundamental multiplier capabilities that can be mastered quickly and easily by virtually any individual on the planet during the 21st century.
Part 1: In a world of increasing complexity due to technological change, The 10x Purpose is an amazingly simple solution that every individual can use on a daily basis to simplify their life. The solution lies in continually answering a single question that enables you to plan, design, and build your entire life around a focus and activity that keeps you absolutely fascinated and motivated for the rest of your life, creating a life-time gateway to endless abundance.

The 10x Purpose

Part 2: A fundamental daily process for continually visualizing and achieving a bigger and better future in all areas of your personal and business life, The VOTA Formula takes advantage of the four most crucial abilities that are built into every human brain and applies them as a single, increasingly powerful system for transforming every kind of daily situation.

The VOTA Formula

Vision: The ability to imagine and commit to future results that do not yet exist.

Opposition: The ability to see all the obstacles that will prevent the future results.

Transformation: The ability to use the obstacles as raw material to create the vision.

Action: The ability to make the transformation of obstacles into visionary results.

The VOTA Formula

 Vision

Opposition

Transformation

Action

Results

Vision

Opposition

Transformation

Action

The VOTA Formula

Multiplying The Problem-Solving Creativity Of Every Individual On The Planet

VOTA

Vision

Opposition

Transformation

Action

Results

The 10x Purpose

Being Fascinated And Motivated For The Rest Of Your Life

Prevents

• Complicated
  I had too many things to work on and they all seemed to conflict with each other.
  • Reacting
  Because I don’t have a single focus, things often conflict with each other.
  • Conflicted
  Because my priorities and directions weren’t clear, many conflicting outcomes appeared.
  • Dependent
  I was dependent on other people to provide leadership in any direction — which they didn’t.
  • Disorganized
  All the activities and complications prevented me from being efficient and effective.
  • Distracted
  I was frequently faced with my long list of tasks that were distracting.
  • Opposed
  Without clarity, unexpected changes disrupted me from following my intuition.
  • Repetitive
  As I get older, I even more repetitive activities that I found boring and energy-draining.

Supports

• Simplified
  With the question as my focus, everything that conflicted with the direction of the question was eliminated.
  • Creative
  I was no longer limited by the perception of the world.
  • Integrated
  I was no longer limited by the perception of the world.
  • Liberated
  I was no longer dependent on others for my sense of clarity, excellence, and capability.
  • Strategic
  Because I’m focused on a single activity, I can invest in huge resources, opportunities, capabilities, and results.
  • Disciplined
  The 10x Purpose discipline on others for their own unique 10x Purpose.
  • Aligned
  We’re increasingly finding others who are focused on their own unique 10x Purpose.
  • Innovative
  We’re increasingly finding others who are focused on their own unique 10x Purpose.

Dan Sullivan: As soon as I began answering The 10x Purpose question and operating as The 10x Persuader, everything in my life changed for the better.

My life is increasingly filled with what I thought I wanted in life.

Because I’m focused on a single activity, I can invest in huge resources, opportunities, capabilities, and results.

Every part of my life is increasingly supportive of all the other parts. There are no conflicts.

All the conflicts and complications prevented me from being efficient and effective.

Because I didn’t have a single focus, things often conflicted with each other.

Because my priorities and directions weren’t clear, many conflicting outcomes appeared.

I had way too many things to work on and they all seemed to conflict with each other.

Because I didn’t know what I thought I wanted in life.

I was dependent on other people to provide leadership in any direction — which they didn’t.

Because I didn’t know my long-term priorities, I could be distracted by too many things.

My life is increasingly filled with what I thought I wanted in life.

Because I didn’t know my long-term priorities, I could be distracted by too many things.

As I got older, there were more repetitive activities that I found boring and energy-draining.

Without clarity, I experienced many things as opposition to what I thought I wanted in life.

The ability to see all the obstacles as prevent the future results.

The ability to make the transformation of obstacles into visionary results.

The ability to use the obstacles as raw material to create the vision.

The ability to see all the obstacles that will prevent the future results.

The ability to imagine and commit to future results that do not yet exist.
I say that because I’ve met many individuals over the years — talented and intelligent individuals — who are so boxed in by their past experiences and present circumstances that they won’t even let their minds open up to these possibilities. They feel trapped by everything they’ve already been doing up until this point — and they can’t see their future being any different. So they refuse to think about the question. They refuse to answer it. And they even get angry sometimes when I present it to them.

Now, I’m not saying that you’ll actually have the answer to the question right now. But let me ask you another question:

“If you did have the answer to the question about what would actually keep you completely fascinated and motivated for the rest of your life, what would it do for you?”

I know that, immediately, you would have a lot of very good answers to this question — so right away, you would start getting a payoff just from thinking about it.

What prevents the answer. And — again, I’m not saying you have the answer right at this very minute — I’d like you to think about a third question: “What are some of the obstacles in your present circumstances that you’re facing every day that would prevent you from answering the question?” I ask this because some people’s lives are so complicated and conflicted, so loaded up with daily pressures, that they don’t even have the time or attention to think about such a question.

The 10x Purpose diagram. Just to give you an idea of how The 10x Purpose question can work in your entrepreneurial life, let me tell you how it’s working in mine. On the following page, there is a diagram with the title “The 10x Purpose,” and I would like you to read everything that’s written there. Then, come back and we’ll go deeper into the whole 10x adventure that lies ahead when you start answering The 10x Purpose question.
### The 10x Purpose

#### Being Fascinated And Motivated For The Rest Of Your Life

<table>
<thead>
<tr>
<th>Prevents</th>
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<tr>
<td><strong>Complicated</strong>&lt;br&gt;I had way too many things to think about, and it was difficult to figure out what really mattered.</td>
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<tr>
<td><strong>Reactive</strong>&lt;br&gt;Because I didn’t have a single set of long-term priorities, I reacted to too many things.</td>
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<tr>
<td><strong>Conflicted</strong>&lt;br&gt;Because my priorities and direction weren’t clear, many commitments opposed each other.</td>
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<tr>
<td><strong>Dependent</strong>&lt;br&gt;I was dependent on other people to provide leadership in my life — which they couldn’t.</td>
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<tr>
<td><strong>Disorganized</strong>&lt;br&gt;All the conflicts and complications prevented me from being efficient and effective.</td>
</tr>
<tr>
<td><strong>Distracted</strong>&lt;br&gt;Because I didn’t know my long-term priorities, I could be distracted by many things.</td>
</tr>
<tr>
<td><strong>Opposed</strong>&lt;br&gt;Without clarity, I experienced many things as opposition to what I thought I wanted in life.</td>
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<tr>
<td><strong>Repetitive</strong>&lt;br&gt;As I got older, there were more repetitive activities that I found boring and energy-draining.</td>
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<tr>
<td><strong>Simplified</strong>&lt;br&gt;With the question as my focus, everything has increasingly simplified in all parts of my life.</td>
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<tr>
<td><strong>Creative</strong>&lt;br&gt;I am increasingly freed up to put together new combinations of multiplier possibilities.</td>
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<tr>
<td><strong>Integrated</strong>&lt;br&gt;Every part of my life is increasingly supportive of all the other parts. There are no conflicts.</td>
</tr>
<tr>
<td><strong>Liberated</strong>&lt;br&gt;I’m no longer dependent on other people for my sense of clarity, confidence, and capability.</td>
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<tr>
<td><strong>Strategic</strong>&lt;br&gt;Because I’m focused on a single activity, I can invest in huge long-term progress and payoffs.</td>
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<tr>
<td><strong>Disciplined</strong>&lt;br&gt;All of my forward thinking, communication, and action are framed by my 10x Purpose.</td>
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<tr>
<td><strong>Aligned</strong>&lt;br&gt;My life is increasingly filled with others who are focused on their own unique 10x Purpose.</td>
</tr>
<tr>
<td><strong>Innovative</strong>&lt;br&gt;My time and talent are now devoted to creating 10x capabilities for other 10x entrepreneurs.</td>
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**The 10x Persuader**

Having multidimensional discussions with ambitious, talented, and successful entrepreneurs about all the ways they can continually multiply their business and personal resources, opportunities, capabilities, and results 10x.

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**Dan Sullivan:** As soon as I began answering The 10x Purpose question and operating as The 10x Persuader, everything in my life going back to 1944 began to make sense in terms of preparing myself for the 10x future that lies ahead — which will increase for the rest of my entrepreneurial life.
The most important thing for me on the diagram is my answer to the question. I have given a name to the focus and activity: The 10x Persuader. Let me explain how important this is to me. All my life, I have had this driving desire to help highly creative and productive people to multiply their capabilities and results. And now, with The 10x Persuader, I have a name for the single activity and focus that will keep me absolutely fascinated and motivated for the rest of my life.

As this unique lifetime entrepreneurial focus and role has become increasingly clear to me, I have gotten eight big rewards, which I have listed down the right-hand side of the diagram. I’d like now to go over these in terms of how they can benefit you, because I have discovered that virtually every other entrepreneur who is answering The 10x Purpose question is experiencing increasing rewards as well. Here are the eight areas where you will experience greater success, significance, and satisfaction.

**Simplified.** As soon as you begin using the question as your single criterion for decision-making, planning, communication, and action, everything in all areas of your entrepreneurial life will start to simplify. This will happen almost magically, because as you start to simplify things consciously, you’ll also stop taking on anything that would make your life more complicated.

**Creative.** You’ll find that now that you have this incredibly simple focus to your life, your mind will be dramatically freed up to think about new kinds of possibilities and connections. In other words, you’ll start to become creative in the way that Steve Jobs described it: Creativity is putting things together. So instead of spending most of your attention and energy reacting to complications, virtually all of your time will be freed up to focus on putting great possibilities and resources together that will continually multiply your future results.

**Integrated.** The 10x Purpose question is like a microchip operating at the very core of your life. Increasingly, it will allow you to spend your time on only the central activities and situations that keep you absolutely fascinated and motivated. Everything that doesn’t qualify, you’ll completely eliminate or avoid. So what will dramatically decrease as The 10x Purpose gets more powerful are all the things that can conflict with each other. From one year to the next, your life will be continually and delightfully conflict-free.

**Liberated.** As your answer to The 10x Purpose question becomes clearer, you’ll find yourself increasingly liberated from all energy-draining dependencies. At the same time, there will be a huge jump in your teamwork with those who are also zeroing in on their 10x Purpose. And, of course, being liberated to work with other self-generating people with their own unique purposes is incredibly more enjoyable and rewarding than hanging around people who drain your energy.

**Strategic.** Once you have your answer to The 10x Purpose question, you’ll begin to see that you can start planning for all kinds of new multiplier projects that will bring you an enormously abundant future. Your single answer will create an endless series of 10x possibilities. It will also mean that for the rest of your life, you’ll be able to focus on a single activity that will keep you permanently free from disorganization caused by things that don’t relate to your 10x Purpose.

**Disciplined.** Nothing good has ever come in my life without my being disciplined to the best course of action over a long period of time. The 10x Purpose answer provides a very clear and confident track for you to run on for the rest of your life. As you go forward, you’ll be less and less distracted by anything that doesn’t directly support the role you’ve identified by answering The 10x Purpose question.

**Aligned.** Everybody who works with me in any capacity now knows about my 10x Purpose. And as you get clearer on your answer to the question, the people in your life will know about your 10x Purpose as well. This will be an incredible benefit to you because you’ll discover that the best resources, capabilities, and opportunities are attracted to the
most powerful and exciting purposes. And at the same time, your life will be increasingly free of any individuals, situations, or factors that in any way oppose where you’re heading.

Innovative. As soon as your answer to The 10x Purpose question becomes clear to you and you begin to take on the role that comes out of this breakthrough, you’ll find that you’ll start creating an increasing number of innovative solutions for yourself and others. And here is the great discovery that will come from focusing on a single activity and role: All boring repetition will disappear from your life.

When I look at my future from the innovative perspective of The 10x Purpose — from the vantage point of being The 10x Persuader — I find that everything ahead looks exciting. There will be countless surprises from this point forward, and I expect that all of them will be positive ones.

So here is my pitch to you. The 10x Purpose is an entirely new lifetime focus and activity that will integrate and expand your most creative and productive capabilities, from now on, over the course of your entire lifetime.

The only thing that can stop this from happening is your unwillingness to engage with The 10x Purpose question. The only thing that can prevent a life of 10x growth, progress, and results is a negative belief that basing your life on a single fascinating and motivating activity would simply not be possible for you — or for anyone else.

So what’s the solution here? It’s all in the question and your willingness to answer it right now — and to go on answering it for the rest of your life. Simply asking The 10x Purpose question, and then continuously using it to expand everything that supports the answering of it, will automatically multiply your results. And, at the same time, you will also be eliminating everything that prevents the answering.

Right now, you can start this multiplier process with a single sheet of paper. Draw a line down the middle to create two columns. At the top of the first, write “Prevents” and at the top of the second, write “Supports.” Then just brainstorm all those things in your life right now that prevent you from answering the question. When you’re finished — and this is the real payoff — write all the things in your life that are already supporting your answering of The 10x Purpose question.

The moment you start writing this down, you will immediately begin transforming and reorganizing your entire entrepreneurial lifetime with the daily answering of a single question — the answer to which represents your 10x Purpose in life.

Everyone I’ve asked this question of in Strategic Coach® is immediately amazed by what it does to their thinking. They see that this is a single focus that guarantees continual entrepreneurial growth for the rest of their lives.

The world is becoming increasingly complex because of technological change. But The 10x Purpose enables entrepreneurs to increasingly simplify their lives when the lives of those around them are becoming more confusing.

Hundreds of Coach multipliers have already been introduced to The 10x Purpose in their workshops, and the response has been overwhelmingly enthusiastic.

To be constantly more fascinated and motivated by your unique entrepreneurial focus and activity for the rest of your life is one of the greatest sources of personal wealth and well-being that could be achieved by anyone in the 21st century.

In closing, I’d like to relate The 10x Purpose question back to the Scarcity Vs. Abundance framework I laid out in the first issue of The 10x Thinker. The answering of this question for the rest of your life will automatically and increasingly take you 100 percent into the world of abundance — and free you from and protect you against all scarcity thinking and influences everywhere in your life.

Try it. You’ll be more and more amazed by the results you get.
There is much talk around the world today about how to educate human beings in a 21st-century, technologically-connected society and economy. But most of these discussions hold onto the idea that the existing educational authorities will still be in charge of what gets taught and how education is organized.

My vision for this VOTA Formula, which I’ll describe in detail below, is that it could become the single universal skill of daily, practical transformation in the lives of increasing numbers of people throughout the 21st century.

Here’s what I have in mind when I say this. I’m talking about a world where billions of individuals are using VOTA to plan, structure, and transform the normal opportunities and challenges of their daily lives. This world would be easily 10x more productive and prosperous — that is, 10x more abundant — than our present one.

To get a quick overview of what I’m planning here, have a look at the VOTA Formula diagram on the following page. Then, come back and we’ll look at this concept in more detail.

VOTA is the basis of all human problem-solving.

Over my past 40 years as a coach to highly successful, talented, and ambitious entrepreneurs, I have identified a single process that all of these entrepreneurs — more than 15,000 of them — utilize to make creative breakthroughs in their businesses and lives and to create innovative new forms of value creation in thousands of different marketplaces around the world. Let me walk you through what this means.

VOTA makes use of four great brain abilities that every human being is born with: Vision, Opposition, Transformation, and Action. It is these four fundamental thinking abilities that unify all of human experience, going back to the very beginning. On the next pages, I’ll explain each of them more fully.
**The VOTA Formula**

**Multiplying The Problem-Solving Creativity Of Every Individual On The Planet**

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<td><strong>Action:</strong> The ability to make the transformation of obstacles into a visionary result.</td>
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Every individual is born with the potential for mastering VOTA, the complete ability to increasingly visualize and achieve desirable future results that do not yet exist. In order for this mastery to increase, however, each of the four VOTA abilities must be continually strengthened as a single integrated process. The most creative individuals — those capable of always multiplying their existing resources and opportunities — are those who use VOTA as their central approach to all daily experiences.

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<td><strong>Transformation</strong></td>
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**GOAL**

Visualize and then write down a future desirable result with a firm deadline and specific measurements that completely focus your mind.

Next, identify and write down all the existing obstacles that can prevent all those future measurable results from being achieved.

Focus on each of the obstacles and identify a strategy that will enable you to use the obstacle itself as the raw material for moving toward your visualized results.

Continually translate your transforming obstacles into actions that will take you directly to the complete achievement of your visualized results.

**RESULTS**

**VOTA How Every Human Brain Works**

[Diagram showing the VOTA process from Vision to Action with arrows indicating flow]
Vision: Seeing a future that doesn’t yet exist.
Vision simply consists of defining a practical project for self-improvement, setting a specific goal, and then specifying the results — the actual measurable results that will signify your success at a specific future date. Every human being has this capability, but the vast majority are undermined by what comes next.

Opposition: The raw material for all progress.
Opposition arises in your brain as soon as you visualize a bigger and better result in the future. This is totally natural, totally automatic, and totally necessary. Your mind, after you see the possibility of something bigger and better ahead of you, immediately identifies all the obstacles that would prevent you from achieving those much better results.

Most people, when they experience opposition to their visions, believe this means that they can’t move forward, that they can’t achieve what they want. But, in fact, this opposition is absolutely necessary to moving forward. Here’s why:

Transformation: From opposition to results.
Transformation is the act of looking at every obstacle to your results and identifying an immediate, single action — a decision, communication, or achievement — that will begin the process of converting the obstacle into the actual result. It is the opposition to your vision that points directly at the specific actions you need to take to achieve that vision.

Action: The steps to the envisioned future.
“Action” in the VOTA process means the complete set of coordinated decisions, communications, and movements forward that will transform all the obstacles that have arisen in your thinking into the actual envisioned results.

What I have just outlined is the complete VOTA experience that forms the basis of all human improvement and progress. Understanding how VOTA operates, therefore, is one of the most important human capabilities.

As an entrepreneur, you’re involved in dozens of VOTA structures and processes at any given time. In the course of your entire lifetime, you’ll be involved in thousands of these experiences. That’s the way it has always been and the way it will always be in the future.

For the past 40 years, I’ve been creating a vast universe of thinking tools, structures, and processes that are all based on this fundamental VOTA formula for making continually greater personal and organizational progress. In Strategic Coach, our entrepreneurs have both a specialized worksheet and an online tool called The Strategy Circle® that enables them to do all of their VOTA-based thinking within a single gameplan.

From ages six to eighty-five. The VOTA Formula has been used successfully in tens of thousands of different practical, daily situations by individuals ranging in age from six to eighty-five. In every case — without exception — the impact of using VOTA has produced an immediate increase in individual, group, and organizational clarity, confidence, and capability.

What is possible here, then, is a fast, easy, simple — and completely viral — means of transforming the creative problem-solving capabilities of individuals around the planet in every situation.

The biggest obstacle that could stand in the way of this is simply the reluctance to believe that such a fast, easy method can make an extraordinarily powerful, profound, and permanent impact without the need for the involvement of educational authorities and hierarchical systems of control.

The way to bypass this obstacle of “elite control” is simply to have millions of successful, talented, and ambitious entrepreneurs use The VOTA Formula as their own personal transformational capability.

Every entrepreneur who participates in Strategic Coach automatically learns how to capitalize on
There is now a growing possibility of providing a new method for billions of human beings to transform their skills of thinking, creativity, communication, and cooperation in ways that were not possible or even imaginable 25 years ago.

the transformative power of VOTA. But, in the scheme of things, the vast majority of individuals in global society are not going to be participants in Strategic Coach.

But you can learn how to use the VOTA approach as soon as you finish reading this 10x Thinker essay. Here’s how:

Simply take a large, blank sheet of paper, turn it sideways, break it into four columns, and label these (1) “Vision,” (2) “Opposition,” (3) “Transformation,” and (4) “Action.”

1. In the first column, write down your bigger and better vision with specific achievable results and measurements, and establish a deadline.

2. Then, in the second column, write down up to ten immediate obstacles that would prevent you from moving toward your results.

3. In the third column, write down a strategy for overcoming each of the obstacles in the form of a decision, communication, or action.

4. At this point, make a copy of your worksheet, and on the copy, use the fourth column to write down the first steps you’re going to take for each of the strategies you’ve identified in the “Transformation” column. Keep making additional copies and filling in the “Action” columns until you’ve achieved all the results that are listed in the “Vision” column at the far left.

The VOTA Formula works because it takes direct advantage of how every human brain functions to make use of Vision, Opposition, Transformation, and Action.

In my years as a coach to successful entrepreneurs, it has never taken longer than an hour using VOTA to transform a given situation into an extraordinarily motivating action plan for creating a significant improvement — both individually and organizationally. Everyone who has ever been associated with Strategic Coach knows that VOTA can be immediately mastered, can be applied to anything, and always works.

Multiply problem-solving 10x. So think about the incredible possibility here. If we can multiply the daily problem-solving creativity of the entire human population on the planet by 10x at little or no cost and in a remarkably short period of time, then millions of seemingly unsolvable human problems will be quickly solved.

We can now transform the ability of the entire human race simply by having each person master The VOTA Formula.

The underlying philosophy of VOTA is that in the 21st century, individuals can become increasingly clear, confident, and capable in designing and building their own lives simply by using the fundamental problem-solving formula that has always been built into the natural operation of their own brains.