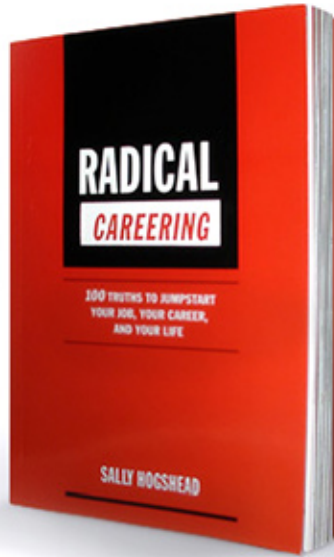


HOW TO BUILD A MORE *persuasive* PERSONAL BRAND?



READ NOW FOR FREE
(no, seriously, it's free)

FIND OUT HOW TO FASCINATE
(click the book to persuade & captivate)

“WHAT *is* THIS?”

Welcome to your FREE copy of Sally’s first book, ***RADICAL CAREERING***: *100 Truths to Jumpstart Your Job, Your Career, and Your Life*. (The publisher very kindly agreed to let us give you this digital version for a limited time.) Inside, you’ll find all sorts of bite-sized inspiration nuggets and ideas, wrapped in award-winning design.

Now, five years later, Sally releases her second book, *FASCINATE: Your 7 Triggers to Persuasion and Captivation*. To explore and explain fascination’s irresistible influence, Sally goes beyond marketing, delving into neurobiology and evolutionary anthropology, historical events and pop culture case studies, topped off with a national study of a 1,059 consumers. You’ll find out how fascination has influenced behavior throughout history: Why human beings are the only species that smiles. How a 1636 frenzy over Dutch tulip bulbs perfectly mirrors the 2006 real estate bubble. And why a billion-dollar “Just Say No” program actually increases drug use among teens, by activating the same “forbidden fruit” syndrome as a Victoria’s Secret catalog.

You’ll also learn the 7 universal triggers of persuasion: power, trust, mystique, prestige, vice, alarm, and lust. Each trigger creates a different type of message, and leads to a different form of behavior.

“INTERESTING. SO WHAT DO OTHERS SAY ABOUT THE BOOK?”

“Fascination is arguably the most powerful of product attachments-and this pioneering book helps us approach the word and the concept in a thoughtful and also practical manner.” (Tom Peters, international bestselling author of *In Search of Excellence*)

“Fascinate is a riveting journey through the forces of fascination-how it irresistibly shapes our ideas, opinions, and relationships-and how to wield it to your advantage.” (Alan Webber, co-founder of *Fast Company*, author, *Rules of Thumb*)

“I’M INTRIGUED. BUT BEFORE I HEAD OVER TO AMAZON, GOT ANY MORE FREE GOODS I CAN SUSS OUT?”

Why yes. Our F Score personality test reveals which of the 7 triggers you’re using to persuade: power, trust, mystique, prestige, vice, alarm, or lust. The more accurately you identify and hone your personality triggers, the more influential your message becomes.

Now, are you ready for some ***RADICAL CAREERING***? Or do you need a moment to...

[TAKE THE F SCORE](#)

or

[BUY FASCINATE NOW](#)

DO YOU HAVE A CAREER WORTH LOVING?

Do you want to become the most powerful, valuable, fulfilled version of yourself? If so, you're a careerist. Advertising and entrepreneurial rockstar Sally Hogshead reveals how to close the gap between your current reality and your utmost potential with 100 Radical Truths, including:

- Nº 15: ASPIRE TO BE THE DUMBEST PERSON IN THE ROOM
- Nº 31: YOU CAN BE COMFORTABLE, OR OUTSTANDING, BUT NOT BOTH
- Nº 67: MISTAKES ARE TUITION
- Nº 96: EXPRESSING YOUR TRUEST SELF IS THE ULTIMATE COMPETITIVE ADVANTAGE
- Nº 100: MAKE YOUR MEMOIRS WORTH READING

With groundbreaking research and startling new ideas for success, *Radical Careering* will become the indispensable owner's manual to your future. Get ready to turbocharge your career with smarter goals, higher market value, and killer results.

"*Radical Careering* is a jolt to the old way of thinking about careers; a handbook of new thinking that will help you survive, strive, and thrive in the radically new world of work."

Jeff Taylor, founder and Chief Monster, Monster.com

"An innovative how-to manual for anyone wanting to be more successful and satisfied in their career."

Andy Spade, CEO and co-founder, Kate Spade

"Take inventory of your strengths, identify your passions, then do everything in your power to carve your career toward them. Only then will you, and everyone else, see the best of you. Want to know how? Read this book."

Marcus Buckingham, author of *The One Thing You Need to Know* and *Now, Discover Your Strengths*



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RADICAL CAREERING

SALLY HOGSHEAD



RADICAL CAREERING

100 TRUTHS TO JUMPSTART
YOUR JOB, YOUR CAREER,
AND YOUR LIFE

SALLY HOGSHEAD

CAREERING

(v): Taking action to become the most powerful, valuable, fulfilled version of yourself.

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 - 4. REJECT MEOCRITY
 - 5. COLLECT PORTABLE EQUITY
 - 6. LEAD FROM WITHIN
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 - 8. REINVENT YOURSELF
 - 9. BALANCE WITH INTENTION
 - 10. REMEMBER WHO YOU ARE
-



You always have the power
to reinvent your career.
But with that power comes
a significant responsibility:
being accountable for
your own success.



CHAPTER

1

DEAL WITH REALITY

WELCOME TO THE AGE OF

Remember when our most precious commodities were time and money? Today, there's a new scarcity: life experiences. As the world becomes concentrated, our experiences get crushed to the bare minimum. We try to reduce everything to its essence, extracting every last drop from vacations, time with loved ones, exercise, even private time. At work, deadlines shorten, budgets shrink, expectations rise.

Not everyone will embrace the Age of Intensity, but this is the new reality. And for careerists like you, it creates extraordinary opportunity. Your higher tolerance for stress and appetite for risk allow you to thrive in the chaos. Your multitasking comes in handy when you're downing triple espresso lattes while leading a conference call.

On a cell phone. In traffic. DRIVING A STICK.

INTENSITY.



INFO TO GO

Want to create more opportunity for yourself, and your company, in the Age of Intensity? Visit www.age-of-intensity.com.

REVOLUTION

IS THE NEW STATUS QUO.

Change can make anyone feel anxious. Most people let that anxiety stop them from moving forward. They opt for safety over brilliance, security over satisfaction. They cower under their desks, hoping to avoid the grenades rolling by. Well, those people are about to get a lot more uncomfortable. Change is no longer the exception. It's the rule. The immutable rules of business are dead. Passion and self-direction have become the dominating traits over security, stability, and consistency.

Ladies and gentlemen, the underdog just got promoted to the top of the food chain.



THE AXLE ON THE GRAVY TRAIN IS BROKEN.

Once upon a time, professionals traded skills for money and experience for security. As long as they showed up for work enough years in a row, they could count on a 4% annual raise, summer company picnics, and promotions as scheduled by the corporate staffing chart.

That so-called “security” is out the window. And good riddance! Old school career models forced professionals into a passive role, telling them how much they’d make, when they’d advance, and what their job description should be. Security came from others, rather than from within.

Today, nothing is guaranteed, and that’s a good thing. You’re not guaranteed the 4% raise, which means you’re also not locked into it. Your job description is longer, which means you can make it bigger. Instead of waiting around for a promotion, you’re proactively building the steps of your career.

THE TRADITIONAL CAREER PATH WENT OUT WITH GOLD RETIREMENT WATCHES

Gone are the days of blind loyalty and linear hierarchy. Gone are the red power ties and fat expense accounts. Buh-bye, deals sealed on the golf course. So long, tall skinny staffing pyramids. Have fun in the land of archaic business practices, and give our best to the three-martini lunch.

In the Age of Intensity, you control your success. You decide what your future will be. Instead of being evaluated on the basis of passive obedience or corporate benevolence, you operate the levers of your success: your intellectual horsepower, your outlook, your personal brand, and whatever else you bring to the party. **NOW. HERE. TODAY.**



RADICAL HOW-TO

HOW TO EMAIL LIKE A CONNOISSEUR

*Remember that scene in I Love Lucy when bonbons loaded down the conveyor belt faster than Lucy could unload them? Remind you of your inbox? Randy Woodcock, co-founder of IT masterminds Square One Labs, offers these sly tricks for **timestacking*** with technology:*

- Make sure your email device has the exact same format as those sent from your desktop. Outgoing BlackBerry messages automatically say “sent from my BlackBerry” at the bottom—a dead giveaway you’re not in the office. Omit this line in the preferences settings.
- Operate your office desktop by remote control no matter where you are with a provider such as GoToMyPC.com, whether in the corner Starbucks or Tahitian Islands.
- If you absolutely cannot afford go without connectivity, carry two types of cellphones to double your chance of coverage (i.e., one in GSM, and one in CDMA).

***TIMESTACKING:** Extracting every bit of capacity from time for maximum efficiency. Über multitasking.

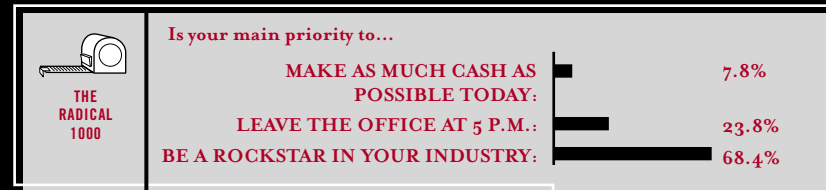
- QUALITY OF WORK**
- QUALITY OF LIFE**
- QUALITY OF COMPENSATION**

PICK ONE.

Is your priority to be a rockstar in your industry? Or go home at 5 p.m.? Or have a wheelbarrow full of stock options? They're all valid choices, but no job gives you all three, at least not now. You don't have to choose one to the exclusion of the others, but you do have to prioritize your end goals. Once you know who you are and what you're about, it's easier to focus your time and talents to be happy in your life as a whole.

In the Age of Intensity, being happy in your job is all about finding a company whose priorities are in line with yours. If you're dedicated to exceptional performance, but your company is only dedicated to short term profits, you and your company do not share the same goals. You're an artisan in a widget factory.

Of course, ultimately, quality of work affords you the ability to choose your schedule, and make a nice salary, and enjoy the glow of knowing you're living as your best self. For me personally, I'm dedicated to quality of work and family time. But as anyone with kids can tell you, those two often seem mutually exclusive. My solution? Start my workday at dawn, and finish by 5 pm. That way I'm not compromising work or family time...only my ability to stay awake for David Letterman.



BREAK OUT THE NUNCHUCKS AND LET THE STREETFIGHTING BEGIN.

Victories are no longer civilized affairs won by following the rules. Not in the boardroom, and not on the squash court. Today, success is won in the streets with your cunning and instinct. You have to roll up your sleeves. You have to figure out how to get to the sales meeting to present the work, even if all flights out of O'Hare are delayed because of a blizzard.

Are you willing to push harder, work faster, and think smarter no matter what obstacles arise?

Yes?

**THEN GET UP OFF THE FLOOR,
WIPE YOUR BLOODIED CHIN,
AND GET BACK IN THE FIGHT.**



**DARWIN
WAS WRONG.**

In chaotic times, everyone focuses on survival. But the fittest don't just survive—they flourish.

If you can thrive even in the craggiest environments, you won't just overcome difficult times. You'll succeed because of them.

Take your lead from a careerist of the animal kingdom: the cockroach. He evolves one step ahead of everyone around. He can survive a week without his head, feed himself for a month from the glue on the back of a stamp, and survive a nuclear blast. Surely you can pull through that all-nighter.

WORK IS HARD.

It just is. As soon as you accept this, you can stop resisting, and start putting your energy into moving forward. The paradox, of course, is that once you're moving forward, work stops feeling so hard.

Everyone looks for shortcuts. But there are no shortcuts. Greatness is never easy, and some days it's not fun. But for careerists, great is the only thing worth being.



INFO TO GO

Are you an emailophile? Do you check email before your first cup of coffee, or sneak in one last email as the plane pulls away from the gate? Read my magnum opus "Ode to Mobile Email." Find it at www.emailophile.com, along with plenty of other goodies for the CrackBerry addict.

FORGET WHAT YOUR BUSINESS CARD SAYS.
YOU'RE AN ENTREPRENEUR.

In a world in which the average job tenure is 3.5 years, you can't allow your company to point you in a direction anymore. (And, really, do you want it to?) Personal security should come from within. As the CEO of your own career, you always have the authority to choose your next steps.



THE
RADICAL
1000

Do big changes make you feel:



AVOID MANUFACTURING BUGGY WHIPS.

The buggy whip trade had a good thing going a hundred years ago. But then a careerist named Henry Ford invented the horseless carriage, and thousands of manufacturers, craftsmen, and salesmen found themselves without a market practically overnight.

So think for a minute. What do you sell? Is your product or service or intellectual property at risk of obsolescence? Are you? Just as you expect your current computer to be obsolete in a matter of years (or months), you should assume your current job description will be out of date eventually. And that's okay, as long as you defend against career stagnation. How? Keep your antennae finely tuned to watch where things are going. **Make a point to learn fresh skills.** Constantly reinvent yourself, and your company. Re-evaluate what business you're in on a regular basis. Evolve more quickly than your surroundings, so you don't wake up one day and suddenly realize you're manufacturing the Age of Intensity version of buggy whips.



INFO TO GO

Want to reject today's model of success in favor of tomorrow's? Check out www.buggy-whip.com

TRANSFORM OR DIE.

A PARABLE:

The world's fattest man weighed 800 pounds. Doctors said he had to lose weight. His life depended on becoming leaner and changing the way he did things. He didn't. He was buried in a piano case.

The End.

LUCK IS FOR WIMPS.

You don't need a genie's lamp to find your success. Or a horseshoe. Or a rabbit's foot. You already possess everything you'll ever need to succeed. Only by creating opportunity within your circumstances can you actively shape the results. Luck may or may not be on your side, but action is 100% within your control. (That being said, feel free to cross your fingers as well.)



NOW IS THE IDEAL TIME TO TURBOCHARGE YOUR CAREER.

Yes, it's an unpredictable time in business. No question. Uncertainty prowls in every corner. For many of us, the recession was our first taste of our own professional mortality. And while we all feel more comfortable with a few rules in place, every day more rules fall by the wayside.

Amidst this uncertainty, certain careerist traits become more valuable: entrepreneurialism, tenacity, and the resourcefulness to squeeze blood from a turnip.

Three simple ways to boost your long-term equity, market value, and self-worth:

- 1) Become a smarter employee: find an unexploited niche within your category or company.*
- 2) Build a stronger web of people to support you, inside your workplace and out.*
- 3) Attack undiscovered projects to gain prized exposure and knowledge.*

THIS IS ALL VERY, VERY GOOD NEWS IF YOU'RE A CAREERIST.

Careerists are custom-built for the chaos of modern business. And modern business is being built, day-by-day, by careerists.

Careerists grasp their own power. They understand what's possible once they decide to make it so. While everyone else concentrates on finding a shortcut and taking the customary path, you can concentrate on what's next in your life.

Instead of scratching their heads and wondering how to deal with the upheaval, careerists invent entirely new ways of operating. If something blocks you from moving forward on a traditional track (perhaps the job market, or your skill set, or the economy), how can you still be productive?

**Today, your success has to come from you.
And therefore, it belongs to you.**

Your job is one stop
on a journey, not a La-Z-Boy
and bag of cheese puffs.



CHAPTER

2

MASTER THE WORKPLACE

ASPIRE

TO BE THE DUMBEST
PERSON IN THE ROOM.

Working with smart people is the mack daddy.

The be-all and end-all. It's the single most important criteria for evaluating your current or potential job.

What do you do if you're surrounded by myopic clients, apathetic coworkers, or wussy management?

- 1) Find motivating people to collaborate with, people smarter than you.
- 2) Read articles and books by industry stars to expand your point of view.
- 3) Plug into people outside your office by attending classes, workshops, and anything else that will expand your knowledge and skill base.
- 4) Scram before you become a bitter drone with a big ol' pile of trapped equity.*

*TRAPPED EQUITY: Investments of time and effort that you can't take with you when you leave a job. Example: your batting average on the company softball team. See also: *indentured servitude*.

POLITICS HAPPEN WHEN PEOPLE FEEL INSECURE ABOUT THEIR WORK.

It's an insidious cycle.

When you're prevented from doing your best work, you lose confidence. You look for other ways to differentiate yourself. Maybe you stay late, just for show, or compliment the boss on her hideous new haircut. You get the disquieting impression of being evaluated on something other than performance. Or even worse, you're evaluated on something beyond your control. This cycle of politics distracts from what matters (producing results) and focuses on what doesn't matter (elevator repartee). Between your growing insecurity and budding ulcer, how can you possibly do your best work? (Quick, compliment her new outfit as well.)

The main reason senior executives quit jobs? Internal and external politics. It requires too much intellectual and emotional energy to manage. In smart companies, people advance on the merit of their performance and let the rest take care of itself.



AGE OF
INTENSITY
SIDEBAR

THE CLM: CAREER LIMITING MOVE

Certain mistakes will cut your career off at the knees and make it beg for mercy. In our Radical 1000 Research, plenty of CLMs were good old fashioned screw ups like "arguing" and "being late." More poignant were the themes of "staying at a lame job too long" and "allowing a bad boss to let me think less of myself."

Watch and learn from these other choice CLMs:

"Xeroxing my resume, and accidentally leaving it in the machine right before my boss used it."

"Crying while asking for a raise."

"Making a dumb mistake on a simple task for the CEO."

"Getting drunk and singing Madonna songs at the top of my lungs."

"Trashing my boss on emails that he later read."

...and my personal favorite: "Photocopying my butt on the copier and breaking the glass."

AFTER READING THROUGH HUNDREDS OF CLMs, ONE THING'S FOR SURE. BEWARE THE OFFICE HOLIDAY PARTY.



INFO TO GO

Ready to confess your most haircurling CLM, and read ones we couldn't print here? Log on to www.forehead-smack.com.

CHAOS UNLOCKS OPPORTUNITY.

When a company reshuffles, or a major player leaves, or an entire industry shifts, uncertainty overthrows the usual structure of hierarchy. Emergencies need solutions. What kind of **alchemy*** can you perform?

Instead of joining the complaining, stalling, and anxious scanning of the horizon, stop and ask yourself: What's your competitive edge? What can you offer that others can't (or won't)? Can you offer your time, your ideas, your ferocious refusal to give up? Valuable assets, all of them. Never before have people so desperately needed answers, inspiration, and guts.

Transform difficulty into opportunity.

Build lifeboats as the *Titanic* sinks.

* **ALCHEMY**: The process of turning a mediocre situation (such as a job or relationship) into gold.



REAL-DEAL
ANECDOTE

REAL DEAL ANECDOTE: FROM NUMBER SEVENTEEN
Vivehens ullerid elutum non Etrum ine num die tem atiam satabem
aut virisquam porsus conc fero, fici poti se iam vicaecepere acto ex
non pereme et? Hucipse ntelia vatilib untiusquo conum nocavestis;
iam tes sultortam tem atuamdinequi sesseni civesse rfinat in Itan-
tiemum mum hocchuius demquiuris o pubitis cae.



THE
RADICAL
1000

Which best describes your approach to your career:



INVENT OPTION C.

Rarely are you faced with an “A or B” decision, a black-and-white absolute. If you want Option A (e.g., a raise), but your employer wants Option B (more work, and still no raise), it would appear you’re at a deadlock. You, however, are a careerist, and as such you have the creativity and moxie to invent Option C. In this case, Option C might be that you expand your scope of duties, but get an additional 2 weeks off plus a car allowance. There are always goodies to put on and take off the table.



If
you
can't
change
the
solution,
change
the
problem.



REAL DEAL
ANECDOTE

CHANGING THE PROBLEM

When space exploration began, there was an insurmountable obstacle. No one could make a material able to withstand the heat of re-entry. The problem seemed unsolvable. Finally, someone had an idea. They stopped looking for a material that wouldn't melt, and focused on finding a way to get the astronauts safely back to Earth. The solution, it turns out, was a shell designed to melt off.

**BEING IN A CRAP
JOB ISN'T YOUR FAULT.
STAYING IN A CRAP
JOB IS.**



This one hurts and I say it gently. So many people are just trying to survive in their jobs. But here's the thing: Your career belongs to you, and only you. Even in a loathsome job, even if you're paying private school tuition for two kids, you're not without options. A job can control your time and paycheck. But it cannot control your future. Unless you allow it to.



INFO TO GO

If your job limits your potential or your happiness, it's time to exit. But how to exit with your integrity and reputation intact? Learn more at www.outta-here.com

DON'T WORK FOR SOMEONE YOU DON'T RESPECT.

The problem with working for idiots isn't the hair tearing, teeth gnashing, and tongue biting. It's the not learning part. Unless you're a one-man band, you're a tiny fraction of the overall team. Outstanding results require that everyone, from the interns to the big chiefs, dedicate themselves to the vision.

Is your job as big as you are?



THE
RADICAL
1000

Which is more important to get from an employer:



HONOR THE KARMIC CIRCLE.

Remember that whole Golden Rule thing? Whatever you put out there, it will come back to you. Business can get vicious, and the perpetrators almost always self-implode. When you backstab, or eat someone else's lunch out of the office refrigerator, or fib about the delivery dates, you're putting bad energy out there. Integrity, mentoring, acknowledgement, common courtesy—when these principles drive your life, they not only support your career, but also support every single person you come in contact with.

Now please join hands and sing “kum-buy-ya.”



CHAPTER

3

OWN YOUR CAREER

Are you willing to
dedicate yourself to
a career worth loving?
What kind of future
could your career help
you build? What's
stopping you from
building it?

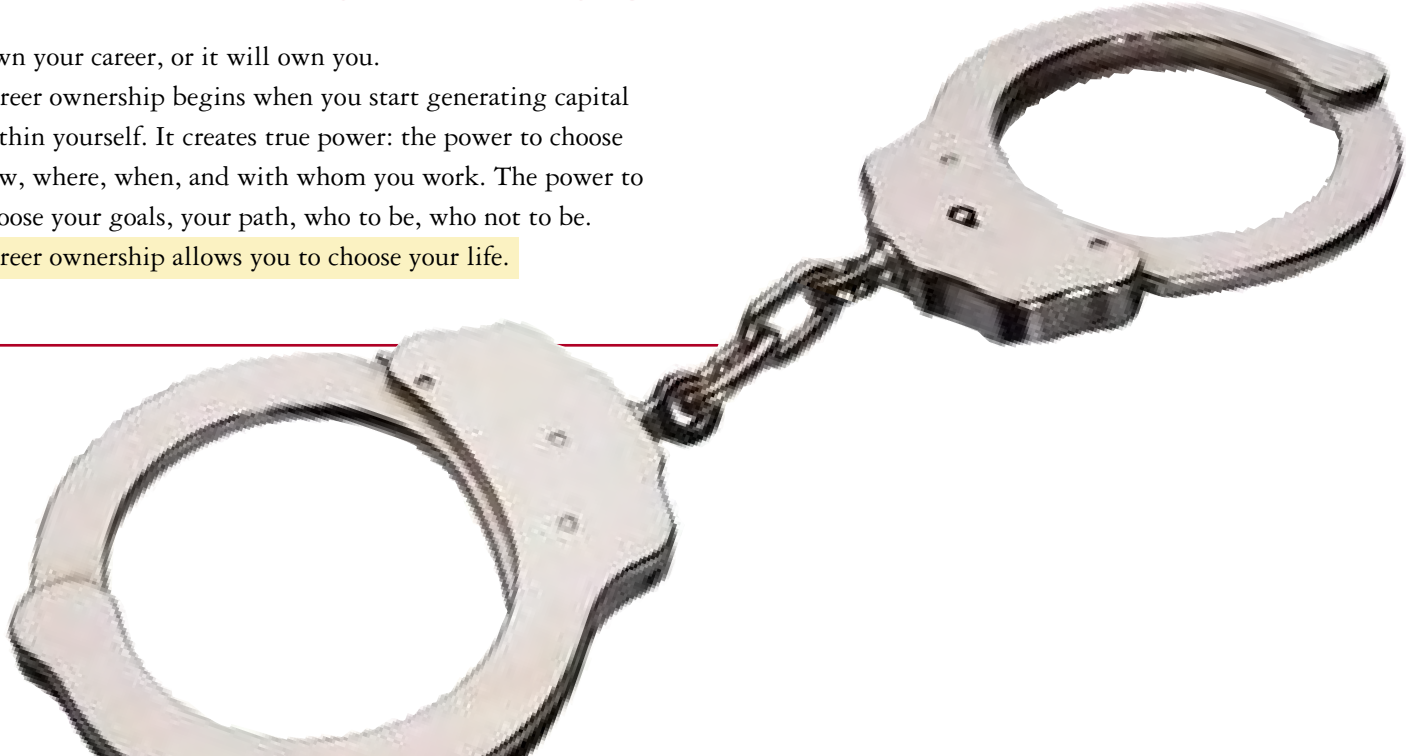


OWN YOUR CAREER, OR IT WILL OWN YOU.

Own your career, or it will own you.

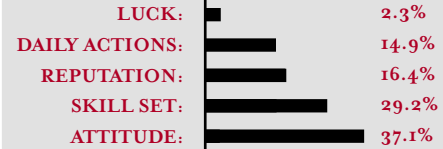
Career ownership begins when you start generating capital within yourself. It creates true power: the power to choose how, where, when, and with whom you work. The power to choose your goals, your path, who to be, who not to be.

Career ownership allows you to choose your life.



THE
RADICAL
1000

Which has had the greatest influence
on your success:



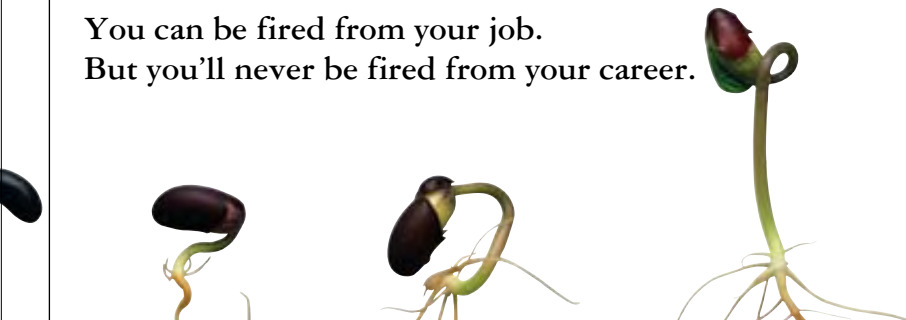
YOUR “JOB” IS NOT

The two words used to mean the same thing. But no more. Today your job is where you work: duties, coworkers, office space. a job is a means to an end. A vehicle to get you where you want to go.

A career on the other hand, is the long-term journey. You will probably have many jobs, and probably many professions, all bundled into your single career. Your career represents your holistic professional path. It's the sum total of every idea and action and vision that uniquely comes from you.

Whatever you want (more money, more satisfaction, more time off), keep in mind that your job isn't an end in itself. Your job is a tool. No more, no less.

**You can be fired from your job.
But you'll never be fired from your career.**



YOUR “CAREER.”



RADICAL
HOW-TO

HOW TO PLEASE BOTH THE WIFE AND THE GIRLFRIEND

How can you make your career AND your job happy at the same time? What can you do today that will contribute not only to your company, but to your own portable equity? One example is to volunteer your time on a juicy project. For instance, proofread all sales proposals or handle pricing. You'll acquire exposure to the best people and the best thinking. You'll get contacts, skills, knowledge, and a new line on your resume. Best case scenario, you'll be identified in the industry as someone who worked on it.

See also Truth 87: Your job description is not your self-description.

YOU ARE YOUR MOST IMPORTANT CLIENT.

So many of us create visions and lead projects, but have little idea of where our own careers are headed. We might spend 60+ hours a week managing a crucial assignment but neglect our own personal career strategies. Approach your own career with no less focus and determination than you would bring to your most promising new business prospect.

Who are you as a professional? What do you stand for? Others can't know if you don't. **Create a personal strategy**, then use it to drive your thoughts and actions.



REAL-DEAL
ANECDOTE

GOD IS IN THE DETAILS

Stonewall Jackson:

One of history's greatest war heroes. Worshipped by the Confederacy, adored by the southern ladies, feared by the Union army, and accidentally killed by his own soldiers.

MAKE BUREAUCRATS NERVOUS.

There's an expression in the technology field, "Nobody ever gets fired for buying IBM." Yeah, well, no one kicks ass by metaphorically buying IBM either. Corporate ideology is fine for the masses, but not for the careerist. In a one-size-does-NOT-fit-all world, the obvious, conventional choice is rarely the most advantageous choice. Opportunity hides in unexpected places.



REAL-DEAL
ANECDOTE

MAKING THE MUSIC INDUSTRY NERVOUS

A lone college student named Shawn Fanning overturned the \$100 billion music industry. His invention, a little something named Napster, permanently changed how music is bought and sold.



CIRCUMSTANCES CAN'T CRIPPLE YOUR CAREER AS MUCH AS DOUBT OR PASSIVITY.

It's impossible to act powerfully when you feel like a casualty of forces outside of your own control. It can be easy to feel as if the future is determined by the economy, a boss, politics, or even luck. In the face of such fearsome enemies, it's only natural to relinquish control. In truth, the most dangerous enemies of success prowl within ourselves—apathy, uncertainty, complacency. By overthrowing these enemies, you make room for your own progress.

Get out of your own way.



WORRY LESS, DO MORE.

I know. Your brain jumps ahead to the worst-case scenario. As an analytical person, you're used to thinking critically through every possible angle. I hear you. The problem is, focusing on the potential negative is incredibly draining and time consuming. Most of those paranoid scenarios are unrealistic anyway. So much better to put your energy where it can actually do something. Into action.

**You only get a finite number of thoughts.
Choose wisely.**



THE MOST RISKY DECISION IS NOT MAKING ONE.

When you make decisions by default, you relinquish the right to a choice. **Not deciding is deciding.** Not actively pushing yourself to more ambitious places is leaving the result up to chance. Such a weak place to be.



ULTRA
CAREERIST
ADVICE

PHIL KEOGHAN ON RISK

Phil hosts CBS's Amazing Race, and along with coauthor Warren Berger, wrote No Opportunity Wasted: Creating a List for Life. So who better to ask about risk than a guy who goes to the office with man-eating sharks (literally)? Phil's observations on laying it on the line:

-As a society, we've stopped taking risk in our lives. We've started living in fear. We're so busy obsessing over restrictions that we've become scared to fully live.

-You must be prepared to fail if you're ever going to succeed. Otherwise you play it safe, and get stuck protecting what you have.

-Like any muscle, risk requires a certain amount of training. How badly could you want it if you're not willing to put in the hard work?

ULTIMATELY, YOU'LL HAVE THE CAREER YOU EARN.

No one will make it happen but you. Period.



AGE OF
INTENSITY
SIDEBAR

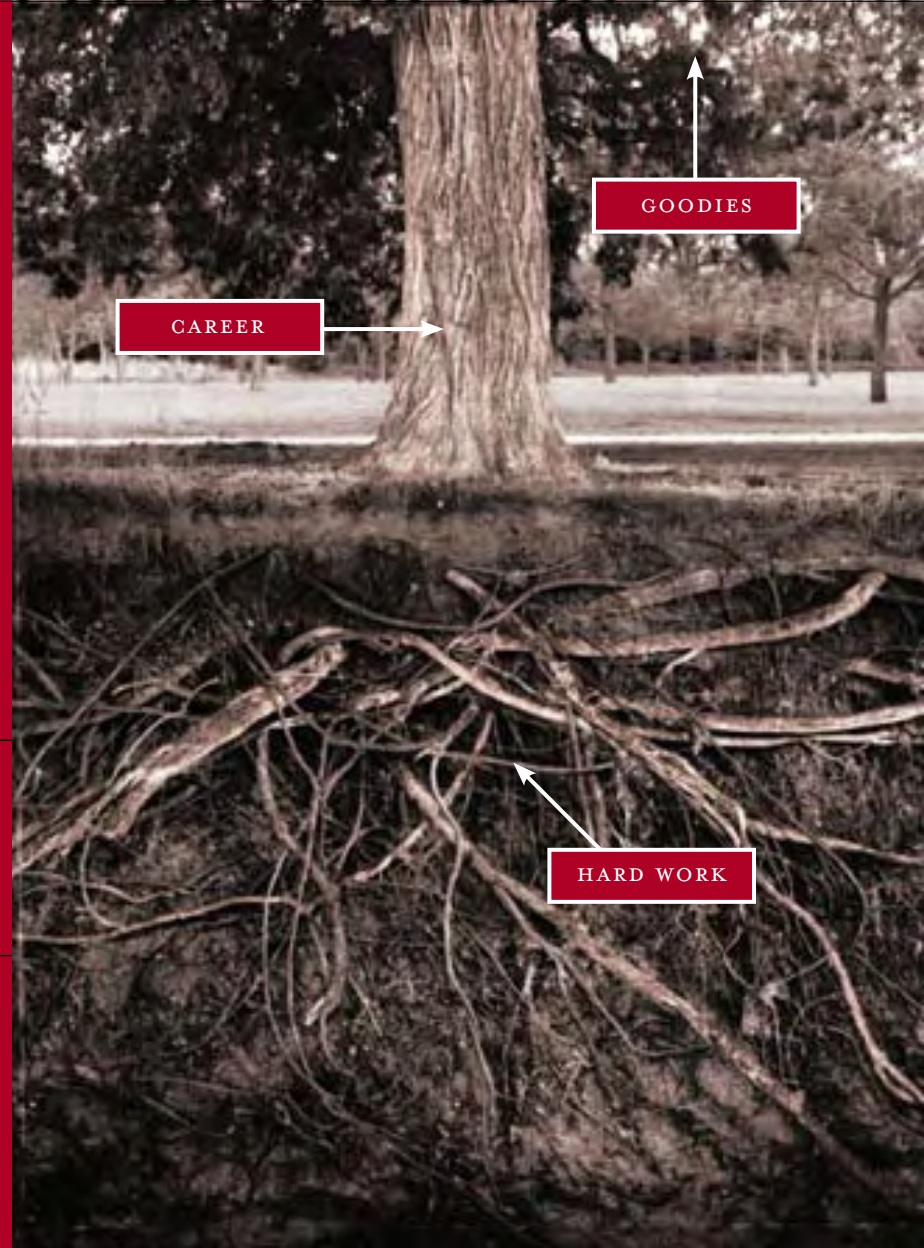
THE CHEESY TREE ANALOGY

(Note: This analogy is cheesy, but sometimes clarity wins out over style.) Imagine your career as a tree trunk. The rewards such as salary or respect are the fruit. Your hard work fertilizes the roots. Without fertilizing the roots, pretty soon you're eating ramen noodles for dinner. And I mean that literally.



INFO TO GO

In the Radical Research 1000, 96% of respondents said they're paid less than they're worth. Are you feeling underpaid too? Go to www.ramen-noodles-again.com





LIVE IN VERBS.

Action is the only way to come from a place of strength. Having a meeting about a breakthrough client strategy, or emailing about plans for a terrific management retreat, or swearing you'll stop sneaking Ding Dongs on your low-carb diet-- it all means nothing if the idea never comes alive. Spend less energy talking about what could or should get done and more on getting it done.

Okay, enough talking.



ULTRA
CAREERIST
ADVICE

KEVIN CARROLL, ON LIVING IN PLAY

*Imagine this. A young boy. Born to alcoholic parents. Abandoned at age six. Discovers play, then sports. Enters the Air Force. Masters six languages. Joins Nike as an agent for corporate play. Writes a book, *Rules of the Red Rubber Ball*. Impossible, right? Meet Kevin.*

His advice for play:

-Ask yourself: As a kid, what play obsessed you?

-What kinds of risk-taking and problem solving excited you? Now think.

-How can you inject more of that into your work?

-Every experience, whether an obvious victory or not, makes the next one possible. Find meaning in each one, in order to beget the next.

-Never surrender to circumstances. There's always another path to discover or create.

CHAPTER

4

REJECT MEDIOCRITY

Genius without action
is worthless.



YOU CAN BE COMFORTABLE, OR OUTSTANDING, BUT NOT BOTH.

*What lives outside your comfort zone? Better results?
A more fulfilling career? A more powerful place in the
world? Something bigger than yourself? Once you
decide, the question becomes: Are you willing to go
outside your comfort zone to get it?*

If it's true that 90% of success is just showing up, the other 10% is kicking yourself in the ass to get going. Progress doesn't happen in the comfort zone.

Take a lesson from our friends, the weight lifters. Peak muscle development happens when the muscle is near the point of complete exhaustion. If you're comfortable, you're not done. It's only when you want to stop that you start making progress.

If you want to step it into high gear, be ready to get a little unreasonable. Exceptional results don't happen within standard parameters.

Sometimes you have to go over the top to get to the other side.



RADICAL
HOW-TO

HOW TO KICK SERIOUS BOOTIE

The next time you're working on a project and want to deploy your very best, consider these three tiers of expectations:

Delivering: What is expected? For example, getting the proposal to the client on time. (This is where the bulk of people, and companies, will stop. They'll deliver what's expected, and no more.)

Overdelivering: Next, what is desired? For example, including a careful analysis of how your recommended strategy will improve the company's revenue over the next five years. (This is where "overdelivering" comes in; most of your competition stops at this point.)

Expanding beyond: Finally, what is beyond expectations? For example, creating and including samples. (And this, my friend, is where you really shake your groove thang.)

IT'S IMPOSSIBLE TO BE HAPPY WITHOUT MOMENTUM.

At least, it's impossible for a careerist to be happy without **momentum**.* If you're stuck in one way or another, soon you'll be frustrated at best, demoralized at worst. Without momentum, you stop growing and start existing.



INSIDE
HOT TIPS

WHEN MOMENTUM SLOWS

My friend Stefano Hatfield, senior editor at Metro Worldwide, says it best: "The time to do radical things is when you're not forced to do them. Make decisions from a position of strength." His tips for knowing when momentum has slowed:

- When you stop feeling challenged, and start feeling resentful
- When money, perks, and lifestyle become more important than growth
- When you quit fighting for what's right, and settle for what's easiest

*Gentle caveat: "Motion" and "momentum" are two very different things. Just because you're whipping up a frenzy doesn't mean you're creating valuable action. Sometimes momentum means staying in the same job, inventing fresh opportunity.

THE MOMENTUM FORMULA

The following formula will help you dramatically improve the direction and speed of your career.

$$\begin{aligned} \text{MOMENTUM} &= \text{GOALS} \\ &+ \text{ATTITUDE} \\ &+ \text{SKILL SET} \\ &+ \text{ACTION} \\ &+ \text{NETWORK} \end{aligned}$$

Meaning, your career progress is a function of:

Determining what you want
Approaching every task with that goal in mind

Gaining knowledge on how to accomplish something
Getting in motion

Surrounding yourself with people who support you



INFO
TO GO

Ready to accelerate your momentum? This online exercise will help your career go from 0 to 60 in breakneck speed:
www.self-induced-whiplash.com.

WORK ETHIC
TRUMPS TALENT.



Talent is just so terribly glamorous. Talent takes a drag on its cigarette and says nonchalantly, “Oh, that idea? I came up with it in the shower.”

On the other hand, there’s work ethic. Ugh, work ethic. How tedious.

Talent has sex appeal. By comparison, work ethic is talent’s bucktoothed, flat-chested, schoolmarm sister.

But here’s the thing. Talent is fickle. Some days it shows up, other days it stays in its bathrobe until noon. You don’t even get to choose how much talent you’re born with.

Consistent success requires a high level of engagement, tenacity, and optimism.* I’ve always been a hard worker because if I can’t be most talented person in a room, I can still be the hardest working. Is that sexy? Not a bit. Does it work? Absolutely.

Work ethic is the only equal-opportunity resource. Anyone can work hard.



THE
RADICAL
1000

Which is more important in determining success:



*Caution: I’m not saying you need to work all the time and not have a life. This isn’t about working in a sweatshop or staying at your desk until 2 a.m. It’s about giving your best, to be your best.

APPLAUSE IS APPROXIMATELY .003% OF SUCCESS.

In real life, victories aren't heralded by trumpets, red carpets, cheering crowds or ticker tape parades. In real life, victories happen in the tiniest details of every moment of every day.

WE EACH HAVE
THE POTENTIAL TO DO
SOMETHING BEYOND OUR
WILDEST IMAGINATION,
AS LONG AS WE'RE PREPARED
TO MAKE IT HAPPEN ON
ANY GIVEN MOMENT
OF OUR LIVES.



ULTRA
CAREERIST
ADVICE

LIZ PHAIR, SUPERSTAR MUSICIAN/SUPERSTAR CAREERIST

Sure, Liz is famous the world over for her kickass rock and roll. But did you know she's also a careerist extraordinaire? Her advice for a meteoric career:

- Don't be afraid to fail. And when you do fail, ask questions.
- Sure it's uncomfortable, but if you understand exactly what happened, you can get better and stronger.
- Have a clear sense of what your company wants, so that you can constantly adapt your skills and adjust your game plan.
- No matter what your job title or profession, you are your own business. Your employer is a partner in your career.
- You have so much more power than you think. Don't give it away.

RADICAL
TRUTH

35

BEING A STAR IS PRICE OF ENTRY.



These days, it's expected that you'll be great in your job. Simply meeting standard parameters doesn't impress anyone anymore. The bar is higher than ever before. We've been squeezed into doing more with less. We have to be better, faster. There are fewer jobs, and more talented people to fill them. In the Age of Intensity, anything that's not extraordinary is just plain ordinary.



THE ICON SAYS

"If I'd known I was going to be Pope,
I would have studied harder."
—POPE JOHN PAUL II

RADICAL
TRUTH

36

BEWARE AVERAGE.

Average stalks you at the office, when you'd rather go home. It oozes into your thinking when those around you settle for "good enough." It digs its claws into your reputation. It pollutes your standards and poisons your goals. Average is your archenemy. Quick, before it's too late: Exterminate it.

Choose the fast track.

Choose the third wind.

Choose the red-eye.

Choose the left lane.

But always, always, refuse average.

WATCH THE PLATEAU.

There's a point in many situations when you start settling in, getting cozy. In your job, it's when you get so comfortable with the 9-to-5 that you stop worrying about your next step. When goals stop evolving, they become outdated. But as a careerist, you always have a choice in the matter. Continually re-evaluate according to your ongoing circumstances. When your life stops growing, your spirit starts dying. If you see this plateau, listen to the alarms going off in your head and run screaming from the room.

**A body in motion stays in motion.
A body at rest gets fired.**



INSIDE
HOT TIP

"SHOULD I STAY OR SHOULD I GO?"

Is your job paying excellent cash, but forcing you to work crazy hours? Hmm, might be worth it while you pay off that debt—until you can take a job with smaller paycheck but greater flexibility.

Is your job allowing you to work a 35-hour week but boring you to tears? Might be perfect while you're networking for that new job over apple martinis every evening.

YOU CAN ONLY CONTROL HOW HARD YOU TRY.

You can't control your clients, your coworkers, your boss, the economy, or even when inspiration strikes.

What you are 100% in charge of is how much heart you put into something. At the end of the day, that's all that matters, because that's within your power.

Just grab another iced coffee and revel in the *insania*.*

AN INDEX OF CAFFEINATION:

Pure caffeine is powdery, white, and addictive. (Hmm.) It boosts the speed of your mental processing, your alertness, even your mood.

Coke: 34 mg

Shot of espresso: 40 mg

Tea: 50 mg

Energy drink: 80 mg

Excedrin: 130 mg

Brewed coffee: 200 mg

Just be sure to save your 400+ mg doses for serious buckle-down days. Otherwise you develop a tolerance, which defeats the whole purpose of chemical acceleration.

Source: *National Geographic*, January 2005 issue

***INSANIA**: A jittery, manic high resulting from too much caffeine, adrenaline, and stress.

WRITE YOUR MANTRA STATEMENT

You wake up. Roll over. Yawn. As you come alive to your day ahead, what inspires you to get out of bed? Are you excited by prospects in the day ahead, or deadened by the drudgery of minutia on your to-do list? What kind of future are you living into? What is your purpose? The answer lies in your mantra statement.

What's a mantra statement, you ask? Excellent question. You're well acquainted, of course, with a mission statement. Most mission statements use jargonistic fluff to state watered-down shareholder goals on a PowerPoint slide. ("We put the Q in Quality!") A mission statement generally speaks purely to rational goals. A mantra statement, on the other hand, reveals the true, underlying purpose. A mission statement lives in your head; a mantra statement lives in both your head and your soul.

HERE'S AN OLD STORY.

Three bricklayers were working and someone asked, "What are you doing?" The first said, "I'm laying bricks." The second said, "I'm building a straight wall." But the third said, "I'm creating a cathedral for God."

Straight wall = mission statement
Cathedral to God = mantra statement

Think of your own life purpose for a moment. What's your big picture intention? What are you doing with this one and only life of yours?



REAL-DEAL
ANECDOTE

When I first started writing this book, I had a mission statement: sell a lot of copies. However, for me personally, selling books feels about as inspiring as laying bricks. So I took a step back, reframed my thinking, and realized that selling books wasn't my underlying purpose. My true goal—my mantra statement—was to help people create careers worth loving. Today, that's what gets me out of bed in the morning. And if I can do that, I figure, the rest will take care of itself.



INFO
TO GO

What's your mantra statement? Do you have one? It should define the goal that inspires you on a daily basis. Something that speaks to you. Let's create yours right now. Go to www.mantra-statement.com.

**RADICAL
TRUTH**

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GO FOR NERVOUS.

If your goals are comfortable, they're not big enough. When you start to feel a little twinge in your stomach and moistness on your palms, you're getting close. You don't have to wait until all the pieces are assembled in perfect formation. It's okay to feel nervous about what you're doing; that doesn't make it wrong. In fact, it may just make it right.*

Strap on the cojones and go.

Play like you're not afraid to lose.

*Big honkin' caveat: "Nervous" is not the same as "irresponsible." Don't open the Elephant Housebreaking Company and then call me when you have trouble finding clients.

**RADICAL
TRUTH**

41

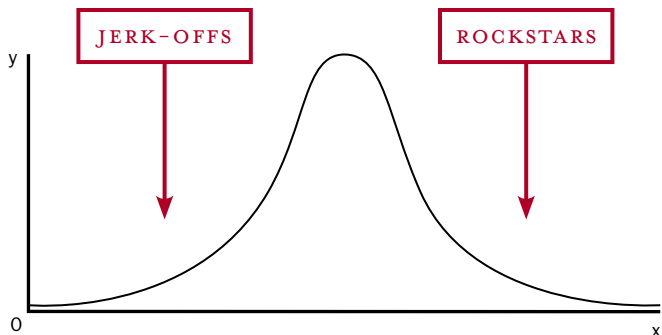
IF YOU'RE UNHAPPY, CHECK THE WEATHER REPORT.

As careerists, we take responsibility for our actions. However, if you've been feeling seriously discouraged for a while, take a look around. Is the collective self-esteem low? It's entirely possible you're doing everything right, and may be doing better than you realize given the situation. Nothing personal. When the weather changes, your experience will probably change too.



HALF OF ALL PROFESSIONALS ARE BELOW AVERAGE.

It's a bell curve. Becoming even a measly 10% better can take you from a B+ to an A+. Achievers are separated from the masses by the merest fractions, as well as a tolerance for cold pizza. Intimidated? No need. Here's a happy thought: Even the simplest details (showing up on time, writing thank-you notes, following up on calls) put you ahead of the pack.



INTERESTING SIDENOTE:

Literally 94% of our 1,000 Gen X respondents rated their job performance in the top 25%.
(Amazing coincidence.)



GRANOLA BARS VS. DING DONGS: LUNCHTIME IN THE AGE OF INTENSITY

*Sometimes, you just have to sit down and jam something out, and there's no time (or budget) for a delivery meal. How can a **vendovore*** keep going on a diet of Doritos and adrenaline?*

- Always include protein. In the vending machine this means peanut butter crackers, sunflower seeds, and corn nuts.
- Balance salty and sweet. My personal favorite: Dump a pack of M&Ms into a hot bag of popcorn. Shake so the M&Ms melt inside their little shells. Mmm.
- With caffeinated beverages, try to sustain the buzz without combusting it with sugar.

***VENDOVORE**: Worker who subsists almost exclusively on Cheetos, Bugles, Funyons, and other food in the office vending machine.

WOUNDS HEAL. SCARS FADE. GLORY IS FOREVER.

To kick it into high gear, you have to be a little unreasonable. Exceptional results don't happen within standard parameters. Being in the top percentile in your industry comes with commensurate effort. Careerists are empowered (I dislike that word but it's true) to make our own decisions about our future. Being unreasonable is scary, and that's okay. Only in moving through the fear can you realize your best self. Your top percentile awaits. It's yours to earn.



ULTRA
CAREERIST
ADVICE

TOM BERNTHAL, ON OPENING A CAN OF CORPORATE WHUP-ASS:

Tom is one of those annoyingly gifted people. Worked at the White House. Then NBC News. Won two Emmys. Then founded Kelton Research at the shriveled age of 27. (Like I said, annoying.) Tom's advice for a bare-knuckle job search:

- During a slow period, practice the surfing effect: Get ready to catch the wave by putting yourself in position, so when it starts you'll get the best ride. Otherwise you're stuck in the sand.
- When companies downsize, and fewer people do more work, stars get promoted more quickly. A decreased staff means more open real estate within a company.
- Remember: employers dislike job searches. They're expensive, time consuming, and exhausting. So seek to meet and impress as many people as possible. When they need someone, if you can circumvent the need for a search, you both win.



Power is
the option
to say no.



CHAPTER

5

***COLLECT
PORTABLE
EQUITY***

PORTABLE EQUITY IS THE ONLY FORM OF JOB SECURITY TODAY.

In any job, you generate two forms of equity: portable equity and trapped equity.

Portable equity: The reputation you earn. People you meet. Skills you learn. Accomplishments you acquire.

Trapped equity: Your batting average on the company softball team. The time you spend unjamming the printer. Those bagels you bring in for the office.

The difference is this. Portable equity moves with you to your next job. Trapped equity, on the other hand, stays behind.

Now, I'm not saying that you shouldn't play Sim City with your buddies. I'm just saying that when you're ready to leave a job, portable equity is all that matters. Focus on where you're going as much as what you're doing.

The question is: When you leave your job, what will you have to show for it?

By investing in yourself, you earn more money and kudos. But more importantly, you earn more control over your career, and more options for your life. Portable equity is currency, literally and figuratively. Ultimately, it's more valuable than money or fame—it allows you to do what you love. Not to mention the pleasure of having dozens of horny headhunters drooling over your resume.



INFO
TO GO

Ready to amass a kingdom of transferable assets?
Visit www.portable-equity.com.



RADICAL
TRUTH

45

OPTIONS = POWER.

Choices translate to more power in your career and your life. Here's an example: Guy A and Guy B work at the same company. Guy A has amassed impressive portable equity; he's a rockstar in his job. He signed up for every sexy project, he built a mondo reputation, and he staked out a unique niche within his industry. He can therefore choose where he works, whom he works with, how much he should earn, and what kinds of projects or clients he accepts.

Guy B, on the other hand, hasn't accumulated portable equity. He's punched in* for the past few years, meeting expectations but not exceeding them. His options are therefore considerably narrowed.

Guy A's portable equity gives him the option to walk away from an unsatisfying situation, the power to choose who he wants to be. That's real power.

*PUNCHING IN: Showing up for work without any sense of intention or purpose. Killing time.

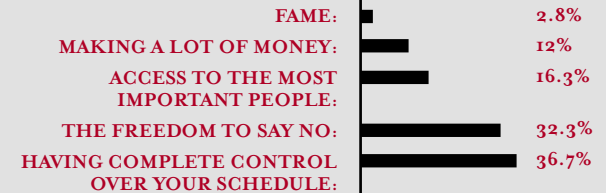


DO YOU HAVE THE
POWER TO WALK AWAY?



THE
RADICAL
1000

Power is:



MONEY FOLLOWS GREAT WORK, NOT THE OTHER WAY AROUND.

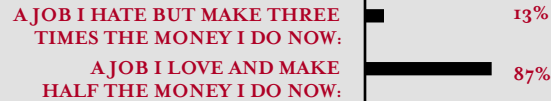
There's an expression: "If you take a job for the money, you always pay." In the long run, the point isn't to make more money. The point is to consistently create work that makes you fulfilled and proud. That's how to reclaim your career.



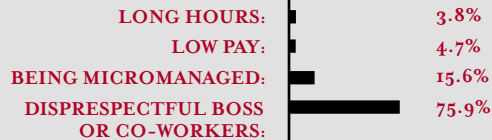
THE
RADICAL
1000

Consistently throughout the study, we found that what people really want is challenging work, a supportive supervisor, respectful colleagues, and the promise of growth.

Which would you choose:



Which is your idea of professional hell:



INSIDE
HOT TIPS

"IS THAT OPPORTUNITY KNOCKING? OR THE REPO MAN?"

These questions will help you intelligently evaluate a prospect before starting a bargain basement sale.

- Is this an "I'd-sell-my-firstborn" opportunity? Is it a primo company, with visionary plans, and brilliant co-workers? Are you being offered greater control and potential?
- If the job isn't well paying, is it inversely rewarding you in other ways? It's a sliding scale. The less money there is, the greater the opportunity must be to justify it.
- Are you just giving away the milk for free? Is it an investment, or charity? Is this offer fair, or just a bunch of cheap bastards low-balling you?

RESULTS + REPUTATION + NETWORK

In most careers, income is generated by three things: the work you do, the people you know, and the brand you've created for yourself. Happily, all three are within your control. Boost these three factors, and employers will start getting in line to woo you.

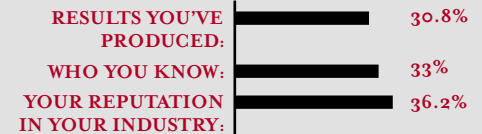
Of course, if your results, reputation, and market value add up to less than what you're paid, then you're in a vulnerable position. Back in the drunken dot-com days, vice president titles were liberally sprinkled among new graduates as a form of recruitment. After the crash, when those VPs went job hunting, guess what? They weren't really VPs. The flashy titles were superficial decorations. It was a false economy. Those pseudo leaders lacked a track record to prove they could do the job, connections to find opportunities, and references to back it all up.

Conversely, you could be working in a low-paying job completely devoid of glamour or bonuses or perks, yet be racking up market value hand over fist. Market value and current compensation are two different things. At the extreme, think of all the people willing to work for Donald Trump for free, because they get all three of the above.



THE RADICAL 1000

Which is most important in determining someone's market value:



OPPORTUNITY IS A MORE VALUABLE CURRENCY THAN CASH.

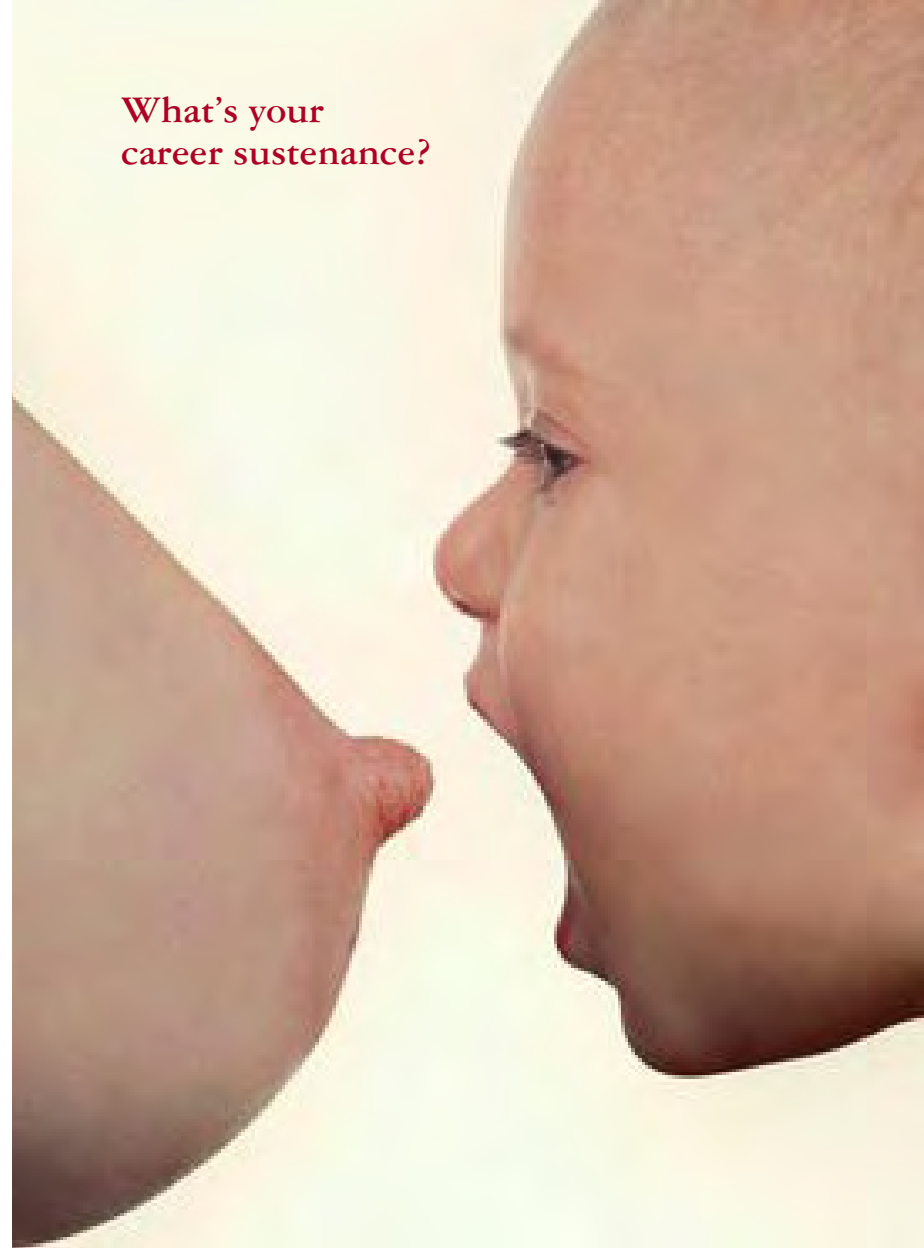
In many industries, you don't get serious money AND portable equity. A job might offer a stellar group of coworkers, glamorous work, and a high-wattage company for your resume. There's only one small detail missing: money. Instead of compensating you with cash, these jobs often compensate you with a different currency: opportunity.

For this reason, boosting your salary might first require a pay cut. Ouch, right? Easier said than done.* Approach it as a strategic investment in yourself, rather than a loss. (Within reason of course. The bank does like to get those credit card payments.)

There are many ways to improve your work, your income, and yourself, and I encourage you to sacrifice as little as necessary along the way.

*Just so you know, I'm no hypocrite. I once took a 50% pay cut in exchange for a U-Haul of portable equity.

What's your
career sustenance?



YOU ARE YOUR OWN BEST 401(k).

You are the most profitable investment you can make in your own future. Relatively small sacrifices now pay massive dividends in the future.



ULTRA
CAREERIST
ADVICE

ULTRA CAREERIST ADVICE: CATHY GRIFFIN ON MARKET VALUE

As a premier consultant and executive recruiter, Cathy deals with some of the hottest and highest-ranking executives around. Her advice for proactively managing your own market value:

- Don't assume your company is going to figure your career out for you.
- Develop your own personal "board of advisors," people who can give you ongoing and accurate input on your situation and yourself.
- Constantly re-evaluate your situation within the immediate context. What worked for you five years ago won't necessarily work now. You've changed, and the market's changed.
- Activate your network of contacts: manage it, expand it, build it, re-think it. Don't let names rot in your Rolodex.



CONCENTRATE ON LONG-TERM GOALS OVER SHORT-TERM BOTTOM LINE.

Remember how in college, the choicest internships usually had the lowest pay and the longest hours? But those opportunities offered the best springboards to the next level. That logic still applies. Keep that mindset, focusing on what's next, and next, and next.

If a crap company offers you an extra 25% salary but 50% less portable equity, yeah, you can increase your immediate income by a few more grand. But you'll lessen your chance to retire early.



THE ICON SAYS

"It is too early to tell."
(CHINESE LEADER ZHOU ENLAI'S RESPONSE IN 1972,
WHEN ASKED HIS THOUGHTS ON THE 1789
FRENCH REVOLUTION)



LONG TERM
GOALS

SHORT TERM
BOTTOM LINE



ULTRA
CAREERIST
ADVICE

ANTHONY von MANDL ON THE LONG-TERM

Once upon a time, Anthony was an entrepreneur with such dedicated vision that he downgraded into a basement apartment to meet payroll. Today his creation, Mike's Hard Lemonade, has outsold every brewer in America and created a new beverage category. Anthony's advice for building long-term growth:

- Lasting growth requires sacrifice. That might mean growing more slowly, or turning down opportunities, or avoiding business partners who don't share your core values.
- Don't pursue growth for the sake of growth. Never value stock price over the experience of your brand.
- There will be times when it feels like you're sinking in quicksand. What pulls you out is your long-term vision, and your employees' shared sense of purpose. You have to stand for more than financial gain.

INDECISION GENERATES ANXIETY.

You know when you're on vacation in a foreign city, standing on a street corner, unsure exactly which way to go? Suddenly you start snipping at your travel mates. Doubt feels uncomfortable. My family calls this "tourist indecision."* You're irritated because no one knows which way to go.

Same goes for business. If you're a leader in your company, be aware that indecision generates stress among your staff. When people don't know their next step, they get stuck, then anxious, then negative. Make a decision. Go.

See also Truth 32: It's impossible to be happy without momentum.

***TOURIST INDECISION:** Anxiety resulting from a sense of being lost or proceeding without clear direction.

IT'S NICE TO BE IMPORTANT, BUT MORE IMPORTANT TO BE NICE.

This almost-admonition sits framed on the hostess stand of a frou-frou Beverly Hills restaurant. How great is that? In other words, congratulations on being a bigwig. Now please turn around and wait your turn.

Really, the simplest lessons your mother taught you still apply. Say please. Don't yell. Listen. Write thank-you notes. Smile. Give hugs as allowed within any given sexual harassment policy.

See also Truth 21: Honor the karmic circle.



INFO
TO GO

Need a little help with your modern business behavior?
Please visit www.please-and-thank-you.com.
Thank you.

DON'T FOCUS ON YOUR JOB TO THE DETRIMENT OF YOUR CAREER.

Don't give your job so much of your intellectual and emotional energy that you don't have any left for your career. It's easy to get so focused on the minutiae of today's to-do list that you lose sight of long term plans. But when your day is crammed with putting out fires ("I have to do the PowerPoint deck") you can forget your long-term vision. ("I want to move into a job without PowerPoint decks.") It's difficult to stay true to your goals. Then you wake up in a few years with no job, no equity, and less market value than you started with. In the midst of the daily onslaught, remember where you're headed, and what it's all for.

Caution: Do not be **gig gigolo**,* bouncing between jobs. That being said, when you support your company, you deserve to be supported by it. In today's economy, without the luxury of job security and guaranteed annual raises, that's only fair.

***GIG GIGOLO:** A job whore. Someone who promiscuously switches employment without consideration for their company or future.

GOLDEN HANDCUFFS BECOME IRON SHACKLES.

Sure, being overpaid sounds nice. Who wouldn't want an extra zero on their salary? But the reality is, if you aren't generating the value to back that salary up, you're in a vulnerable position. When an employer is not just your boss but your only possible meal ticket, you begin to resent him or her. You and the boss both know that you're powerless. You're an **indentured servant**.*

When you've amassed enough portable equity to leave a dead-end job, there isn't the same feeling of desperation. You're on equal footing. You stay because you choose, not because you're stranded without options. What a better place to be.

***INDENTURED SERVITUDE:** Being trapped in a mediocre job because you lack the portable equity to leave in a position of strength.



NEVER ALLOW THE SIZE OF YOUR MORTGAGE TO EXCEED THE QUALITY OF YOUR WORK.

It's dangerously shortsighted to drive your career decisions by your cost of living. Eventually, you're trapped without options in a job you might not even want.

Is it a coincidence that a cul-de-sac is also a dead end?



REAL DEAL
ANECDOTE

THE HORROR...THE HORROR...

Francis Ford Coppola mortgaged his house to finish *Apocalypse Now*. (Who knew our man Francis was a careerist?)



AGE OF
INTENSITY
SIDEBAR

YOUR JOB'S CRAP: CHERRY RATIO

What is your company costing you, versus providing you? How's your ratio of cost: benefit? Effort: achievement? Frustration: fulfillment? Disappointment: delight?

Being happy in your job requires that the good outweigh the bad. A job can have loads of crap (tight deadlines and low pay), but still be a good job if it has a good supply of cherries (acknowledgement and opportunity).

For me, cherries are momentum, a continuous learning curve, cool opportunities, smart clients, autonomy, positive reinforcement, and time with my family. What's non-negotiable for your happiness at work? If you're not getting those things, can you create them? Can you get them outside of work? On the flipside, what are you absolutely not willing to put up with? A disrespectful environment? Micromanaging boss? Kenny G on your officemate's radio (all day)?

Bottom line: A "dream job" is more like a nightmare if it requires a fistful of Prozac to tolerate.



CHAPTER

6

LEAD

***FROM
WITHIN***

This chapter goes
out to you:

The head honcho.

The bigwig.

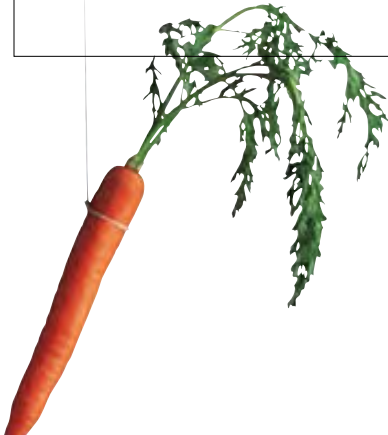
The grand fromage.



BE WHERE YOU WANT OTHERS TO GO.

What's your vision for your employees and your company?
Are you embodying that vision?

It's called "leading" because you do it from
the front.



YOU ARE NOT DONE PAYING YOUR DUES.

Neither am I. We never will be. Mediocrity is tenacious; the second we stop fighting it, we become one of those lurking cronies who wake every morning terrified of getting fired because someone younger, smarter, and cheaper has just mailed in their resume.

The goal here, of course, is not to pedal faster on the rat race. It's to earn the comfort of sitting back one day, and looking back on your career knowing you gave your best, you contributed to others, and you have the rest of your life ahead to feel satisfaction in a job well done.

A CAMEL IS A HORSE DESIGNED BY COMMITTEE.

Horses are graceful, inspiring, and passionate. Camels are practical, efficient, and soulless. Camel ideas often make sense on paper, but they're lumbering in application. Avoid bureaucracy that turns ideas into camels.



AGE OF
INTENSITY

WHEN SMART COMPANIES GO DUMB

We all do it: become too entrenched in bureaucracy, or make shortsighted decisions at the cost of long-term goals. Has your company unwittingly begun accepting the unacceptable? Signs your smart company may be going dumb:

- Spending thousands on headhunter fees, but forgetting to budget \$1 for that employee's birthday card
- Shelling out \$2,000 for plane tickets, then cutting back on microwave popcorn
- Treating a computer virus as an emergency, and diseased morale as status quo



INFO
TO GO

Want to learn more ways that smart companies go dumb, and how to prevent it? Go to www.blind-spot-idiocy.com.



BUILD, DON'T MAINTAIN.

There are two kinds of people:
builders and maintainers.

Builders are most comfortable creating, changing, growing, developing. Maintainers prefer to preserve the existing state of affairs.

Both personality types are necessary in an organization, but leaders are builders. In an organization, status quo is death. If you're not moving forward, you're moving backwards.



THE
RADICAL
1000

Would you rather have a job with security,
or opportunity?



With each success, you risk becoming a little fatter and a little happier. You stop being the scrappy, feisty underdog, and start facing a far more insidious obstacle: stagnancy. Only by relentlessly acting as if you have something to prove can you avoid getting bloated and lazy.

Whatever your success, stay scrappy. Stay agile. Stay hungry. Otherwise, your best practices become a cinderblock chained to your feet as you drop into a chasm of complacency.

REMAIN AN UNDERDOG.

See also Truth 46: Money follows great work, not the other way around.

BE SOMEONE'S HERO.

Once upon a time, someone gave you a piece of advice, or an interview, or an internship, and it became the support you needed to become a careerist. (And just look at you now!) Now it's time to return the favor. **Mentor someone.** Help them become who they want to be. No, it doesn't have to take a lot of time. And no, you shouldn't wait until you're a grizzled, silver-haired veteran to start.

A good rule of thumb: Support three people for every one that's supported you.

INFO
TO GO

Ready to earn some major brownie points? Offer your advice to aspiring careerists in our mentorship forum. All mentors and mentees welcome. Go to: www.wind-beneath-my-wings.com.

ONGOING PANIC KILLS INNOVATION.

Busting it to get something out the door is one thing. But watch out when people feel a sense of dread every time you walk in the door. They become flooded. "Heads down everyone—the boss is coming!" The reek of fear fills the hall. In the face of short-term panic, people lose vision.

In fact, for most people, **the fear of getting fired feels worse than actually getting fired.** When confronted with constant panic of losing their job, people lose morale, confidence and, most importantly, the ability to be their best.



Success requires knowing the target, the rules, and the areas to avoid. Without that, it's extremely difficult to focus energy effectively. When the rules keep changing (or aren't established), you spend more time adjusting course than moving forward. It's hard enough to create exceptional results without wasting energy on a snipe hunt. Get clear agreement on the rules and target goals from all decision makers involved.

Performance reviews are a great example of how direction and feedback can proactively steer the course. Honest feedback, both positive and negative, is meaningful when delivered from a place of support. Everyone who works under me knows exactly where the bar is, what the rewards are, and where they are in the game.

IT'S EASIER TO WIN ON THE RIGHT PLAYING FIELD.

RADICAL
HOW-TO

HOW TO GIVE A GOOD PERFORMANCE REVIEW

A manager's job is to support every team member in playing at his or her best. How?

When an employee's performance requires hardcore criticism, carefully consider the best way to articulate it with a velvet fist*. A tough performance review has the power to break someone's spirit if thoughtlessly delivered. It also has the power to dramatically improve someone's performance. You, as the manager, are personally responsible for determining which is the result. Unless you're planning to fire the employee, it's crucial you make it clear that the critique has a purpose: helping them play at the top of their game. Give very specific examples, then specific resources for solutions.

In the Age of Intensity, waiting a year for a performance review is about 11 months too long. I recommend an informal review after one month of employment. Start the trajectory in the right direction.

Don't just talk. Listen. Ask questions. Examples: What are your favorite parts of your job? Your least favorite? What's keeping you from being better? Why do your expense reports include receipts from a taxidermist?

*VELVET FIST: Brutally hard information or opinions cushioned by a delicate delivery.

BREED RADICAL CAREERISTS.

Careerists are the most crucial members of any organization.

Why?

They have:

- 1) *Idealism to see what's possible*
- 2) *Thought leadership to generate ideas*
- 3) *Creativity to develop fresh options*
- 4) *Vitality to inspire others*
- 5) *Confidence to stand for what they believe*
- 6) *Assertiveness to fully engage*
- 7) *Finely-tuned "social antennae" to understand their environment*

If your company is going to flourish beyond your leadership, careerists are the ones who will do it. Identify them, nurture them, and then give them the space to do what they do best.



INSIDE
HOT TIPS

STEVEN WILHITE, ON CORPORATE CAREERISTS

How's this for a cool job title: SVP of Global Marketing for Nissan Motors. That's Steve. Respected by colleagues and employees alike for his motivating management style, Steve offers the following tips for boosting employee performance:

- The best leaders hire the smartest, most aggressive people possible, provide them with strategy and parameters, and then get out of the way. Too often, managers squash bright young talent, fearing they'll stir controversy or eclipse the manager's spotlight.
- Seek out people who can offer fresh thinking, even if it's uncomfortable. Without them, there's no ability to change, and no new growth opportunities.
- Every company is critically dependent on having certain people in the organization who are perfectly comfortable being fired for what they believe in. Without conviction and passion, the employee is merely earning a paycheck, not making a living, and the company is not being challenged to deliver higher performance to a higher level of expectations.



EUTHANIZE THE DOGS AND PONIES.

When preparing for a big meeting, I'm all for a tight presentation format. The downfall is focusing on showmanship to the detriment of thinking. Sloppy logic isn't any more impressive just because it's in a pretty typeface. Instead of picking out eight kinds of pastries, find eight more ways your project will drive revenue for the client.

TAKE PEOPLE WITH YOU.

As you grow upward, pull everyone around you up too. When you support the people under your management rather than competing with them, they'll make you shine even brighter.

When people recognize their own value, they increase it.

Nicole Williams, founder of Wildly Sophisticated Media, describes this as coming from a place of abundance. She says, "Being a careerist can get lonely. So surround yourself with people you can support, and be supported by. There's enough opportunity in this world to go around."

As any HR manager will tell you, this isn't just for warm 'n' fuzzy reasons. A company's most valuable resource when you include the investment of recruiting, training, intellectual property, replacement, and client consistency, is its people.

See also Truth 21: Honor the karmic circle.

CHAPTER

7

FAIL SUCCESSFULLY

Some days, success is about luck,
or talent, or skill. But most days, success
is about wrestling failure to the ground
until it screams uncle.



MISTAKES ARE TUITION.

My mother has an exquisite gift for finding value in negative situations. When I made mistakes as a kid (like, daily), she would say, "Well look at that, you just paid tuition. Now you can do it better next time." Such an empowering interpretation of failure. I've paid some steep tuition in my day. Bigger goals have the higher potential for failure. If you don't experience failure, odds are you're not truly putting yourself out there, taking risks and fully engaging. The trick isn't to avoid failure, but to know how to cope with failure when it does happen.

THE MOST POWERFUL CATALYST FOR SUCCESS

IS FAILURE.

Sometimes, failure is the best thing that could happen. That's when the greatest breakthroughs happen.

Numerous studies show that difficulty during childhood, such as depression or war, often blossoms into success later in life. Difficulty creates a heartier, more resilient approach to survival. In hard times, we either become damaged, or strengthened. Adversity teaches crucial lessons. (How's that for the ultimate silver lining?)



THE
RADICAL
1000

Which has taught you more:

SUCCESS		39.9%
FAILURE	=====	60.1%

RADICAL
TRUTH

69

**WORK TOWARD
THE POSITIVE,
NOT AWAY FROM
THE NEGATIVE.**

YOU



FAILURE



It's impossible to succeed if your goal is to avoid failure. You can't move forward if you're focused on not sliding backwards.

RADICAL
TRUTH

70

FEAR CAUSES PARALYSIS.

When someone points a gun at you, you're more likely to stare at the gun than at your potential escape routes. It's instinct. Professional fear works the same way. You freeze, and stare at the problem instead of the myriad of potential solutions.

71

RADICAL
TRUTH

**THE ANTIDOTE
TO FEAR IS ACTION.**

Action is the only way to come from a place of strength. By exercising your choices, you reclaim control, and get moving again.

EXAMINE YOUR OWN INTERNAL ISSUES BEFORE BLAMING EXTERNAL PROBLEMS.

It's so easy to blame the office, the boss, the client. And they may very well be at fault. But think for a moment (and be excruciatingly honest):

- A) Is there something you're doing that's causing the problem?*
- B) Is there something you're NOT doing that's causing the problem?*

The more responsibility you can take, the more power you can reclaim in the situation.

LOSE EARLY.

Whenever possible, make losing your decision, something you choose. Not something forced upon you. If it becomes obvious that your task is absolutely doomed, lose sooner rather than later. For example, if it's immediately clear that a new job won't work out because the company is plunging downhill, your division is hemorrhaging clients, and your boss is a schmuck, don't passively wait around, wondering if it will change. In this case, inertia is career suicide.

See also Truth 19: Being in a crap job isn't your fault. Staying in a crap job is.



AGE OF
INTENSITY
SIDEBAR

Are you about to be (gulp) fired? A quick tally of signals that you may be asked to leave soon:

You're not included in meetings

You're given only low-profile assignments

You're not able to look back over the past year and see milestone achievements

There's a pink slip in your mailbox

PULL RABBITS OUT OF HATS, EVEN WHEN THERE ARE NO RABBITS AND NO HATS.

Rarely will you have the resources, tools, training and support necessary to succeed. In fact, you can pretty much count on success seeming like an impossibility. This does not mean it's an impossibility. **If it were easy, everyone would do it.**

Being the underdog either shuts you down or calls you forth to perform at the highest possible level. How do you respond?



THE ICON SAYS

"The hard is what makes it great."

—TOM HANKS

PROTECT HOPE AT ALL COSTS.



There is something worse than losing your job, reputation, nest egg, or even your pride: losing hope. **The whole point of career-ing is to create a position of strength.** Taking a pay cut, trying and failing, committing a CLM—all these can be reversed. But once your hope dies, it's very, very hard to get it back.



REAL DEAL
ANECDOTE

When I was unemployed and on bed rest and losing hope, I leaned on my very wise friend Caskey.

One afternoon I said in despair, "I just want to get back to my old self!"

To this day I treasure her response. She said: "You'll never get back to your old self. You're going forward to your new self."



INFO
TO GO

When the discouragement is almost more than you can bear, visit www.long-live-optimism.com.

CAREERISTS ARE HARDEST HIT BY FAILURE.

We distinguish ourselves by our ability to take action and generate results. Ironically this can work against us when we hit a low, because we assume we can pull ourselves out. Numerous studies show that achievers become clinically depressed far more so than the average worker, because they expect so much more of themselves—yet are least likely to seek help.

If you're in a dark phase, remember this. Sometimes progress is internal, and therefore invisible. While it might feel like you're mired in grueling defeat, in fact you're in a **chrysalis*** phase, preparing to emerge stronger and wiser.

See also Truth 67: Mistakes are tuition.

***CHRYSALIS:** A state of change during which your development isn't obvious to the naked eye, but which ultimately results in a dramatic transformation.

EXPECT PEOPLE TO SAY YOU CAN'T MAKE IT.

Careerists have high aspirations, and clock-watchers will drag you down. But don't let anyone cram you into a smaller, less ambitious reality. When someone says you can't do something, learn everything you can from their reasoning. Then tell them to turn around and get back to darnin' socks.

WALK THE FINE LINE BETWEEN FEELING INSPIRED AND TERRIFIED.

Careerists live by
what's possible,
instead of being confined
by what is.



CHAPTER

8

REINVENT YOURSELF

DO WHAT YOU'D RATHER BE DOING.

Life's too short to slog through a job that's less than inspiring. Would you rather be doing something else? Starting today, envision the process required to meet your goals, then begin to take steps toward your goal.

Researchers once divided a basketball team into two groups. One group practiced their drills every day in the gym. Another group did not practice in the gym at all, but spent an equal amount of time visualizing the same drills. At the end of six weeks, the performance of the two groups was indistinguishable.



RADICAL
HOW-TO

HOW TO PRY OPEN THE BACKDOOR

Trying to reach someone within a company?

Email can be more effective than a letter or phone call, since people can respond more quickly. Give the email a clear subject header.

If you want to contact Jim Smith but can't find his email address, look on the company's site for other email addresses (i.e. "Human Resources is jsmith@company.com")

FIGURE OUT WHAT'S STOPPING YOU, THEN DEAL WITH IT.

Enough said.



ULTRA
CAREERIST
ADVICE

SPRINTS VS. MARATHONS

Ginny Hopkirk helps lead footwear design at a quintessential caregiving company: Nike. Her advice on the difference between a sprint (e.g., a short-turnaround project) and marathon (e.g., a long-term initiative):

- Sprints require an intense burst of extreme focus, and demand your best efforts immediately. Avoid burnout from too many sprints.
- Marathons have sections to gauge and adjust progress.
- Be tenacious, dig deep, tap into your sheer will. Crosstrain your strengths in both.

DON'T LET THE WINDOW OF OPPORTUNITY SLAM SHUT ON YOUR FINGERTIPS.

Opportunity, by definition, has a limited timeframe. If an unusual possibility presents itself, don't wait around to make a decision.



REAL DEAL ANECDOTE

Comfort for parents of dropouts everywhere: Bill Gates left Harvard early because he was so convinced that the timing was perfect for some hair-brained scheme called a personal computer.

SESAME BEEF



BUCK ROUTINE.

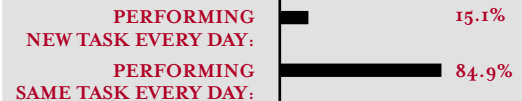
We all have comfortable patterns. I like my Blockbuster night as much as the next guy. But sometimes, habits can insidiously define our lives.

What are you taking for granted, instead of pushing yourself to find a fresher, better solution? Do you always solve problems with the same tactics? Eat lunch with the same group? Sleep on the same side of the bed? Stop digging ruts, and use the shovel to fill them back in instead. Break the conventions of your life. Order something other than kung pao chicken.



THE RADICAL 1000

Which makes you more uncomfortable:



IT'S NEVER

TOO LATE TO START CAREERING.



Sure, it's not easy. And it might require a pay cut. But I've seen it happen many times. What comes out of mid-life careering isn't just renewed earning potential and career velocity, but a much, much happier person. If you're in a job that's less than you are, remember this.

You deserve to have exactly the job you want, no matter how daunting it might seem, or how discouraged you might feel.

See also Truth 45: Options = Power



THE ICON SAYS

"Do one thing every day that scares you."

-ELEANOR ROOSEVELT

DEMORALIZED IS NOT THE SAME AS DISEMPOWERED.

Let's turn the house lights down for a minute.

There may be times in your career when you feel lost, overwhelmed, beaten down, or even depressed. Right now may even be one of those times. In this situation, careering feels totally unrealistic; it's tough to go boldly when you're trapped in survival mode. I know. But just because you feel powerless doesn't mean you are.

You always have options.
Always.
Always.
Always.

And options, as you know, equal power.
Please keep that in mind when you're tempted to slit your wrists with a paper clip.

SCREW RATIONAL.

You can't become truly exceptional by coloring within the lines. You just can't. By definition, rules outline a standard path. If you want to exceed standard results, you have to go outside the norm. Rules are limits.



REAL DEAL
ANECDOTE

FAKE FEET AND BIRTHDAY CAKE.

Here's where screwing rational can go wrong. In my last job I got about 50 resumes a week, and people found some rather, err, "interesting" ways to get my attention.

- Before I had a website, someone bought www.sallyhogshead.com and wouldn't give it back until I interviewed him.
- Someone else sent a chocolate sheet cake with his resume digitally printed on the frosting.
- And finally, the grand master daddy: A first-time job hunter sent a fake foot to get her "foot in the door." Um, don't.

JUMP, AND A NET WILL APPEAR.

I've repeated this to myself many a time. It's impossible to be successful when you cling to obsolete situations out of fear.

Only when you put yourself out there wholeheartedly can the best opportunities present themselves.

What's your lifelong passion? If you've done your homework and decided what you want to do, then clearly and rationally start building your net. Please note: I'm not suggesting you jump before you're ready. Just don't not do it because you're afraid.

A checklist for jumping

- 1) *You loathe the idea of going to work in the morning.*
- 2) *You're more focused on surviving than flourishing.*
- 3) *You've traded the goal of doing your best work for making the boss happy.*
- 4) *You've lost faith in the people you work with.*
- 5) *You've lost respect for the company.*
- 6) *You've lost confidence in yourself.*
- 7) *You've stolen a closet full of office supplies and they're on to you.*



**RADICAL
HOW-TO**

HOW TO JUMP, BY SABRINA ROSS LEE

Sabrina and I went to Duke together, and let me tell you, Sabrina is one of the most intelligent people I've met. After graduating at the top of her class, she was immediately pulling down serious cash. But after a few years, she decided she wasn't fulfilled. Did she go back to law school? No. Business school? No. Med school? No. She quit her glitzy corporate job and joined a modern dance company. Sabrina's advice for leaping into the unknown:

- Never look down. Jumping is about making the audience momentarily forget gravity exists. That requires, for an instant, refusing to even consider the ground.
- Decide how high you want to jump BEFORE you take off. Once you're in the air, it's already too late.
- To find out how high you can jump without falling, you must first fall. You must push yourself beyond your limits. Rehearsal is all about falling, so that you can precisely calculate your risks.

CHAPTER

9

BALANCE WITH INTENTION

Do you live to work,
or work to live?



“BALANCED” IS NOT THE SAME AS “HALF-ASSED.”

“Balance” is not an excuse for sneaking out of work early.

It's not about being 50/50—it's about being 100/100.

You can be fully engaged in your career and making things happen without having a whacked-out personal life.

Commit to both with passion. The trick is to be fully invested in whatever you're doing.



ULTRA
CAREERIST
ADVICE

STEVE STANFORD ON THE 100/100 BALANCE

Named one of TIME's most innovative people of the 20th century, Steve has seriously intense CEO pressures. Yet Steve refuses to compromise his most important job description: Daddy to three girls. Steve's advice on balancing work and family:

- Focus on the long-term goal, not the process. As long as you're progressing toward the goal, you can design a process that works for you.
- Rarely is something so important that it can't wait an hour. People, especially in corporate environments, tend to manufacture an unnecessary sense of urgency.
- In the long run, balance isn't about giving up work or family; it's about reorienting your schedule. Take the red-eye, wake up at 4 a.m., or do whatever it takes to tuck your kids in at bedtime.

YOUR JOB DESCRIPTION IS NOT YOUR SELF-DESCRIPTION.

As careerists, we're frequently guilty of defining ourselves by our careers. When we get acquainted at a cocktail party, our first question is usually, “So what do you do?” No wonder we personalize our successes and failures.

Defining yourself by your job is fine when it's all going well, because then you're defined as someone who is a valued, productive and rewarded person. The problem comes when you lose the glam job, or decide to take a pay cut, or decide to jump off the corporate treadmill to stay home with your kids. In that case, if you've always defined yourself by your job, the change can assault your self-image.

Try this one for size. Do you insist on living fully, passionately, wholeheartedly? Then you are not your career. Your career is an expression of you...the very best version of you.



WORK IS A TWO-WAY STREET.

There's an insidious myth. It says, work is a necessary evil to be tolerated before escaping to "real" life. Your job sucks energy. Your boss is a slumlord and rent is due. In general, work is a "have to," not a "want to."

I think that's pathetic.

I say, work should contribute in direct proportion to its demands. We give time and energy, and in return, we deserve support and excitement. Acknowledgement and respect. New challenges, new skills, new opportunities.

Workers today spend 60 to 70% of our waking hours at work. We owe it to ourselves to create a career deserving of that time. If your work doesn't give as much as it takes, you're missing out on the passion and self-expression of a joyful career. Time to change either what you do, or how you do it.

It's because work demands so much of us that we must demand as much in return.

A JOB WON'T LOVE YOU BACK.

Even if you adore your job, your officemates, your clients, don't invest your entire emotional well-being into work.

Don't look to work for the kind of emotional gratification that you should be getting from family and friends.

I've made some bad trade-offs for work by not creating balance. I missed my son's first birthday, his first steps. One day when Quinton was three, he said, "You're not my mommy. You're the office's mommy." Ohhh. That hurts my heart to think about. But from that moment on, I changed my schedule. I don't want to be the office's mommy ever again.



INFO TO GO

Read "Recovering from Workaholism: A 12-Step Program" at www.workaholics-anonymous.com.

MAINTAIN HEALTHY RELATIONSHIP HYGIENE.

In many jobs, it's tough not to take office calls during dinnertime with loved ones, or to continually bag out on friends for work. But it contaminates your relationships, and it's difficult to cleanse. Set aside time to engage wholeheartedly with those human beings you call friends and family. **Find the off-switch.**



INFO TO GO

If you feel like you **DON'T** need to balance your relationship and work, please go to www.divorce-lawyers-r-us.com

DON'T FIGURE OUT YOUR PRIORITIES WHILE LYING ON YOUR DEATHBED.

We've all heard the expression, "No wished on their deathbed ever wished they'd spent more time at the office." Well, duh. Of course. But what about a life spent in a career that's not worth loving? Ten or 20 or 30 years spent slogging away without meaning? A study by Al Reis on retirees reported that 75% of them regretted not switching jobs at some point. How sad is that?

Loving your career doesn't require working more hours, or missing the moments of life outside of work. In fact, loving your career might mean cutting back to part-time work, or going back to school, or moving closer to family. **The point is to look back from your deathbed, and feel exhilarated by your choices.** Our minutes become days become weeks become months become years become the sudden realization that there's no more looking forward, only looking back.



THE ICON SAYS

"Live life as if it's a terminal illness, because if you do you will live it with joy and passion, as it ought to be lived."

—WRITER, ANNA QUINDLEN

A FULL LIFE IS IMPOSSIBLE WITHOUT JOY AT WORK.

If you're buzzing about work, feeling inspired and fulfilled, you're a better friend, spouse, family member, and all else. Conversely, if you're not your best self at work, how could you be your best self anywhere?



REAL DEAL
ANECDOTE

Dentists have a suicide rate that's 6.64 times higher than the working-age population. Which makes sense, considering the expression on your face when told you have to get a filling. (I'm a sugar junkie. I know that expression well.)

Source: Researcher Steven Stack

ESCAPE TOXIC.

A bad job isn't all that fun to go to in the morning. There might be politics, pressures, or boundaries in your way. Maybe it's a bad job because it keeps you from building equity in your career, or maybe it just lacks passion.

A toxic job, on the other hand, is much, much worse. In a toxic job, your opinion of yourself begins to plummet. A toxic job damages your soul. It destroys your self-confidence, it undermines your self-esteem, and it comes with very expensive therapy bills. Just as you "live up to" the high expectations of your supporters, so will you "live down to" the expectations of your detractors.

How can you escape, or even avoid, toxic jobs? Create enough portable equity to always have the choice of leaving from a position of power.

If you're in a bad job, take the time you need to intelligently prime yourself for the next job. If you're in a toxic job, get out.

Pronto.

YOU ARE A WORK IN PROGRESS.

We're all figuring it out as we go. We're all learning.
If you're not there yet, keep trying. Often the process to get
there is more valuable than actually reaching the destination.

I'm a work in progress too.

May I ask for your help? This is the first book I've ever written. How's it going? What's working? What's not? Help me make this book, and myself, better. I'll personally read every email (the only caveat being that as per Truth #90, I won't always have the opportunity to respond). To contribute your opinions (good or bad) and your ideas (good or bad), please go to www.sally-performance-review.com. I'm ready. Bring it on.

If you are alive today, someone went to unreasonable lengths to carry you, birth you, watch over you. And she didn't do it so you could grow up to be ordinary.



CHAPTER

10

***REMEMBER
WHO YOU ARE***

Refuse to carry
a membership card
in the lowest common
denominator.



FIND YOUR PISTACHIO.

Not everyone likes pistachio. But for the people who like pistachio, no other ice cream will do. So if there's something about you that makes you distinct, something weird and wonderful, use it to your advantage.



ULTRA
CAREERIST
ADVICE

PISTACHIOSITY

Meet Alex Bogusky. He's executive creative director of Crispin Porter + Bogusky, an agency that creates inimitable advertising for clients such as MINI, Virgin, and Burger King. Alex's advice for companies, and people, who want to avoid becoming vanilla:

- Don't let anything in the company or process become sacred.
- Nothing should be off-limits for reinvention.
- You're not right for everyone. And don't try to be. Focus on the people and companies who are about the same things you are.
- Approach every assignment as an opportunity to differentiate yourself. Every single one.
- Practice "idea obsolescence" by constantly outdoing yourself. Make your own best ideas obsolete (before someone else does it for you).



INFO
TO GO

Want to boost your pistachio factor?
Go to www.anti-vanilla.com.



TRUST YOUR GUT. IT'S SMARTER THAN YOU.

Sometimes you just have a feeling about a person, a conversation, a deal. If your mind and your gut don't agree, listen carefully to your gut. It often knows something you don't.

99.9% of your DNA is exactly like everyone else's.
Put the other .1% to good use.

DO WHAT YOU ARE.

To reach your ultimate potential, you have to fully express yourself. We all express ourselves differently, but whether you're a firecracker or a gentle soul, your best career is an expression of yourself. What you *do* should reflect who you *are*.

This goes for any profession: a CEO, a student, an assembly line worker, or a full-time mom.

**You can be truly great only
when you can truly be yourself.**



RADICAL
HOW-TO

FINDING YOUR "SO THAT"

What's the true underlying purpose for your actions? I call this a "so that." You do one thing so that you can get something so that you can achieve an end result. Knowing your ultimate "so that" helps you be happier in all that you do. For instance, while people often list "money" as a goal, in fact, money isn't an end in itself. It's a "so that" for security, or respect, or contribution.

In reality, a goal is often only a superficial objective, which hide a deeper intention, which lead to an ultimate purpose. Here's a snazzy diagram:

SUPERFICIAL OBJECTIVE [*so that*] **DEEPER INTENTION** [*so that*] **ULTIMATE PURPOSE**

Here's an example. Say your goal is to earn a promotion for the prestige, pay hike, and so on. But if you think about it, you might realize the promotion is only a superficial objective. Your deeper intention is so that you'll have more flexibility over your schedule, so that you can enjoy your ultimate purpose: weekends off with family. Here's what that looks like:

PROMOTION [*so that*] **FLEXIBILITY OVER SCHEDULE** [*so that*] **MORE TIME WITH FAMILY**

If your "so that" is to enjoy more time with family, the promotion is only a means to an end. It's important to weigh that against the time investment required to earn a promotion in the first place.



YOU WERE BORN UNLIKE ANY OTHER.

You arrived into this world totally and completely you. Boy or girl, wrinkled or plump, brown eyes or blue, you were miraculous perfection because you were nothing less than yourself. You were *born* a careerist.

But then, somehow, it happened. You grew up.

You traded being yourself for being polite. You stopped asking for your heart's desire, and started asking permission.

Are you ready to be nothing less than yourself once again?

What makes you you?

Who can you be that no one else is?

Once you find it, own it. Embody yourself.
Become even more you.

**That's not just your career.
That's your life's work.**

99,999,999 didn't make it.
You did.



THE ICON SAYS

"Figure out who you are and then do it on purpose."

—DOLLY PARTON

EXPRESSING YOUR TRUEST SELF IS THE ULTIMATE COMPETITIVE ADVANTAGE.



Traditional corporate culture induces mind-numbing homogeny. Success requires fitting in. The game is to get the “right” suit, the “right” handshake, the “right” letterhead. Hundreds of books tell you how to be right.

*But “right” is standard. Boring.
And frankly, beneath you.*

Being a careerist means being the biggest, best version of yourself.

Never dumb yourself down,
or think less interesting thoughts.

Never compromise your innate advantages.

Never confuse a cubicle with a pigeonhole.



INFO
TO GO

What is your truest self? Find it at
www.ultimate-competitive-advantage.com.

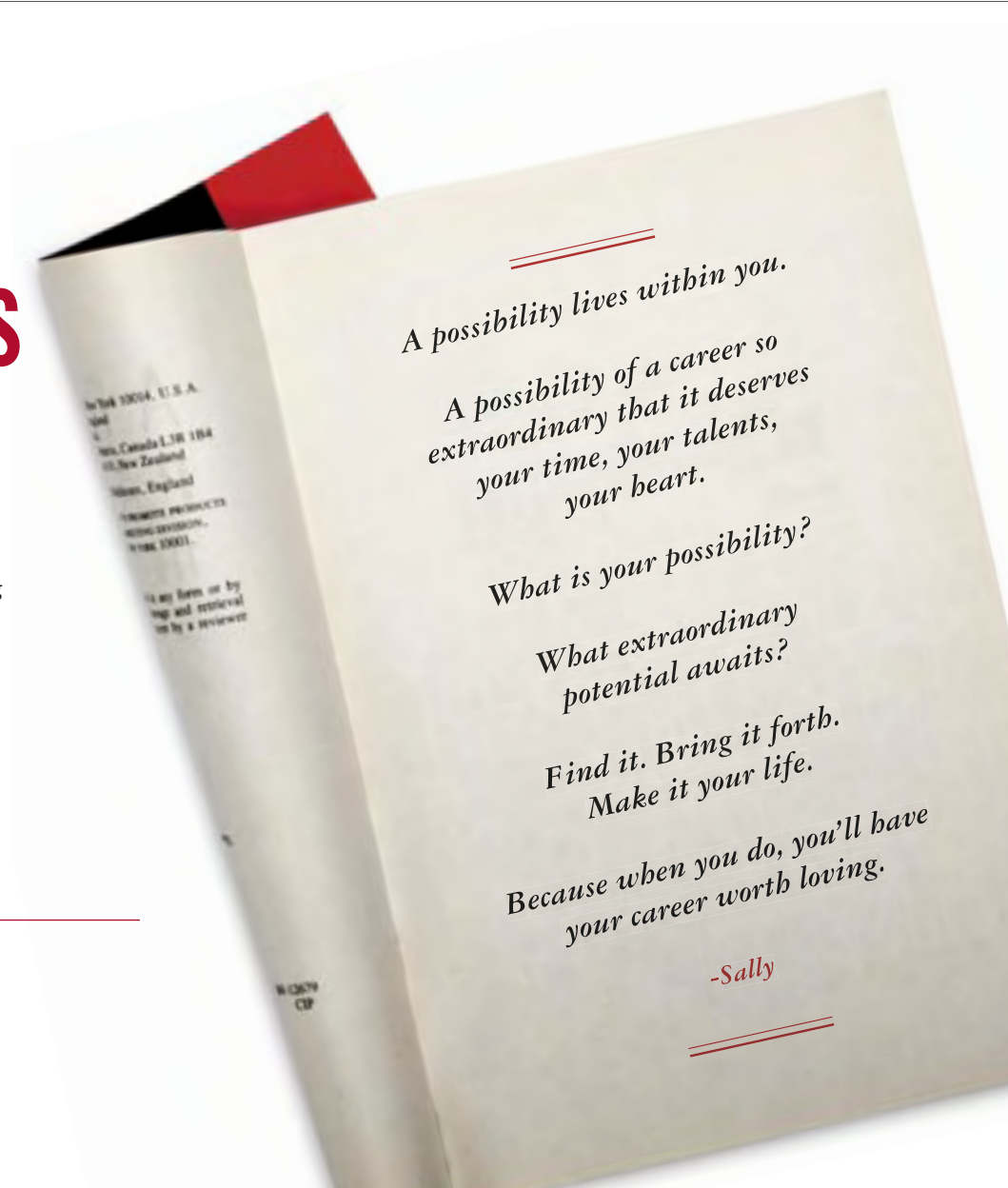
**RADICAL
TRUTH**

100

MAKE YOUR MEMOIRS WORTH READING.

A career that makes you fulfilled and proud isn't the most important piece of your life. Not at all. But it is a piece. An essential piece. To kill time in an uninspiring job, then another, and another, and then one day look back a lifetime of meaningless effort...how tragic.

Years from now, when we're old and retired and reflecting upon our lives, may no part remain unlived, no opportunity squandered, no talent wasted, no aspiration unfulfilled.



*A possibility lives within you.
A possibility of a career so
extraordinary that it deserves
your time, your talents,
your heart.*

What is your possibility?

*What extraordinary
potential awaits?*

*Find it. Bring it forth.
Make it your life.*

*Because when you do, you'll have
your career worth loving.*

-Sally

CAREERING OXYMORONS

1. SAFE IS RISKY.
2. PROBLEMS ARE OPPORTUNITY
3. LONG-TERM SOLUTIONS ARE TEMPORARY
4. SAY NO TO "YES MEN"
5. GOOD RELATIONSHIPS ARE WORTHING FIGHTING FOR
6. SIMPLE IS DIFFICULT
7. BUILDING UP GROWTH REQUIRES BREAKING DOWN BARRIERS
8. PERFECTION IS MESSY
9. GROW SMALLER
10. JARGON SAYS NOTHING
11. DIFFICULTY IS POSSIBILITY

RADICAL CAREERING WEBSITE

*Ready to fire up your shiny new
radical careering skills?*

Let's go.

Online you'll find all kinds of
crazycool tools, insight, and inspiration
to kick your career into high gear.

www.RADICALCAREERING.com



A BRIEF HISTORY OF CAREERISTS

Careering isn't a newfangled approach. Since the dawn of time, careerists have advanced their careers, and mankind, by refusing the status quo.

The first guy to make fire
9: FORGET WHAT YOUR BUSINESS CARD
SAYS. YOU'RE AN ENTREPRENEUR.

Christopher Columbus
56: BE WHERE YOU WANT
OTHERS TO GO.

Susan B. Anthony
25: MAKE BUREAUCRATS NERVOUS.

