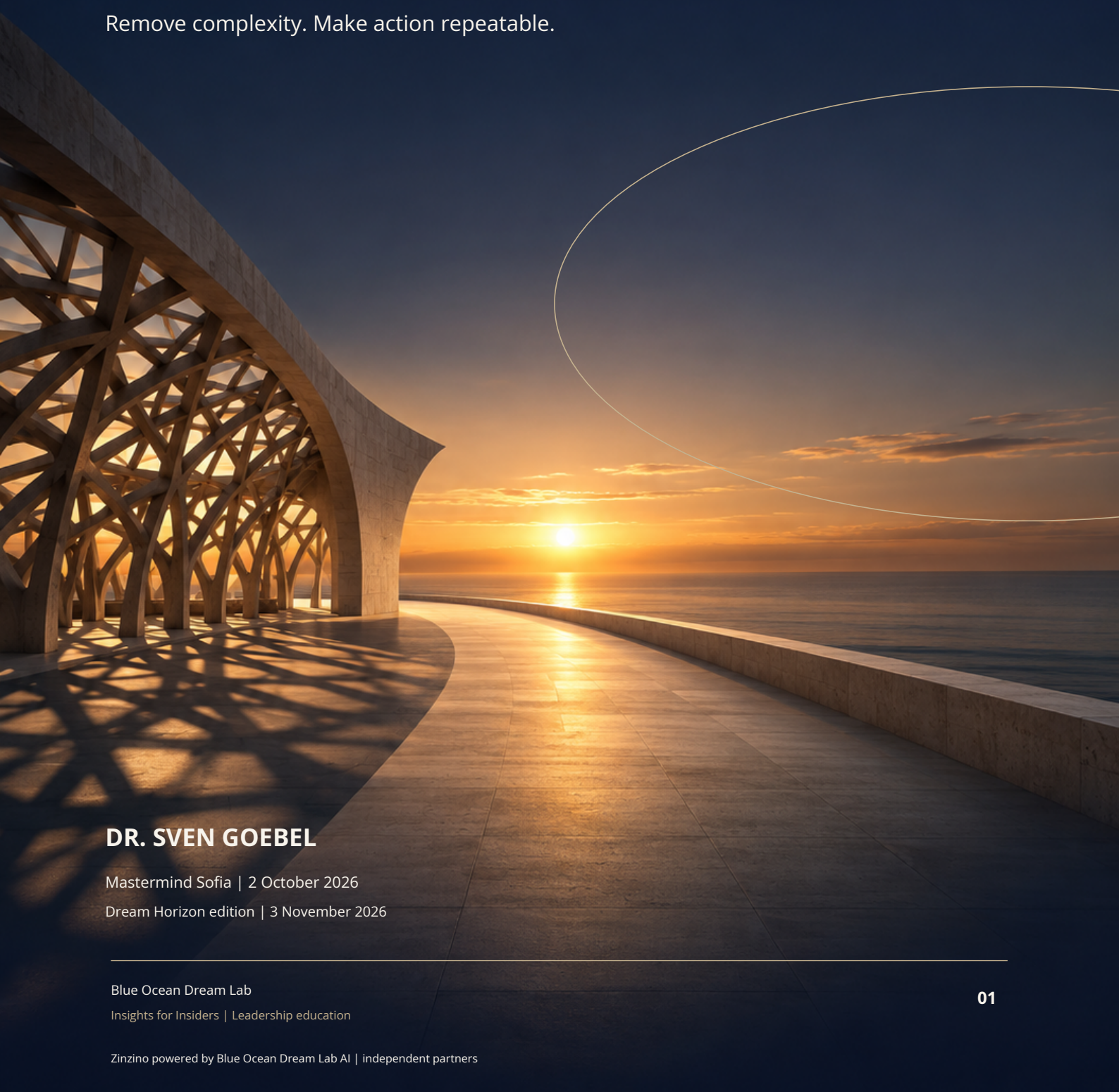
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INSIGHTS FOR INSIDERS / MASTERMIND EDITION / EN

THE 10X POWER OF SIMPLE.

Remove complexity. Make action repeatable.



DR. SVEN GOEBEL

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THE CENTRAL IDEA

Growth begins with what you remove.

We all recognise the ambition: a larger impact, a stronger organisation, more freedom. The usual answer is more effort. More calls. More meetings. More information. But ten times the work is a poor strategy for someone who already has a full life. You do not have ten times the hours.

The question is not how to squeeze more activity into the same day. It is how to remove the friction that stops useful activity from happening, and how to make that activity accessible to other people. Simplicity is therefore a leadership discipline. It changes what people believe they can do.

> **10X results cannot depend on 10X more work.**

When a newcomer watches you work, the decisive thought is: I can do this too. If your performance produces admiration without that belief, you may have demonstrated your expertise while weakening duplication.

This paper follows the argument of my Sofia keynote: unlearn what complicates the work, identify the essential, remove unnecessary steps, repeat what serves the purpose and develop people who can help others do the same. The 10X question is an ambition, not a forecast. Its value is the different thinking it demands.

PUT IT INTO PRACTICE

Choose one process where effort is increasing faster than useful progress.

01 / THE EXPERTISE TRAP

Your knowledge can become their excuse.

When I entered network marketing in 1992, I was a scientist working on my PhD. The company sold air and water filtration systems. I believed I understood the technical story better than most people, and naturally assumed that explaining it would help everyone.

I prepared a detailed document, spent days producing and binding copies, and brought them to an opportunity meeting. The organiser looked through it and told me to put it away. I had created something impressive to a scientist. To a beginner, it could look like an entrance examination.

> ## Translate expertise into clarity.

The lesson was not that knowledge is useless. It was that my knowledge could become somebody else's excuse: of course it works for him; he is a scientist. The more extraordinary the leader appears, the less ordinary people may believe they can participate.

Expertise earns its place when it creates clarity. Explain what is needed for the decision at hand. Keep deeper information available through reliable resources. Do not make your entire knowledge journey compulsory before somebody can take a responsible first step.

A newcomer needs a path into action. An expert often hands them an archive. Those are very different experiences.

PUT IT INTO PRACTICE

Review the first day of onboarding. Which information enables the next action, and which can wait?

02 / UNLEARNING

Experience strengthens every habit.

My tennis coach preferred teaching somebody who had never held a racket to correcting a player who had used the wrong technique for ten years. A familiar movement feels right because it is familiar. Repetition can strengthen the very thing that holds us back.

We bring the same problem into business. A favourite explanation, an elaborate presentation or a fixed idea about leadership may travel with us into every new situation. We change the company, the tools or the product while keeping our old technique.

> **Learning adds knowledge. Unlearning makes room for better judgement.**

You do not do the business as it is. You do the business as you are. That observation asks us to examine our own lenses. What do I assume a beginner must know? What do I keep doing because it once worked? What have I made too personal to question?

Unlearning needs a replacement. Identify one behaviour, observe its effect and practise a simpler alternative. Ask a capable mentor to watch what actually happens. Good coaching makes the behaviour visible; it does not merely demand more motivation.

Experience becomes an advantage when it helps us recognise what to remove. It becomes an anchor when we defend every habit we have accumulated.

PUT IT INTO PRACTICE

Complete: I used to believe I had to ___ before I could ___. Test that assumption.

THE MODEL / AT A GLANCE

Two kinds of simple.



Conceptual model from the keynote; not a measured curve.

> **Protect enthusiasm. Build capability. Make the next action clear.**

03 / TWO KINDS OF SIMPLE

The far side of complexity.

At the beginning, simplicity often comes from knowing very little. There is hunger, curiosity and excitement. People start conversations because they believe something worthwhile is possible. They have not yet collected every reason to hesitate.

Then the learning begins. More videos, more workshops, more product knowledge, more methods. Soon knowledge rises while excitement falls. Preparation starts to replace participation. The business that looked accessible begins to resemble another university course.

> ## Know more. Require less of the beginner.

The answer is not to keep people uninformed. There is a second kind of simplicity: the clarity that comes after understanding complexity. The beginner says, I do not know much. The expert says, I know a lot. The mature practitioner can say, I know what matters here.

Our responsibility is to help people reach that clarity without making them climb every unnecessary mountain we climbed. Teach in the order that knowledge becomes useful. Let real experience reveal the next learning need. Keep enthusiasm alive while capability grows.

The test of training is not how much information we delivered. It is whether someone can now see and take the next useful step more clearly.

PUT IT INTO PRACTICE

After the next training, ask a newcomer to describe their next action in one sentence.

04 / DUPLICATION

Simplicity, not similarity.

Duplication is often confused with turning everyone into the same person. The same personality, the same words, the same presentation style. That is an impossible ambition for an international organisation made up of different people.

What can travel is a clear method. People retain their personality while understanding the essential action and the purpose behind it. A process that requires my scientific background or my stage confidence is not yet accessible enough.

> ## The decisive response: I can do this too.

Point, guide and direct is a practical example. A product question arrives. Instead of performing a technical lecture, acknowledge the question and guide the person to a relevant, dependable resource. Explain why it helps, then return to the conversation. The tool carries the detailed explanation; you guide the relationship.

Accuracy still matters. If the resource does not answer the question, find a qualified answer. Simplicity is not permission to improvise facts or avoid a legitimate question.

The same principle applies to invitations, follow-up and onboarding. Can someone understand the sequence, use it in their own voice and help another person learn it? That is the test. A copied performance may look similar. A clear process creates capability.

PUT IT INTO PRACTICE

Choose one recurring question. Agree on one reliable resource and one useful follow-up question.

05 / REMOVE THE AIR

Make the essential visible.

In the keynote I use the story of an iPod dropped into an aquarium. Air bubbles reveal space that could still be removed. Whether read as a business anecdote or simply as a metaphor, its point is powerful: what looks finished may still contain unnecessary space.

Our businesses contain air too. Unnecessary steps. Meetings. Decisions. Complicated product conversations. Training without an immediate purpose. Hesitation. Perfection. Non-result activities. Procrastination. Each can seem reasonable on its own. Together they slow the movement from intention to action.

> **You cannot remove the air while defending everything that created it.**

The word unnecessary matters. A training session is not waste because it takes time. A conversation is not too long because somebody asks a serious question. Remove friction that contributes nothing; preserve what protects understanding, quality and trust.

My old Harley-trailer advertising idea taught a related lesson. I thought a dead-horse website metaphor was clever. Someone looking at the trailer saw something entirely different. Good intentions do not guarantee a clear experience for the person receiving the message.

Follow one process from the other person's side. Where do they wait, become uncertain, repeat information or need permission? That is where the bubbles often appear.

PUT IT INTO PRACTICE

Map every step in one routine. Remove or combine one step that serves no necessary purpose.

06 / THE 10X FILTER

Three questions. Real decisions.

What matters most? If you could do only three things in your business over the next 90 days, which would deserve the time? The limit forces a decision. A list of fifteen priorities is often a refusal to choose. Describe the activities, not only the outcomes you hope for.

What can go? We celebrate the courage to start. Growth also needs the courage to stop. Remove a tool that duplicates another, simplify a confusing handoff or reconsider a meeting that no longer earns its place. Make clear which essential function must remain. Otherwise removal merely moves the problem.

> ## What matters most? What can go? What should I repeat?

What should I repeat? Find the few useful behaviours, make them understandable and practise them consistently. Do not change the method after every difficult conversation. Equally, do not preserve an error simply because it is familiar. Observe whether it creates a useful next step and whether someone else can carry it out.

These questions belong together. Priorities without subtraction become additional pressure. Subtraction without repetition creates empty space. Repetition without judgement multiplies the wrong things.

Return to the filter when the system begins accumulating tools and exceptions again. Simplicity must be maintained, just as deliberately as it was created.

PUT IT INTO PRACTICE

Make one decision under each question. Put the decisions into this week’s calendar.

07 / BEYOND YOUR 24 HOURS

Performance adds. Leadership multiplies.

Speed matters because action creates feedback and feedback supports learning. But speed alone does not remove the limit of your own time. A faster bottleneck is still a bottleneck.

The next movement is perform, develop, multiply. First, you create results and understand the work. Then you help another person become capable. Eventually that person helps somebody else develop. Your experience begins to travel beyond your own availability.

> **Before you multiply leadership in others, develop the leader within yourself.**

That demands more than handing over a script. Let people practise, make appropriate decisions and receive useful feedback. Notice when you are taking over to feel helpful rather than helping them grow. A process is not truly transferred while the leader must rescue every ordinary step.

The last bottleneck is the mirror. What do I make unnecessarily complicated? Where do people wait for me? What habits am I teaching without noticing? What do others become around me?

This is where simplicity becomes more than efficiency. We simplify so that people can participate, gain confidence and develop judgement. The point is not merely to achieve more personally. It is to create conditions in which more people become capable of meaningful contribution.

PUT IT INTO PRACTICE

Choose one task someone can learn to do independently, and later teach to another person.

WORKING PAGE / YOUR NEXT MOVE

Turn insight into action.

Use this page for reflection or a practical team conversation. Choose one change you can observe.

01 / What three activities matter most over the next 90 days?

02 / Which step, meeting, tool or habit can go?

03 / What simple sequence will we repeat?

04 / Where do people wait unnecessarily for me?

05 / Who will practise this independently, and when will we review it?

FIRST ACTION / OWNER / REVIEW DATE

THE AUTHOR / THE ORIGIN

Practical principles. Lived experience.

Adapted from The 10X Power of Simple, delivered 2 October 2026, using the full keynote transcript, speaker notes, final thumbnail overview and earlier Academy white paper. Spoken language has been edited for clarity. Obvious transcription errors and unrelated speakers have been removed. Application prompts and diagrams are editorial developments, not verbatim passages. This is a practitioner paper, not an independent research study.

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A network marketing professional since 1992, Dr. Sven Goebel combines more than three decades of field leadership with experience as a consultant, corporate executive and company co-founder. He holds a PhD from the Technical University of Darmstadt.

Through Blue Ocean Dream Lab, he shares practical principles for simplicity, leadership development and team culture. Sven and Audrey Goebel were named Zinzino Partner of the Year 2025.

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