



section

1

Is All Change Good?

Section One

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MAIN POINTS

1. Yes, change is challenging. But we also need to know that with any change, there are always the equal seeds of opportunity.
2. We are all confronted with change. No one can choose to avoid it. Our only choice is how we are going to respond. Are we going to be **victims** or **victors**; **whiners** or **winners**?
3. Everyone has perceived obstacles. People see themselves as too old, too young, too short, uneducated, disabled, or from the wrong ethnic or socioeconomic group. In this process, we are going to focus on your assets, not your liabilities. Most of the obstacles you experience are between your ears.





CHAPTER 1 — WHAT IS WORK?

From the 1920s until the mid-1980s, getting a job with some large company was the dream of almost every young American. There was an unwritten agreement between the corporation and the employee: if you work for us throughout your working lifetime, we will take care of you. I still hear rare stories where someone has worked for a company for 32 years. Our parents are probably very familiar with that world.

In the 1980s, the system rapidly disintegrated. Twenty-million blue collar workers—many of whom had spent their entire lives working for one organization—were let go. What happened?

Fifty years ago, it took a lifetime for technology to make someone's job irrelevant. Now it only takes a few years. Experts estimate that 80% of all products and services we currently use will be obsolete in four or five years. Here in middle Tennessee, we have seen hundreds of manufacturing and apparel industry jobs disappear as companies moved those operations to other parts of the world. What we are experiencing is the shift from a production-based to a knowledge-based economy. The current upswing in the local economy is mostly due to knowledge-based jobs.

Here is an encouraging statistic—50% of all the jobs we will have in the next six years haven't been created. We continue to see more and more American workers move away from "traditional" employment. About half the workers in the workforce today are consultants, independent contractors, contingency workers, temps, entrepreneurs, freelance workers, electronic immigrants, and so forth. These changes require each of us to develop a clear sense of who we are and where we are going. Otherwise, we will be unprepared for these inevitable changes.

- According to a survey by job-placement firm, *Manpower*, 84% of employees plan to look for a new job in the coming year.
- Seventy percent of American workers experience stress-related illnesses.
- The Hidden Brain Task Force of the Center for Work-Life Policy estimates that about 20% of high earners in the United States (those in the top 6% of income levels) meet the definition of an extreme worker. That means 20% of those who make it to the top are working harder than they can sustain. Sixty-nine percent say their work habits undermine their health. Forty-six percent say work negatively affects their relationships with their spouses. Fifty-eight percent say their work gets in the way of their relationships with their children.
- The *Los Angeles Times* reported there is a 33% increase in heart attacks on Monday mornings.
- According to the *Centers for Disease Control and Prevention*, more people die at nine o'clock Monday morning than at any other time of day or any other day of the week.
- *Entrepreneur* magazine discovered there is a 25% increase in work related injuries on Mondays.
- Possibly the most alarming fact—male suicides are highest on Sunday nights when men realize their careers and/or their finances are not where they want them to be.

WHAT'S IS THE FUTURE OF WORK?

The dictionary defines work as:

1. Exertion or effort directed to produce or accomplish something; labor; toil;
2. Something on which exertion or labor is expended; a task or undertaking;
3. Productive or operative activity;
4. Employment, as in some form of industry, especially as a means of earning one's livelihood;
5. One's place of employment;
6. The result of exertion, labor, or activity; a deed or performance.

Most people tend to view work and play as polar opposites. It makes sense. Play is defined as:

1. Exercise or activity for amusement or recreation;
2. Fun or jest, as opposed to seriousness.

Work, therefore, usually is associated with a job or a task. Play, on the other hand, brings us more enjoyment. We've been conditioned to believe that something defined as work can't also meet the definition of play. I disagree. Work doesn't have to be a chore and play doesn't have to be confined to the hours when you aren't working. You can do both simultaneously.

David Foster - Music Producer

Darren Hardy, the publisher of SUCCESS magazine, interviewed David Foster, the famous music producer who's worked with Celine Dion, Josh Groban, Michael Buble, Beyonce and many others. Long past the traditional retirement age, David continued to work far more than 40 hours per week.

With wealth and fame why wouldn't David take a break? Isn't the goal to make enough money so we don't have to work so hard? Here's David's response: "On a Saturday morning, when it's quiet, there's no place I'd rather be on the planet - no exotic beach, no lounge chair, no golf course - no place I'd rather be than in my studio making great art. That's not working; that's living."

It seems that what continues to drive Foster is not money; it's not fame. It's love. He absolutely loves his work. He continued, "If you'd rather be anywhere other than doing your great work on a Saturday morning, then you're probably doing the wrong thing or looking at it the wrong way."

So what do you think? Is that kind of love for work reserved for just a lucky few or is that something we can all plan for? Would you rather "work" on a Saturday morning than do anything else?

When you read David Foster's comments, you might think that life is only available to those who already have some degree of success. A person's attitude toward work plays a part in their personal achievement. The attitude comes before, not after, success. You might be among the millions of Americans who dread Mondays and live for Fridays. It's an emotional roller coaster. There must be a better way.

David Foster said, "If you'd rather be anywhere other than doing your great work on a Saturday morning, then you're probably doing the wrong thing or looking at it the wrong way."

Use the scale below to rate your desire to know and do your great work. Place an X on the line in the spot where you are right now.



Place an O in the spot where you want to be at the end of this 48 Day process.

How willing are you to invest the next 48 Days defining and pursuing your great work?

- ☐ I am not really interested in discovering and pursuing my great work.
- ☐ I am interested in knowing what my great work is. Then I'll decide if I want to do it.
- ☐ I am determined to do whatever it takes to discover my great work and develop a strategy that helps it become a reality.

Attitude matters. You will never achieve anything against your own will. Not only does attitude matter, but it is one of the most important parts of your 48 Day journey. You must believe there is more to life than what you are currently experiencing. You must have confidence in your own creativity and ingenuity. You must be willing to fend off the naysayers and well-meaning friends who believe there are no other options.

DAY 1

Review the **48 Day** schedule that begins on page 10. See yourself completing all steps on schedule as outlined. Recognize you are not waiting for your future to appear; you are going to plan and create it. Review the Overview and read the Personal Commitment. Think about the process you are starting and sign and date the commitment.

There are many jobs that are predicted to be in high demand over the next several years. The Bureau of Labor Predictions highlights the following careers:

- **Construction.** Demand for commercial construction and an increase in road, bridge, and tunnel construction will contribute to the steady rise in employment opportunities.
- **Wholesale trade.** The number of workers in this field is expected to show slight increases.
- **Retail trade.** This field also will show small increases as the economy strengthens.
- **Information.** The information sector is expected to maintain a consistent growth of about 4%. This sector includes fast-growing computer related industries. Data processing, hosting, and related industries should grow in excess of 50%.
- **Finance and insurance.** Employment in securities, commodity contracts, and other

financial fields is expected to grow more than 10%. This is partly due to the number of baby boomers who are at their peak earning and savings years.

- **Real estate, rental, and leasing.** As the population grows, the demand for housing will increase and drive the need for more people in these fields.
- **Professional, scientific, and technical services.** As our society depends more and more on technology, professionals in these areas will be in high demand.
- **Healthcare and social assistance.** Approximately one-quarter of all new jobs in the United States economy will be in these fields. This includes public and private hospitals, nursing homes, extended care facilities, assisted living centers, and family services. An aging population and longer life expectancies will drive the growth in this sector.
- **Arts, entertainment, and recreation.** Growth in these areas will be affected by the overall health of the economy. A healthy economy will result in higher incomes, more leisure time, and an increased awareness of the benefits of physical fitness.
- **Personal care services.** Barbers, hair stylists, massage therapists, and other personal services are expected to grow at high rates.
- **Government services.** Expanded demand for public safety and assistance to the elderly will drive the demand. Actual growth in this sector will be limited by budgetary concerns and the trend toward outsourcing government jobs to the private sector.

We also know “small businesses” add more than 2 million jobs annually, far outweighing the traditional job gains. These jobs look different—they don’t offer company cars, retirement plans, group insurance, and so forth—but, they do offer exciting growth potential. Many small companies are exempt from some government regulations that are mandated for large corporations. These jobs can be harder to find, but this is where the growth opportunities lie.

SMALL BUSINESSES AND JOB GENERATION

According to the Small Business Administration, a small business is one that is “independently owned and operated, is organized for profit, and is not dominant in its field. Depending on the industry, size standard eligibility is based on the average number of employees for the preceding twelve months or on sales volume averaged over a three-year period.”

- Small businesses represent over 99% of all employers in the United States.
- Small businesses create more than 80% of all new jobs.
- During economic downturns, small businesses appear to be the only source of job growth.
- More than 50% of the companies in America employ fewer than five people. Nearly 90% employ fewer than 20 people. Approximately 3% of all employers have more than 99 employees.

Your best opportunity might not look like your last job. The best opportunities might cause you to rethink the importance of many of the perks we've come to expect. You might discover that a small business is the best fit for you and offers you work you can love.

How would you describe your current season of life? What are your major challenges and opportunities?

What was your first job? How much money did you make? What were your primary responsibilities?

If you look back over your work history, what experiences have brought you the greatest value, worth, or joy?

Describe a time when you experienced an unwanted or unexpected work change.

What would be the characteristics of an ideal job?

If nothing changed in your life over the next five years, would you be satisfied? What are you willing to change in order to get new results?

Ask yourself what work has meant to you so far. Then ask yourself what you were “born to do.” Has your work and what you were born to do been a match or are they different?

THE EDGE OF OBSOLESCENCE

Everyone lives on the edge of job obsolescence. We have long been told that change always introduces a new seed of opportunity. Sometimes, however, the positive is hard to see. Not all change results in growth, but growth doesn’t happen without change. Change is the common thread throughout the history of mankind. It is predictable, inevitable, impersonal, and relentless. The quickening pace of change touches everyone. There is no doubt that change will reach you. The question is simple—how will you respond to change? Knowing that change is coming should help you develop a strategy for turning it into a positive force.

I recently worked with a 60-year-old gentleman who was living in a week-to-week motel room. Four years ago he was in a banking position with a six-figure income, first class flights and lots of perks. As a result of a merger, he quickly ended up with no job, no money and no prospects of either. He stated, “I have essentially drifted through life.” It’s funny how not having a plan can periodically lead to success anyway with failure lurking close behind. Taking the path of least resistance makes very crooked rivers and very frustrated people.

Another 56-year-old executive, completing 33 years of advancement in the same company, wrote this in his initial information profile: “I have maybe 15 years to make something of myself and salvage my reputation. I have always expected to be something more than I have turned out to be.” A 45-year-old highly paid financial vice-president told me, “I feel like I’m headed the wrong way on a six-lane highway, but can’t get across the median.”

Other statements people have used to describe their situations:

- “I feel like my life is a movie that’s almost over and I haven’t even bought the popcorn yet.”
- “I’m like a butterfly caught in a spider web and the life is slowly being sucked out of me.”

Putting yourself in the driver’s seat requires creating a clear sense of where you want to go. Drifting leads to helplessness, frustration, anger, resentment, guilt and depression. Being clear about a desired direction will immediately begin to lessen these feelings

and those of hope, optimism, confidence, boldness and enthusiasm will begin to grow. It's never too late to be the person you know you could have become.

changing times

Unemployment remains a topic of conversation but it might be a poor indicator of the real work situation. Consider the following trends:

- . Statistics reveal that often more people quit their jobs than are laid off or terminated.
- . The primary concern of employers is finding and keeping talented people.
- . Losing a job is often a wake-up call for our dormant dreams.
- . A lot of people are becoming "accidental entrepreneurs."
- . You don't have to be rich or privileged to be an entrepreneur.

We've created a society that trains people for "jobs" rather than helping them find their talent and passion. If people think about what kind of world they would like to create they will naturally see a business that will help make that world.

"The times when everyone is confused and stunned can present an enormous opportunity because no one's really doing anything," says Dell Computer founder Michael Dell. "I think this is the time when the seeds of really successful new businesses will be created."

There's never been a better time to find your own unique opportunity.

Obsolescence is the byproduct of a failure to plan. People who worked in video stores probably saw the changes coming that eventually made their stores obsolete. Some people leveraged their experience and found new opportunities. Others suffered the consequences of doing nothing.

How do you respond to change? Do you see it providing new opportunities or is it a threat to the "security" you believe your current situation provides? How confident are you that your present employer will continue to provide medical benefits, vacation time, and a retirement plan?

Security today isn't likely to come from a job, a company, or the government. General Douglas MacArthur said, "Security is your ability to produce." Your only security is knowing what you do well. Knowing your areas of competence will give you freedom and remove any vulnerability associated with the unexpected.

"The Factory of the future will have only two employees, a man and a dog. The man will be there to feed the dog. The dog will be there to keep the man from touching the equipment."

Warren Bennis - Author and Distinguished
Professor of Business Administration
University of Southern California

Describe your current work situation.

How did you get involved in this occupation?

Why would you consider a job change at this time?

What issues other than your work are causing you unrest?

To what degree is your desire to increase your income motivating your determination to change your job or career?

When asked why he was such a great hockey player, Wayne Gretsky replied, "I simply went to where the puck was going to be." His anticipation made the difference. Your anticipation will set you on a different course, too.

DON'T BE A BLACK CRAB

In the book *Rich Dad, Poor Dad*, Robert Kiyosaki tells the story of the Hawaiian black crabs. If you go down to the beach early in the morning you can easily find black crabs. You just toss them in your bucket and continue walking on the beach. If crabs could talk, they'd be saying, "We're bumping around in this little bucket making a lot of noise but going nowhere."

Eventually, one crab looks up and thinks, "There's a whole new world up there. If I could just get my foot up over the edge, I could get out, get my freedom and explore the world in my own way." So he stretches up, pushes a little, and sure enough, gets one foot over the edge. But just as he is about to tip the balance and go over the edge, a crab from the bottom of the bucket reaches up and pulls him back down. Instead of encouraging him and seeing how they could help each other get to freedom one by one, they pull any crab attempting to escape back down into that confining bucket where nothing but a boiling pot of water is waiting for them. No crab in that bucket is going to end up a winner.

Unfortunately, that's not an uncommon picture of the world in which we live and work.

Many of us live around a bunch of black crabs, ready to ridicule any new idea we have and just as eager to pull us back down to their level of performance. Small thinkers find it much easier to tell you why something won't work than to help you find a solution. People who feel trapped and are struggling at a low level of success are seldom the ones who will cheer you on to a new endeavor.

I have found that one of the key characteristics of successful people is that they hang around people who are already performing at the level at which they want to perform.

In *Killers of the Dream*, Lillian Smith wrote, "We in America—and men across the earth—have trapped ourselves with that word equality, which is inapplicable to the genus man. I wish we would forget it. Stop its use in our country. Let the communists have it. It isn't fit for men who fling their dreams across the skies. It is fit only for a leveling down of mankind."

There will always be naysayers and whiners; avoid them. Avoid the black crabs around you. Find winners and spend time with them! Even the Bible warns us: "Make no friendship with an angry man; and with a furious man thou shalt not go: Lest thou learn his ways, and get a snare to thy soul" (Proverbs 22:24-25).

ACTION PLAN

As you reflect on your previous experiences, take some time to consider the following questions. Talk to people who know you well and are willing to help you think through your responses.

What were you born to do?

What is something you love doing but never have enough time to do?

As you reflect on your life, what are some recurring themes you see?

What words or thoughts do you want people to use when they talk about you?

Begin the life you want today!

My old friend, Bob Whitley, told me a story about a dog lying on the front porch. A neighbor approached the porch and could hear the dog softly moaning. He asked his friend why the dog was whimpering. The owner said, "He's lying on a nail." Predictably, the man asked, "Well, why doesn't he move?" To which the owner replied, "I guess it doesn't hurt quite that much yet."

I find a lot of people like that old dog. They moan and groan about their situations, but don't do anything to change. How bad does the pain have to be before you get up and do something else?

In the workplace today there are incredible opportunities. If you are in a negative environment—one that causes you pain and anguish—maybe it's time to take a fresh look at yourself, define where you want to be, and develop a clear plan of action to get there.

What is your "nail" and what is one thing you can do to get off of it?

For tips on how to take advantage of new opportunities, check out the resources and information at www.48days.com.

“Obstacles are those frightful things you see when you take your eyes off the goal.” - Hannah Moore, quoted in *Multiple Streams of Income*, by Robert. G. Allen

My Thoughts

This image shows a full page of blank handwriting practice paper. It features approximately 20 evenly spaced, horizontal orange lines running across the entire width of the page. The background is a solid off-white color, providing a clear contrast for the lines. There are no margins, text, or other markings present.

This image shows a full page of blank handwriting practice paper. It features approximately 28 evenly spaced horizontal orange lines across the entire page, providing a guide for letter height and placement. The background is plain white, and there are no margins, text, or other markings present.



CHAPTER 2 — WHO WOULD HIRE ME?

Who gets the best jobs? Do they go to the candidates with the best education? Is it luck? How do some people get several job offers while others go months without a reply? Online job boards indicate there are plenty of jobs available. Are companies really hiring?

Those all are great questions and legitimate concerns expressed by active job seekers. Some people get so desperate in their job search that they take the first job that comes along. Unfortunately, those people often end up dissatisfied and back in the job market sooner than they ever imagined.

What kind of people are employers seeking? What are the characteristics they find most attractive? Again, these are great questions. According to the United States Bureau of Labor Statistics, the average American will have more than ten different jobs between ages 18 and 42. That's an average of 2.2 years per job. The younger portion of that segment of the population averages about 13 months on the job!

The reality is obvious—you will change jobs more than once in your working lifetime. Some people will defy the odds and stick with one company. That, however, is the exception. You must understand and embrace this new reality. A career path today will likely involve moving from organization to organization. Unlike the world in which our parents grew up, a vertical rise within one organization might move you away from your strongest areas of competence.

Many job seekers today are looking for guarantees outside themselves. They want companies or the government to make promises neither can keep. Why?

Many job seekers are asking the wrong question. They fail to see their personal responsibility for being a person employers want to hire. You need to get the following question in your mind, as well.

WHY WOULD ANYONE WANT TO HIRE YOU?

In his book, *Linchpin*, Seth Godin describes what it takes for you to make yourself indispensable. What does that mean? It means being absolutely necessary, essential, and incapable of being neglected or discarded. You might be reading this book because you've recently lost a job. It is common to feel neglected and discarded. A situation, however, doesn't define you.

How would you respond if an interviewer asked, "Why should I hire you?"

Review what you wrote and list below the skills, experience, and education highlighted in your response.

Skills: _____

Experience: _____

Education: _____

There's more to you than your skills, experience, and education. You have a lot more to offer than that. In fact, if you limit your response to only these three areas, you will be like a majority of the job seekers competing against you. They will use their résumés and cover letters to highlight these three areas. So, what's missing? Don't turn the page yet. Watch the clock and wait two minutes while you consider your response to this question...

WHO ARE YOU...REALLY?

You bring a lot to the table. Your wisdom, insight, and personality position you to make a valuable contribution in every situation. Your uniqueness and creativity make you a valuable addition. Your sense of humor, problem solving ability, and concern for others separate you from people who want an employer to give them a job. You can find a job; but, are you willing to do what it takes to find yourself and align your life according to what you discover?

That's a different approach to the career issue. Most résumés highlight the similarities between candidates—skills, experience, education. Few résumés effectively demonstrate the unique contributions a candidate can make to the mission and vision of the employer.

Let go of the peanuts!

George has been with the same company for 23 years. He hates his job. He even changes out of his uniform at work to keep his neighbors from identifying him with his employer. He missed out on much of his children's lives, he often works when his wife is off, and his health is going downhill.

He knows computer networks and his friends often ask him to help them set up their home and business networks. He enjoys helping them out, but he can't imagine leaving the "security" of his job.

In Africa, natives catch monkeys by carving out a small hole in the end of a coconut. The hole is just large enough for the monkey's hand to enter. The other end of the coconut is attached to a long rope. They place a few peanuts inside and hide in the woods while they wait for the monkeys.

The monkeys eventually come around, smell the peanuts, and reach inside to get them. The clinched hand of the monkey is too large to pull out of the hole. The natives pull on the cord and capture the monkey simply because it will not let go of the peanuts.

Are you holding on to peanuts? What advice do you have for George?

Would you hire you? Don't answer too quickly because there's more to the question than you realize. Today's changing environment legitimizes working models that might not have been possible years ago. People are finding success as consultants, contingency workers, independent contractors, freelancers, and entrepreneurs. More than at any other time in history, you can be your own boss with little or no capital expense. You really can hire yourself!

SEVEN CAREER QUESTIONS

As we move forward in the process, you need to answer some common career questions. These questions will help you better understand your thought processes and give you guidance as you move forward.

1. **Can I find a job and stick with it until retirement?** Based on current trends, probably not. That doesn't mean it's impossible. You just need to be prepared for downsizing, restructuring, or consolidation.

Is the rapid rate of change in the job market a concern to you? _____

Would you prefer to have one job and stay with that it until retirement? Why?

2. **Is change inevitable?** Yes. Change is relentless and non-discriminating. Our only choice is how we will respond to change. If you know your strongest competencies, are prepared for the future, and have a clear focus, you can have a sense of continuity. The only way to deal with change is to identify what is changeless about you.

What are your strongest non-changing abilities and skills?

3. **How can I keep my job from controlling my life?** First, you need to decide what kind of life you want and then plan your job around it. That's a different way of looking at things. What's more important—your life or your job? Make sure you balance your priorities. Exchange your time for what's most important, not just

money. Understand that spending more time working doesn't guarantee success. When your work schedule occupies more than 50 hours per week, you are making sacrifices in other areas of life.

How many hours per week do you work on average? _____

How does your working schedule affect other areas of your life?

What is your response to the statement that spending more time working doesn't guarantee success?

4. What if I don't want another corporate job? You are not alone. Many people are choosing to start their own businesses. More Americans have home-based businesses than ever before. The good news is that the cost of starting up a business can be very low. Check out *48 Low or No Cost Business Ideas* at www.48days.com/48-biz-ideas.

What are some of the unique businesses you have seen develop?

What are three or four things you might do to add to or replace your income?

5. **I don't have a college education, what can I do?** Don't worry. Most people get promotions, advancements, or opportunities because of their attitudes, enthusiasm, self-discipline, and/or interpersonal ability. Only about 15% are due to educational credentials or skills. The work environment today is level. You can leverage your abilities to do anything you want.

What are your educational assets (the 15%)?

What are your other assets (attitude, enthusiasm, self-discipline, personality, etc)?

DAY 3

Recap your own work history. How close to the national averages are the lengths of your jobs? What caused the changes in your jobs —was it something you did or circumstances beyond your control? Be totally honest in your responses.

6. **I am sending out résumés and applying online to every job that interests me, but I get no responses.** Is there something else I should be doing? Only about 12% of the available jobs are advertised. Successful job seekers know how to find jobs before they are advertised. The major difference between successful and unsuccessful job-hunters is not education, age, skill, or ability, but the way they go about the job search. With today's online job boards, you can apply for hundreds of jobs each day, but that's not an effective method. Many of the jobs are filled long before the search engines add them to the job boards. Rising to the top of the stack of applications isn't easy because of the volume of applications. Getting a job requires a more creative approach in today's workplace.

What has been your job search strategy and how effective has it been?

7. **My work history and résumé force me into a rut that I can't escape. What can I do?** Rethink the structure of your résumé. You can build it by focusing on your transferable skills and abilities. Most employers scan the first page of the résumé. If your work history doesn't strongly present your abilities, move the history to the second page and lead with your skills. Show other proficiencies like administration, planning, sales, marketing, training, supervising, accounting, and so forth. Describe a project you've completed in the last six months or link to an article or blog you've written. These skills are transferrable from one industry or profession to another.

How does your work history present your skills and abilities? What skills are not revealed by your history?

I repeatedly see anger, frustration, and bitterness over a job loss. While those emotions are understandable, they can quickly become counterproductive. Most anger is very transparent and I've seen people sabotage their job search efforts. If you've lost a job, realize that your former employer isn't suffering because of your anger; you are. Break the cycle of bitterness by putting yourself back in the driver's seat and create the future you want.

What would be the characteristics of an ideal job or career?

DAY 4

Your plan will come alive if you write your responses to the activities in this workbook. Realize you are simply clarifying your past at this point. Then you will be better able to describe the changes needed for the future you desire.

DEALING WITH FAILURE

In the movie, *Lions for Lambs*, a student ask his professor an intriguing question: "Is there any difference in trying and failing, and simply failing to try—if you end up in the same place anyway?" He really wanted to rationalize taking the safe route.

We all deal with the same temptation. Our brains are wired to seek safety and avoid danger. When it comes to our careers, seeking safety can seriously hinder our openness to new opportunities.

Failure can ignite a passion you never knew existed. In 1985, Steve Jobs was fired by Apple, a company he started in his parents' garage. As a result, he started *Pixar Animation Studios* and a new computer company known as *NeXT*. In 1996, though it was struggling, *Apple* acquired *NeXT* and Jobs returned to the company he help found. As CEO, Jobs led *Apple's* resurrection and the rest is history.

Many people let setbacks defeat them; others let setbacks launch them. Which kind of person are you? I remember hearing someone say, "If failure is not a possibility then winning is not so sweet." In other words, winning doesn't mean anything if losing wasn't possible.

IF you are not trying something right now where you have a strong possibility of failure, your life is boring.

I understand failure because I've experienced my share of it. I know how it affects a person's self-esteem and attitude. I realize how easy it is to let failure convince us that victory isn't possible.

I want to try things that might or might not work. At the beginning of each year, I set goals and plan to do things that have the potential to not work. If they fail, I learn. If they succeed, I profit. Either way, I win.

Some people cling tightly to their jobs because they fear losing them. Their identity is connected to their employment. If that's you, you need to rethink your situation. You can't always control your job security. Many people lose jobs because of things beyond their control. What happens to you doesn't define you. Losing a job isn't failure; it's the introduction of new opportunities.

FINDING POWER IN YOUR CAREER

The key to finding power in your career is to first take a look at yourself. The more you understand yourself, the more you can move forward with boldness and confidence. You can learn a lot about yourself by answering these introspective questions:

What were your childhood goals and ambitions for your life? Which ones have you been able to fulfill?

When you daydream, what do you see yourself doing?

What have been the happiest, most fulfilling moments in your life?

what are you going to be...

when you grow up? When you get to heaven God is not going to ask you why you weren't more like Mother Teresa. He's more likely to ask why you weren't more like you? Your source of real freedom and success is the discovery of who you really are. Embrace your unique talents and personality. Be authentically you and let God use you the way He planned.

The most common comment I hear from job changers is, "I still don't know what I want to be when I grow up." While this usually is said with an embarrassed humor, it is understandable. The process of finding one's purpose and path is an ongoing process. It is not something we do one time at age eighteen.

Our life experiences help us clarify our purposes. Our maturity and life experiences change us over time. We aren't the same people we were twenty years ago.

This is your season of life. Let your uniqueness lead you toward the work you love.

Think about two or three people you know who seem to have accomplished some of their dreams. What do you know about their attitudes and work habits?

HOW TO STOP WANTING WHAT YOU WANT

I get a lot of questions like this: Dan, I'm writing you because I have a question that I haven't been able to find an answer for. I've looked through the bookstore for something on the subject but to no avail. You are very good at helping people figure out how to achieve what they want, not only in their careers but more importantly in life. What I need to know is how to stop wanting those things I want for my life. No one else can seem to help me; can you?

This question reflects a lot of personal pain or confusion. How do we stop wanting those things we want? How do we become numb to desires of our hearts? Should I just find a job that pays the bills and forget doing something I really enjoy?

These are tough questions to answer. Because answering these questions is hard, some people seek the path of least resistance. They give up on their goals and settle for jobs that pay the bills. You don't have to be one of those people.

You need to clarify what you want, create a plan of action, and begin walking toward that goal with unwavering determination. The better you know yourself, the better you'll be able to find your way through change. Stephen Covey said that the only way to handle change is to know what is changeless about ourselves.

When you consider your life, what have you done that you consider to have the greatest value?

*Until you make peace with who you are, you
will never be content with what you have.*

Doris Mortman

How can you represent that accomplishment on your résumé?

Just because you have the ability to do something doesn't mean it is well-suited for you. This is a very important point. Many people have been misdirected because they chose to do something they do well. At this point in your life, you probably have the ability to successfully do 400 to 500 different things.

Meet Dennis

Dennis is a 43-year-old dentist. Last year he made over \$300,000. His practice is growing and his "success" is reflected in his beautiful house and the vacations he and his family take.

Dennis also is being treated for depression and is increasingly debilitated by panic attacks and the dread of going to his office. In working through his situation, we discovered that Dennis has the ability to be a dentist, however, it was never his dream to become one. It was his parents' dream.

Since then, Dennis has sold his dental practice and returned to school to get his degree in family counseling.

How much like Dennis are you?

THE GRACE OF INTERRUPTION

A woman who had been laid off unexpectedly was the first person I heard use this phrase. She said she had been given "the grace of interruption." Those words imply a positive experience. Grace is defined as an attractive quality, the condition of being favored, or a short prayer or blessing. Interruption is a break in the continuity of something or an intermission. You might consider it like halftime in a game. Together these words set the stage for a refreshing pause to become newly focused and energized.

Rather than the panic of being fired, downsized, or displaced, you might know someone who has experienced the grace of interruption. You might have experienced it yourself! “All beginnings are hopeful!” Those words are attributed to the president of Oxford University in his address to entering freshmen in 1944, during the midst of a world war.

Genius is the ability to clearly visualize the objective.

In working with people going through change, I am often met with their negative emotions—discouragement, frustration, anger, and resentment. I have come to realize however, that those feelings reflect a person’s backward focus. Rather than looking forward, they are focused on what happened in the past.

As soon as we are able to create a clear plan for the future, those feelings are displaced by hope, optimism, and enthusiasm. In all my years of coaching, I have never seen a depressed person with clear goals and plans. Planning extinguishes depression.

In his book, *Man’s Search for Meaning*, Viktor Frankl describes his observation of German concentration camps. Age, health, education, and ability were not indicators of those who survived the atrocities there. It was only those who believed there was something better coming the next day who survived and eventually walked away from those camps.

Are you feeling discouraged? Are you miserable in your job? Have you lost your business? Take a moment to refresh your perspective and give yourself a new beginning tomorrow. All beginnings are hopeful!

*Optimism is the Faith that leads to achievement.
Nothing can be done without hope and confidence.*

Helen Keller

What keeps you from creating a new beginning tomorrow?

Setting positive goals is often more about what you will stop doing than what you will start doing. What are two things you would like to stop doing?

The master in the art of living makes little distinction between his work and his play, his labor and his leisure, his mind and his body, his information and his recreation, his love and his religion. He hardly knows which is which. He simply pursues his vision of excellence at whatever he does, leaving others to decide whether he is working or playing. To him he is always doing both.

James Michener

You have the potential to live the kind of life Michener described. It is a life of value and purpose, a life of hope and optimism. It is the life that inspires others to be their best. You are closer to it now than you've ever been!

ACTION PLAN

Who would hire you? The answer to that question is really dependent on how you represent yourself to potential employers. A big part of this process is your attitude toward yourself.

What do your unique skills, experiences, and education make possible for you?

Which skills and abilities do you most enjoy using? What are two or three possibilities for using those skills?

What is something you will do in the week ahead to sharpen one or more of your skills or abilities?

If you were a hiring manager, why would you hire you? Why would you not hire you? What is your strategy for strengthening any weak areas?



48 DAYS HALL OF FAME

Jim has a music degree from a highly respected, prestigious university. With that degree he built a reputation as an independent composer/arranger and was viewed as a success by all who knew him. However, Jim was frustrated with the volatility of the music industry and tired of what he saw as backstabbing and disloyalty.

In working through the process of life planning with Jim, it became clear that the one thing he enjoyed more than anything else was being on the water. He understood sailing and had even bought and sold a few boats. When it was suggested that he make boating the focus of his career, Jim was initially incredulous. How could he possibly do what he enjoyed more than anything else in the world and still provide for his family?

I helped Jim refocus his résumé so it would not pigeonhole him in the music industry. We focused more on his skills in organization and customer service. He went on a 10-day, in person job search through the Carolinas, visiting only those towns where he would really want to live.

Two weeks after making those contacts, Jim experienced an amazing three days. On Monday morning he was offered a job in Charleston, South Carolina. On Tuesday he got a job offer in Washington, D.C. On Wednesday, a company in Oriental, North Carolina offered him a position. All three job offers were from reputable boat dealers. They wanted Jim to join their sales and promotional efforts.

Faced with the enjoyable task of choosing between three “dream” jobs, Jim made his decision. He and his family moved to Charleston and he began doing the work he loved.

This image shows a full page of blank handwriting practice paper. It features 20 evenly spaced, horizontal orange lines running across the entire width of the page. The background is a solid off-white color, providing a clear contrast for the lines. There are no margins, text, or other markings present.