

THE MAX CODE

Leading the "A" Company Revolution



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About Max International

Max International is a health and wellness company dedicated to improving both the physical and financial lives of individuals all over the world. We accomplish this by providing research-based products that are proven to be beneficial. Our network marketing model provides a lucrative compensation plan and unmatched support.

We strive to deliver a better way of life to our associates.

Max International is the creator of MaxGXL[®], a patent-pending nutritional supplement formulated to promote and enhance the body's production and use of its most important antioxidant, glutathione (GSH), at the cellular level. Increased levels of GSH strengthen your immune system, increase your energy level, and enhance the body's fight against aging and the ailments of aging. Increased levels of GSH also result in faster recovery from strenuous exercise regimens.

Learn more at www.max.com.

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Fifty years ago, the guaranteed road to success was to work as an employee of a large institution. "Go to school and get good grades, so you can get a secure job in a stable corporation," your parents sermonized. Passion and values were sacrificed on the altar of security. Making money was more important than making a difference.

Those obsolete rules are now gathering dust.

The new rules have screamed past them, uprooting exhausted dogma, transforming the business landscape, and generating a wake of turmoil in the process. Embedded in the turmoil, however, are profound opportunities that your parents never dreamed of. But these opportunities can only be fully harnessed by the finest individuals and companies.

The new model of success is this: Find or create a cause you care about deeply, one that embodies your core passions and highest values, and devote your life to that cause with entrepreneurial fervor, speed, and agility.

This the "A" Company revolution.

Max International is dedicated to leading and spreading this revolution by living the Max Code, and we're issuing the call to "A" individuals to join the cause. Your strengths, insights, and talents will propel the revolution to new heights. And never again will you feel pressured to disregard your passions and discard your values. In fact, you will be encouraged to elevate these to the forefront of your efforts.



What is an "A" Company?

In an "A" company, mission and making a positive difference for individuals and society are their primary reasons for existing. Profit is a function, a byproduct, of fulfilling the mission. This is in contrast to the following:

"B" Companies: Generating profit is primary, mission and making a difference are secondary.

"C" Companies: Making money is the singular goal. Mission beyond money isn't even on their radar.

"D" Companies: Making money at the expense and to the detriment of others.

"A" companies—or what Jim Collins refers to as "great companies"—are infused with meaning and purpose. They are consistently engaged in the pursuit of ideals, and never is this quest compromised to cater to expediency. They are guided by ethical values and their path is made straight through integrity. These values and ideals are embodied in governing constitutions and inspiring credos—in our case, this is the Max Code.

"A" companies are wise and caring stewards of people, resources, and the environment. They adhere to principles and driven by a tangible sense of social responsibility. They exist to serve people and make the world better and more sustainable. "A" companies give more than they take, produce more than they consume.



"A" companies are holistic organizations, understanding that there is much more to life than making money and increasing market share. This holism permeates their systems and how they treat their associates. For example, such companies strive to support associates in living a holistic life. They allow them time and freedom to build their families, serve in their communities, and address their personal, spiritual, and emotional needs. Unlike traditional corporate culture, which demands that employees serve the company at all costs, "A" companies have a much more enlightened perspective on the relationship between the company and its associates.

Video: Co-Founder Greg Fullerton



"A" companies coalesce like-minded individuals, integrating their abilities and efforts into a synergistic cause. Team members in "A" companies feel appreciated, empowered, and fulfilled.

"A" companies are not perfect, but they *are* authentic and transparent. They do not sweep mistakes under the rug of avoidance or cover them up with the make-up of public relations campaigns. "A" companies take full responsibility for their mistakes, learn from them, and build on them. "A" companies don't operate behind glossy, hyped

façades. They radiate a down-to-earth, dyed-in-the-wool, wholesome, and legitimate goodness.

As good as they strive to be, the idealism of "A" companies is not starry-eyed and impractical. Their idealism is grounded by a viable economic engine. They understand that profitability is the lifeblood of sustainability. However, they also understand that profit is a means, not an end. It is an effect, rather than a cause. In fact, "A" companies are even more profitable than other companies, especially as the new shift in business and social awareness has taken hold.

"A" companies are learning organizations. They stay on the cutting edge of business and technology. They never become stagnant, complacent or arrogant. They create trends, rather than follow them. They employ all available tools and resources to help them spread more widely and impact more deeply.

The reward of belonging and contributing to such an organization is knowing that you are making a difference in the world, while also providing for your family and doing the things that matter most in your life. You are doing good while doing well.

"A" Attitudes & Practices

- Vision, purpose, and mission to make a positive difference; the money follows.
- Engaged in the lifelong pursuit of excellence through uncompromising integrity.
- Your problems are my problems, my heart and hands are yours.
- Together we are better.
- A culture where everyone is committed to values, principles, and healthy practices that allow everyone to succeed.

B, C, & D Companies

"B" Companies

More and more companies are realizing that just making money is not the best business model. The new triple bottom line—people, planet, and profit (the "3 P's")—differentiate companies from their competitors and make for good business. Corporate social responsibility, although still not the norm, is no longer incompatible with fiscal responsibility. You can do both. In fact, consumers and employees insist that you do both.

"B" companies realize that doing good in the world makes good business, but it's still an afterthought. It's not who they are at their core. It's not their primary reason for doing business. In fact, the social good of many "B" companies is not intrinsic goodness, but rather is motivated by the desire to cultivate market perception. They may do good, but for misguided reasons.

The hallmark of "B" companies is goodness. However, as Jim Collins states in his bestseller *Good to Great*, "Good is the enemy of great. And that is one of the key reasons why we have so little that becomes great...Few people attain great lives, in large part because it is just so easy to settle for a good life. The vast majority of companies never become great, precisely because the vast majority become quite good—and that is their main problem." "B" companies are good, but not great, which in today's world translates into mediocrity.

"B" Attitudes & Practices

- Want to do good, but aren't engaged in a fervent quest to do so.
- Social initiatives driven by market perception and expectation, rather than intrinsic goodness.
- Tend toward the static and routine, which leads to mediocrity, rather than, incremental improvement.

"C" Companies

For many companies, the pursuit of money trumps all other considerations. This goal is usually driven by fear or greed. "C" individuals and companies fear competition and the appearance of being below anyone else, or they have an insatiable need to have more, to be famous, to be perceived as larger than life.

It's not that these individuals and companies are bad or evil. They can be honest, upstanding members of their communities. What differentiates them is their motivations, more than their actions. Economist Milton Friedman once remarked, "We don't have a desperate *need* to grow; we have a desperate *desire* to grow." The undisciplined desire to grow can become the main impediment to growth, whereas, true growth is a byproduct of doing things the right way and for the right reasons.

"C" companies are governed by expediency, rather than principle. They'll do almost anything to make a buck, short of blatant theft or the market perception of wrongdoing. These are the companies that rationalize low pay and poor working conditions in the name of capitalism. They will take on almost any new business venture if it thinks it will make them money, but not because it supports an overriding strategy.



"C" Attitudes & Practices

- No reciprocal help between stakeholders.
- Individual excellence without group synergy.
- "What's in it for me?" attitude.

"D" Companies

A "D" company, or industry, is one that exploits people with little thought of the consequences. The tobacco and gaming industries are notable examples. Sadly, these industries thrive by playing on human weakness, addiction, and greed.

"D" companies do not feel any sense of responsibility to their customers, employees, or society at large. Their lack of responsibility, manipulation, deception, and greed leave countless victims to deal with the consequences.

Enron, for example, will forever be a household name—and the brunt of many sardonic jokes. CEO Kenneth Lay was convicted on six counts of fraud for grossly exaggerating the value of the energy giant, which claimed more than \$100 billion in revenue, shortly before it was revealed that they were broke. Thousands of employees were left with nothing but anger and bitterness. Taxpayers will never forget AIG, who will live in infamy as one of the most exploitive companies due to corporate greed and irresponsibility. Bernie Madoff left a wake of destruction that has impacted millions.

"D" Attitudes & Practices

- Gain at the expense and to the detriment of others.
- Company and distributors live by expediency, then exploit each other.
- Company pitches a particular image but doesn't deliver—the classic "bait and switch."

Video: President Mike Larkins on A, B, C & D Companies



The New Rules and Opportunities

The world has changed. People have a heightened sense of vulnerability. Technology has transformed the way we interact and our perspectives on the information we trust. The Internet has revolutionized how businesses must operate and how we make a living.

These changes are embodied in four new realities: transparency, authenticity, speed, and higher purpose. "A" companies embrace these realities; lesser companies either reject them or aren't even aware of them.

Transparency

Technology brings information to our fingertips. Not only are we able to access information, but we're also able to *spread* information. We are all broadcasters to our intimate social groups and larger peer groups. People now trust the opinions and endorsements of their social network more than they do the traditional, in-your-face advertising and marketing. Our networks help us gain clarity and sift through all the information that we are bombarded with.

Our hyper-connected world has transformed communication from a top-down, formal and authoritative, business-to-customer model to a bottom-up, customer-to-business model. Furthermore, side-to-side, or customer-to-customer, interaction creates even deeper challenges and opportunities.

The new modes of communication mean that individuals and companies cannot run or hide from flaws and mistakes. Email, blogs, social networks, online content, videos, podcasts, and customer reviews all compound to generate a piercing light into company practices, standards, and values. Any wrongdoing—even its perception—is exposed quickly and mercilessly.

Authenticity

People are distrustful of failed institutions and exploitive companies. We want to listen to and align with individuals and groups that we believe are authentic, those that we can trust. We no longer want to be told how to think or manipulated through mass media. We've developed an acute sensitivity to hype, propaganda, and artificiality in any form and to any extent.

We want to know the cold, hard truth beyond advertising and behind fine print. We want the real, the tangible, the trustworthy, rather than glossy appearances, false promises, and cheesy tactics.



Speed

Coinciding with the rise in communication is the reality of speed. Business conditions change in real time—only lean and quick business will survive. What's true for a business one week may be completely false the next.

Higher Purpose

Individuals want to be empowered and fulfilled. We've conquered basic necessities; now we seek to find, create, and share deeper meaning and purpose beyond earning more money and acquiring more material goods. We're thirsty for ways to make a difference and leave a lasting legacy.

So What Does it Mean for *You*?

Quite simply, it means that if you want to thrive in the new reality, you must be transparent, authentic, and quick, and you must live for a higher purpose than simply making money.

You can't just put up a front—you must be legitimately good and honorable. Your true self must be worth knowing, and you must share that true self with the world. You must stay on the cutting edge of business, marketing, communication, and societal developments. You must be a lifelong learner to stay ahead and take advantage of new trends, strategies, and tools. Most importantly, your career and your passion must coincide. You have unprecedented opportunity to earn a living doing what you love to do.

You can no longer depend on a corporation to give you lifelong, stable, predictable employment with good benefits. You must be self-reliant and entrepreneurial. You must create your own way, rather than depending on others to create a path for you.

“Life is no straight and easy corridor along which we travel free and unhampered, but a maze of passages, through which we must seek our way, lost and confused, now and again checked in a blind alley. But always, if we have faith, God will open a door for us, not perhaps one that we ourselves would have thought of, but one that will ultimately prove good for us.”

– A.J. Cronin

In short, you must become an “A” individual. The new rules pose challenges for lesser individuals, but the finest individuals are discovering that conditions have never been better for them to shine, thrive, and prosper.

For “A” individuals, the new rules mean greater control, autonomy, and freedom. They mean living with greater passion and purpose, while making a great living; in other words, to do good while doing well. They give you the ability to make a difference that will be felt for generations.

Knowing the rules is one thing. Applying them in the right way and using the right vehicle is another. Are you ready to find a home, a safe harbor where you don't need to worry about exploitation and expediency? Are you ready for an opportunity with no upside limitations, one with a direct connection between effort and reward?

Your choice is to either build an “A” company, or align with an existing one to eliminate the hassle and headaches of business overhead and management. We invite you to consider aligning with Max International.

What Max is Doing to Be an "A" Company

At Max International, we're passionate about improving the physical, mental, and financial well-being of all those we touch. Understanding that money follows from creating value, we're on a mission to make the world a better place.

Through our Code, we strive to harness the positive spirit and power of values and principles, rather than depending on the negative force of rules. Our goal is to create a self-governing culture wherein every Associate understands that it's his or her responsibility to keep our brand healthy and viable by possessing long-term vision. This is ensured by code-created leadership; leaders promote the Code and the Code guides the leadership, much like a constitution.

The following "atom" model outlines the areas of the Max opportunity:

Video: President Mike Larkins on How the Atom Helps Max Be an "A" Company



The Max Code

All of our efforts to maintain "A" company status flow from our Code.

The Max Code was developed as an ethical standard of conduct. It is the banner at the head of our cause, our undeviating north star, our unyielding pillar of strength and honor. It is a firm and clear ideal that defines our values, shapes our attitudes, guides our behavior, and determines our decisions. It is the core of everything we do and promote. It prevents us from sacrificing principles to expediency.

1. At Max, we genuinely care about people. We want to build an extraordinary company that makes a difference in the lives of people throughout the world.
2. We believe that people can improve the course of their lives by adopting and living by truth; therefore we feel a responsibility to search for, live by, and teach correct principles.
3. We believe that our products improve people's quality of life. We are dedicated to bringing products to market that have science-based research, high manufacturing standards, and case studies that confirm that the products work.
4. We believe in the principles of free enterprise, and that people should be paid well for their efforts.
5. We believe in being honest and in telling the truth. We are committed to fairness and believe that business relationships should benefit all the parties involved.

6. We listen to and partner with those who want what we are trying to build.
7. We believe in personal development. We help others grow and reach their potential.
8. We recognize that if and when we drift from our Code we will take swift corrective action.
9. We open international markets only when we are fully ready to support them.
10. We believe in the Law of the Harvest. We want our Associates to generate wealth for themselves by providing tangible value to their stakeholders.
11. We will generate wealth for ourselves too, by providing compelling value to our Associates and Preferred Customers.

Video: President Mike Larkins Discusses the Max Code



George & Fred: The Need for Ongoing Course Correction

Suppose you were flying from San Francisco to Hawaii aboard a 747 jet. Would it surprise you to learn that, for most of the trip, the jet is not piloted by humans? Airplanes are guided by two black boxes, which are referred to as "George" and "Fred."

Fred is the Inertial Navigation System, which knows at every moment exactly where the airplane is and where it is supposed to be. In earlier years, a human navigator would look at his instruments and make manual calculations. By the time he had ascertained their position, the plane had moved from that spot. Fred solves that problem.

George is the autopilot. He controls both speed and direction. He and Fred talk to each other constantly. If we could hear their conversation in English, it would sound something like this.

Fred: "George, we're off course two degrees to starboard."

George: "Okay, Fred, I'll fix it."

Fred: "George, we're off course three degrees to port."

George: "Okay, Fred, I'll fix it."

Fred: "George, we're forty knots below our airspeed."

George: "O.K. Fred, I'll fix it."

Fred: "George, we're three hundred feet too low."

George: "O.K. Fred, I'll fix it."

This conversation continues all the way to Hawaii, and George and Fred bring the giant plane within a thousand yards of the runway, and within five minutes of the scheduled arrival time.

The incredible thing is not so much the accuracy of Fred and George, but the fact that the airplane has been in error 90% of the time of its flight—and yet it still lands on target and on schedule!

Similarly, the Max International Code stands as a constant reminder of who we are and what we are trying to become. It helps us get back on course if we stray or drift. Our Code, "Fred," tells us where we are and where we are supposed to be. "George" represents our leadership, both corporate and field, that corrects problems as they arise. This is a continual process.

Our Call to "A" Leaders

Max International is creating a principle-based culture, a hub, where individuals can improve their overall well-being and help others do the same. We are actively looking for those that want to be a part of something great and long lasting. We know that people value authenticity, and we want to attract those that are like-minded.

Video: CEO Peter Nordberg on Max Growth



We know that there are many who want to be part of something that is extraordinary, that is going somewhere, that creates a level playing field, and that ultimately makes a lasting difference. We want to attract "A" associates, invite "B" and "C" associates to improve and support them to do so, and request that "D" associates change or "get off the bus."

"A" companies are nothing but the aggregate of "A" individuals. Ultimately, it is our associates that earn our "A" designation. You are on the front line. It is you and your actions that potential

customers see. You are the focus, the lifeblood, the backbone of our company. The “A” company revolution is led by you, and facilitated by us.

We have put the essential elements into place—vision, products, motivation, and core values—to lay the foundation of an “A” company. But we cannot do it alone. We need likeminded individuals, those that believe in the message, those that truly want to make a difference, to fulfill the mission.

This is not about our mission—it’s about *yours*. If your mission coincides and resonates with ours, then this is the place to fulfill it. We’ve removed the barriers to your success. We’ve provided the vehicle. All you must do is drive it where you want to go. And we’re with you every step of the way.

Video: Invitation from Executive Vice President Craig Case



Appendices

Appendix 1: How to Get Involved

To ensure that we get clarity of understanding on how we need to work together we invite you to participate in the discussion at blog.maxgxl.com. We are listening and invite you to participate and provide input. We desire to be renowned in how we partner with our associates. We want to build trust and community.

We also invite you to connect with Max International on the following social networks:

- [Facebook](#)
- [Twitter](#)
- [LinkedIn](#)
- [YouTube](#)



Appendix 2: The Need for the Revolution in Network Marketing

Network marketing as a business structure has been revolutionary in its own right. It has given millions of people unequaled opportunity. It has been instrumental in eliminating bureaucracy and instilling a corporate culture of merit and equality.

However, it has also developed a bad name. Like any industry, the problem isn't with the structure; it's how it has been applied by specific individuals and companies. *Every* industry and company will experience difficulties when corporate leaders exploit and manipulate, and associates are self-seeking. The loss of principles in the name of expediency always produces negative consequences.

Unfortunately, many have forgotten the lesson of the Golden Goose. Through exploitation and expediency, and urged by the desire to get rich quickly, companies have cut open their assets and killed them in the process. Principles and people combine to form the true asset—or the "Golden Goose"—of "A" companies. When greed sets in, these are neglected, people are hurt, and ruin ensues.

Many traditional companies care little about building for the future or making lasting impact. They're in it solely for the money. Likewise, many hard-core network marketers don't care about the product or the purpose—they are just trying to make money. They want to get all of the eggs as fast as they can, however they can. Their methods become exploitive. They strive to get in at the right time, jockey for position, and manipulate others, versus believing in a product and purpose and building something that will last and make a difference in the lives of everyone involved for years to come.

“A” companies understand that there are a lot of eggs to go around and that everyone can be blessed and uplifted when the “goose” is properly cultivated. This principle-based, abundance mentality leads them to believe in the mantra, “Together we are better.” These are the companies that last and that improve the world. An “A” company has a credo culture that is designed to protect the goose.



Appendix 3: Why Choose Network Marketing?

Network marketing is the perfect vehicle for “A” individuals. It streamlines business to help you focus on your core strengths, passions, and the activities that make you money. It eliminates the headache, liability, and overhead of typical entrepreneurship, while preserving the freedom, control, autonomy, and unlimited growth and income potential. The worst, most tedious aspects of business are performed for you, leaving only the invigorating, productive, and profitable aspects.

“A” individuals are leaders, and in network marketing, leading through service is your primary responsibility. You’re not faced with the gargantuan tasks of performing research, developing products, handling packaging and distribution, managing corporate accounting, etc.

Furthermore, the structure of network marketing creates companies and brands that coincide with what people are now looking for. As John Gerzema and Ed Lebar write in *[The Brand Bubble](#)*, “Consumers don’t just buy brands—they invest in them. Faced with so much choice in the marketplace, consumers now select brands based on the same principles investors use to select stocks. In choosing a brand, consumers now seek to maximize the return on their investment, whether that return comes to them in enjoyment, knowledge, security, appearance or social currency. They want to invest in a brand with a plan, one that brings them benefits tomorrow, not just today.”

When done properly, network marketing companies create interactional, family-like cultures that people feel confident to “invest” in for the long-term.