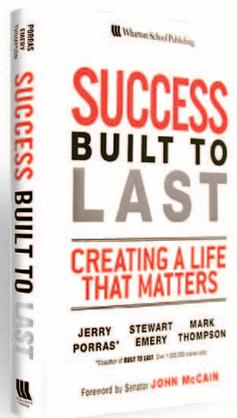


SOUNDVIEW Executive Book Summaries®

FILE: SUCCESS/CAREER



By Jerry Porras, Stewart Emery
and Mark Thompson

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Creating a Life That Matters

SUCCESS BUILT TO LAST

THE SUMMARY IN BRIEF

Imagine discovering what successful people have in common, distilling it into a set of simple practices and using them to transform your company, your career and your life.

Authored by three nationally acclaimed thought leaders in organizational development and self-improvement — including Built to Last co-author Jerry Porras — Success Built to Last challenges conventional wisdom at every step.

It draws on face-to-face, unscripted conversations with hundreds of remarkable people from around the world, including billionaires, CEOs, presidents of nations, Nobel laureates and celebrities. Meet unsung heroes who've achieved lasting impact without obvious power or charisma. Famous or not, almost all started out ordinary.

The authors' use of interviews helps set this book apart from others in the field. So does their reliance on original independent survey data rather than third-party sources. The authors' survey shows that whether respondents perceived themselves as successful or not, "The traditional dictionary definition of success no longer describes what success means to them." Their book is an engaging effort to demonstrate both the varied ways of interpreting success and the varied paths that lead to it, unburdened, they write, "by the need to believe or disbelieve."

Above all, this book describes how successful people stay successful and how you can too.

In addition, this summary will show you:

- ✓ *Why leadership is pointless without an understanding of what success means.*
- ✓ *Why it's so hard to do what matters, and what you can do about it.*
- ✓ *Why it's dangerous not to do what you love.*
- ✓ *Why you don't have to be charismatic to be successful.*
- ✓ *How to overcome adversity and tackle what are known as "Big Hairy Audacious Goals."*
- ✓ *How to apply positive thinking to mistakes.*

SUCCESS BUILT TO LAST

By Jerry Porras, Stewart Emery and Mark Thompson

— THE COMPLETE SUMMARY

From Great to Lasting — Redefining Success

When you feel pressure to pursue the elusive outcomes of traditional success, it's often driven by the burden of making a living, pleasing others or achieving status. Ironically, it appears that success often will fade, vanish or become the dungeon of your soul unless it is not your primary objective.

Builders — enduringly successful people — tell us that when success just means wealth, fame and power, it doesn't last and it isn't satisfying. Builders insist that success may never come without a compelling personal commitment to something you care about and would be willing to do without counting on wealth, fame, power or public acceptance as an outcome.

Builders mostly toil with every ounce of their energy and persistence, with heart and soul, for their whole lives. They become lovers of an idea they are passionate about, creating something that continually seduces them into obsessing over every detail and losing track of the passage of time. In a real sense, it's something that they'd be willing to do for free, for its own sake. They do it because it matters to them.

For Builders, the real definition of success is a life and work that brings personal fulfillment and lasting relationships and makes a difference in the world in which we live. ■

PART ONE: MEANING – HOW SUCCESSFUL PEOPLE STAY SUCCESSFUL

Love It or Lose

It's dangerous not to do what you love. The harsh truth is that if you don't love what you're doing, you'll lose to someone who does.

All You Have Is Personal Capital

You may have noticed that we now live in a global economy where job security is a contradiction in terms. All you have is your personal capital, and that's not your money. It's your talents, skills, relationships and enthusiasm. Making success last takes a level of tenaci-

ty and passion only love can sustain. Making a life is as important as making a living. Builders do both.

"The job of leadership today is not just to make money, it's to make meaning," said John Seely Brown, who presided over research for two decades at Xerox Park. "Talented people are looking for organizations that offer not only money, but ... spiritual goals that energize ... [and] resonate with the personal values of the people who work there, the kind of mission that offers people a chance to do work that makes a difference."

Be warned: The relentless irritation of not loving what you do makes you a pain to be around and has been clinically proven to chip away at your health. "We spend our health building our wealth," said author and financial adviser Robert T. Kiyosaki, paraphrasing the old proverb. "Then we desperately spend our wealth to hang onto our remaining health."

Rational Optimism or Irrational Exuberance

No one can tell you what risks you should take. Instead, you must choose a path that you love, for better

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The authors: Jerry Porras co-authored *Built to Last: Successful Habits of Visionary Companies*, which has been translated into 25 languages and sold more than 1 million copies. He is also known for a number of lectures he has presented to senior management audiences.

Stewart Emery is considered one of the fathers of the Human Potential Movement and co-founded Actualizations. Emery has led seminars in dozens of countries and has coached more than 12,000 people in the last three decades.

Mark Thompson captured the insightful stories that formed the foundation for *Success Built to Last* from hundreds of personal interviews with enduringly successful people around the world.

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For additional information on the authors, go to: <http://my.summary.com>

Soundview Executive Book Summaries®

TOM MOORE – *Contributing Editor*
DEBRA A. DEPRINZIO – *Senior Graphic Designer*
MELISSA WARD – *Managing Editor*
REBECCA S. CLEMENT – *Publisher*

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Love It or Lose

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or for worse, because only then will you have the good-hearted stubbornness to stretch for your full potential and survive the inevitable slings and arrows that await you on your journey.

You've got to love what you're doing or you can be sure there will be someone else who will. Falling in love with all the rational and irrational exuberance that is involved is the only way you have a prayer of creating success that lasts. ■

For additional information about focusing on the opportunity of every experience, go to: <http://my.summary.com>

Portfolio of Passions

Although one passion usually dominates Builders' lives and defines their successes in the eyes of the world, it's a mistake to believe there is just one passion that must be pursued at the expense of all others.

Builders may look like race horses sprinting with blinders on, but most live large and complicated lives filled with many different personal and professional passions. The myth that there is only one thing to do with your life is not an idea that many would endorse.

It's Not About Balance

Ironically, at the same time society insists that you do one thing with your life, those same cultural norms pressure you to have a "balanced" life split into neat little slices. The problem here is thinking there's a right answer — the notion that balance can be defined by a time-allocation pie chart representing work, family, community and, if you're lucky, you're included in there somewhere, too.

If you define balance in the sense that it requires

Maya Angelou's Portfolio of Passions

Maya Angelou has become the first best-selling African-American author (*I Know Why the Caged Bird Sings*), one of the most popular living poets of our time, an Emmy Award-winning actress and producer, a university professor, a mentor to Oprah Winfrey, a civil-rights activist and Martin Luther King Jr.'s protégé and the first African-American woman admitted to the Directors Guild of America. If there is a secret to her success, it was that she found many ways to feed her soul. "You can't simply sit on the sidelines and bemoan one's outcast state; it's not enough," she told Mark Thompson. "This experience, this life, is our one time to be ourselves."

equal proportions of life partitioned into four or five politically correct parts, then CEOs and presidents don't have balance, nor do most Nobel laureates. The Dalai Lama doesn't either, nor does Nelson Mandela or Bono. Martin Luther King Jr. and Mother Teresa did not have balance.

Enduringly successful people, many of whom live a life that's a gift to the world, don't raise balance as a major issue — not because they had it masterfully handled, but because they were all busy doing what mattered to them.

It's a struggle for everyone at some point. If you're feeling a twinge of guilt about balance, there is a probability that you don't want more balance, but need more of something that you can't admit you want. The balance you're seeking is a meaningful portfolio, not a balanced one.

The reason that balance is so painful and elusive is because that's not what you really want. What you hunger for is a place for all of your passions — not balance as culturally defined. ■

Integrity to Meaning

Endeavors are not things from which these remarkable people can ever fully retreat or retire. That's why they stay successful for so long. To ask them why they're still "working" is to dismiss their passions as trivial pursuits.

That mistake is often made in interviews; it seems like an innocent question, but only tends to indicate that the interviewer doesn't get it. Their passions create meaning in their lives that is nothing short of a lifelong obsession from which they seek no escape.

People become fascinated by the lifestyles of the rich and famous, perhaps longing for the adulation, glamour and imagined self-satisfaction in those lives. It may be tempting to believe you can find success by studying their stories and assuming that whatever she or he did is a road map you can follow. But that's a dead end. That's not what billionaires or the best CEOs do. That's not what heroes like Mother Teresa or Mahatma Gandhi did. That's not what the world's enduringly successful people do.

If there is one thing they all do consistently — one value they all share in common — it is integrity to what matters to them, and that makes a difference in their lives and work. It is integrity to what they believe will make a difference overall.

Whenever they are faced with a decision, they look to find meaning in that opportunity that is very personal to them. They do not waste their time if it doesn't matter.

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Integrity to Meaning

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One Value That Builders Have in Common

Although Builders keep their lives and careers on track by placing high value on personal meaning, individual interpretation and expression of “what matters” vary enormously.

As it turns out, all of the stories of enduringly successful people have some improbable quality to them. What helps successful people stay successful is their stubbornness about sticking with their own journey based on their own values, not a magic path followed precisely by everyone else.

The lesson here is that you can’t — or shouldn’t — hijack someone else’s value system. To do so would be a violation of integrity to what matters in your life. There is no more personal decision than to discover what is meaningful to you. ■

Overcoming Failure

Jimmy Carter grew up in relative isolation outside Plains, Ga., a community of only 500 people. No one in his family had ever finished high school before and this fellow goes to college to study nuclear physics, jumps in politics and ends up the 39th president of the United States. He would have to reinvent his definition of success, however, after his first term.

“When I left the White House, I was in despair,” Carter said. “I think everybody has to be prepared in life for failures or disappointments or frustrated dreams or even embarrassments,” he said. “You have to accommodate changing times but cling to unchanging principles. If you do have an extreme change in your life that is unpleasant, what are the principles that don’t change, on which you can build a new life, an expanded life, a better life, a more adventurous life?”

PART TWO: THOUGHTSTYLES – EXTREME MAKEOVERS START IN YOUR HEAD

The Silent Scream

Happy endings come from listening to that little voice inside your head — some call it a whisper — about what matters to you. It is a voice that echoes through every cell in your body, straining to be heard like a silent scream. It’s a nagging, often irritating “need” craving a response.

The tragedy for most people is that there is a gaggle of other voices trying to drown out the whisper. Whether it’s the ranting of your own self-doubt or the concerns of loved ones and business partners, there are many forces vested in seeing you not change. These forces would be more comfortable if risky notions — like following your passion — were locked silent in the basement of your soul.

Builders plow ahead despite self-doubt, delusional bosses, desperate spouses and outlaw in-laws who have high control needs. And builders ignore or overcome those incoming hostiles — media messages proclaiming that without consuming the right stuff, you cannot be successful or happy. ■

You Don’t Have to Be Charismatic to Be Successful

Due to hardship, genes or both, many of the Builders that are often interviewed lack the kind of confidence you might expect in a leader. Many can be tentative, even nervous, introverts. But when they talk about what really matters to them, it’s like watching shy, mild-mannered Clark Kent step into a phone booth and, a

moment later, leaps out a super hero. Despite the way social worker Norma Hotaling feels about herself at any given moment, her cause gives her the charisma she needs to keep her going through hard times, helps her magnetize and motivate a strong support community and unlock barriers such as low self-esteem and limited knowledge.

“It came down to this,” Hotaling insisted. “I will do this and make a difference or I’ll commit suicide. It’s just that simple and just that hard.” What could the rest of us accomplish with a fraction of that clarity?

The Cause Has Charisma

Many Builders will tell you that breaking away from the boundaries set in their own minds — despite the realities of their tortured past — was one of their most difficult, necessary and rewarding achievements.

“You must release yourself from the repression of your mind,” noted Roberta Jamieson, who became chief of the Six Nations of the Grand River and CEO of the National Aboriginal Achievement Foundation in Toronto. “You are no longer a prisoner. You are not that person. You are a part of a long and great history. You are entitled to make decisions. You have gifts to share that belong to your people. It is your responsibility to share your talents with others. Throw off the shackles that keep you down — stop tearing at yourself and others because you don’t feel good about yourself.”

Your personality is not what determines enduring success. It’s what you do with your personality that counts. The personalities of Builders come in all sizes. Some

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You Don't Have to Be Charismatic to Be Successful

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are painfully shy and others seem in-your-face and aggressive. The essential difference with Builders is that they've found something to do that matters to them and are so passionately engaged that they rise above the personality baggage that would otherwise hold them down. Whatever they are doing has so much meaning to them that the cause itself provides charisma and they plug into it as if it were an electrical current.

Enduringly successful people — whether they're shrinking violets or swashbuckling entrepreneurs — serve the cause and it also serves them. It recruits them and they are lifted up by its power.

Builders cling to a personal commitment that's so compelling to them — something so important to them that they would actually do it for free — that they must do it despite popularity, not because of it.

Trust Your Passion

Life takes “passion, determination and skill,” said Condoleezza Rice, the current U.S. Secretary of State. You can't skip any of those three and expect to enjoy success built to last.

One of the best ways to unleash the charisma that Builders feel for a cause, calling, career or other major objective is to see whether or not they're really willing to immerse themselves in it. Opportunity comes from expertise, not just luck, talent and passion. If you find it impossibly tedious to become an expert about what you think matters to you, then you're not chasing a dream, you're just daydreaming. You can't claim the buried treasure if you aren't willing to dig for it.

That is not to say that it's easy or that you won't suffer frequently. But if you find you can't or won't persist in learning more about it, then it's going to be very tough to hang on when inevitable obstacles get thrown in your way. This isn't earth-shattering news. Being the best at what you do is essential. ■

For additional information about finding your passion, go to: <http://mj.summary.com>

The Tripping Point — Always Make New Mistakes

There is rarely a person who doesn't have a pile of embarrassments or stunning defeats in his or her portfolio. Most highly accomplished people described themselves as so proficient at making mistakes that, if you didn't know better, you might think they were losers. If there were just one thing that every enduringly successful person had in

common, it is that they are all really great at failure.

Life is short, but some days are really long. Many Builders face lifelong adversity, phobias or flaws that they never overcome. But builders always find a way to manage and refuse to let their goals and dreams be held ransom by their feelings in that awful moment when everything has gone wrong.

When Positive Thinking Doesn't Work

It's not that enduringly successful people keep a “positive attitude” regardless of the situation. Most Builders have a hard time choosing an attitude when they first hit a setback. It hurts. What makes Builders different has to do with having a *ThoughtStyle* that moves them from negative emotion to constructive action quickly. Builders go to work dealing with a problem directly instead of struggling to put a smile on their face. They don't pretend to be happy when things go wrong and they refuse to completely surrender to the current disappointment. It's not that they feel good; they just harvest what they can from the setback and keep taking action.

“It's natural to feel like hell when things turn out badly,” laughed Desmond Tutu, the Nobel Peace Prize-winning archbishop. “But don't let that stop you. Emotions are a storm that sweeps through your life.” The defeat you've had matters less than what you ultimately want to create.

Builders don't try to “fix” that they feel badly; they believe that learning from the experience and getting on with their goal is the fix. They feel the pain but cherish what they're building more than the misery of the moment. They believe their dreams deserve to be created and that they have an essential role in it, no matter how awful they feel today.

Builders always shift their focus back to what they want to ultimately achieve — that thing they are committed to building. Instead of struggling to choose their attitude, they focus on what works, and when they do that, their attitude improves. In a culture that seems bent on perfection, entitlement and instant gratification, it is often forgotten that most overnight successes require decades of failure to achieve their dreams.

Persistence and Perfectionism — The Dark Side

Two of the tripping points that make the adventure particularly difficult for people is what Builders describe as an overly self-critical tendency toward perfectionism and persistence for its own sake. Of course, both attributes are necessary and noble aspirations for which high achievers strive.

It's true that you can't get much of anything done without perseverance. Stories of persistence making the vital difference are legendary and the pursuit of perfection is something to which many high performers aspire.

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The Tripping Point — Always Make New Mistakes

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While an obsession for perfection is typically listed in leadership and success literature as your worst enemy and persistence as your greatest asset, both can be addiction. People persist at all sorts of bad habits — like believing they must be perfect. The answer is neither perfection nor persistence, but what to persist at.

You've Paid the Tuition, Collect Your Paycheck

Every Builder said that it is crucial to search setbacks for lessons. At a minimum, the lesson may be not to do the same thing again, or at least do it differently. Perhaps what becomes clear is how committed you are to doing what you're doing, allowing you to see different options that you wouldn't have recognized otherwise.

Builders don't use a weakness or a setback as a reason to distrust themselves. They don't marginalize themselves or the problem. If you fail to dissect the problem to see what is working and what doesn't — if you keep throwing away the experience — you may be doomed to repeat it. Builders put the content to work for them.

The question is not whether they won or lost this round, but what they will do with the feedback. Innovation is failure sped up. ■

Wounds to Wisdom

Builders don't deny their flaws, nor do they allow them to paralyze action. They might feel embarrassed or overwhelmed by them at times, but they still don't marginalize themselves or the problem. They don't even "overcome" their "disability." They manage it, include it, cope with it and don't let it stop them. In many cases, so called "disabilities" become embraced as the building blocks of greatness.

It's a difficult and nonintuitive step to think of the adversity that you are facing as an opportunity to actually find a way to make the challenge or flaw itself somehow useful. There is a much bigger prize awaiting you. The

perceived disadvantage may hold the seeds of your genius.

By embracing their pain, Builders gain something more powerful than just the ability to learn from mistakes or harness the value of persistence. The special knowledge and skill you can gain from painful personal experience seem to transcend even empathy.

Some builders who were once thought to have lost the genetic lottery and suffered learning disabilities have instead found that they won a prize: discovery of a special talent and a novel way to break out of the pack.

Letting Go of What Doesn't Work

At its highest and best level, perhaps that horrible thing in your life — that failure or disability or source of outrage — is the genius. Gandhi could not have found his voice without pain. CEOs Charles Schwab and Richard Branson could not have built their companies without their dyslexia. By their nature, Builders are obsessed with creating or building something and are on a never-ending quest for something of value they can use. When it comes to their flaws, nothing goes to waste.

One of the things that Builders do discard quickly is blame. When you talk with them, what is clearly missing is the natural human tendency to dwell on blaming other people and things for their problems. Builders may explode, grieve and privately blame everything and everyone, but most appear to drop it quickly. Instead, they look at what they can change and deal with that directly without prolonged whining. Wallowing in blame of yourself or others doesn't actually deal with the problem or allow progress toward the goal.

They don't try to rewrite history or to wipe the slate clean. They don't pretend it didn't happen. They simply decide to dismiss the case and move on. Obsessing on a grudge only fuels the conflict and pain; letting it go allows you to get back to business.

"Dismiss is a very strong word," said Rev. Deborah Johnson. "When something is dismissed, it's over. When it's dismissed, you don't keep going back to it." That's what successful people do. They don't necessarily call it forgiveness. But they do abandon blame. ■

PART THREE: ACTIONSTYLES – TURNING PASSION INTO ACTION

Earning Your Luck

The overwhelming majority of Builders claim that their success has been a serendipitous journey and the luck they enjoyed was usually earned, often at great cost. They have done that by focusing on doing work that is meaningful to them and going deep to discover relevant clues along the way. They set big goals and engaged completely in the work at hand.

As a consequence, Builders are better prepared to turn

things that may seem bad or useless into opportunities. What may appear to be brilliance, heroism or passive good luck is actually a saga of passion, depth and skill. Because they love what they do, Builders invest the time to acquire detailed knowledge about things that matter.

It is focus and knowledge, more than brains and brawn, that allow them to observe the subtleties of their path and then take advantage of serendipitous events.

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Earning Your Luck

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Builders describe their path as adventures filled with bad breaks and unplanned good fortune. Only a prepared mind and open heart prevail.

Big Hairy Audacious Goals

Are Builders saying goals and plans are pointless? No, they are often essential. In fact, Builders use planning and goals — often big goals — to put themselves into a serendipitous position. Big Hairy Audacious Goals (BHAGs) don't just exist in parallel to your ideology; they are a manifestation of it. They are an extension of who you are and what matters to you.

A BHAG engages people, reaching out and grabbing them in the gut. It is tangible, energizing and highly focused. It takes little or no explanation, and people get it right away. It has a clear finish line, so the organization can know when it has achieved the goal; people like to shoot for finish lines. These BHAGs involve a consistent pattern of making bold risky investments in audacious projects in order to stimulate forward progress while still preserving core values and ideology.

BHAGs give you something tangible to be authentic about. Much has been said about the need for leaders to be authentic, but Builders will tell you to be careful about what that means. Your BHAG must be real, but the world doesn't want to know everything you're thinking. Your behavior has to match your words. And your words should take the form of personal stories rather than clever quotes from heroes you've never met.

For Builders who stay true to what they know and what matters to them, things actually have a knack of turning out better than they imagined. This is one of the more subtle, but critical, powers of BHAGs. They instantly capture your heart and head. They deliver clear direction.

Don't confuse direction with a road map, however. Builders have the former, but not the latter. Take the race to the moon, for example. What is often forgotten is that when the BHAG of "a man on the moon and back before the end of the decade" was conceived, America had no clue how to actually accomplish this.

Bold Risks Measured in Small Steps

Most people don't do well with ambiguity. Builders do. Ambiguity is the enemy of audacity and innovation. It strikes fear in our heart and doubt in our heads. When was the last time you were able to sell an idea to your boss, your partner or your team without an exact battle plan for getting it done? Did they not want a detailed process for getting there and certainty about the outcome?

It's human nature to crave certainty and repudiate

ideas that don't have guarantees. And yet, very few things do. Great ideas and great careers don't have perfect plans before launch dates.

Responsible Chutzpah

Builders exercise an odd mixture of accountability and audacity. It's tough to find the right word for this leadership quality. The Yiddish dictionary gets close: We're talking about a responsible form of chutzpah — the nonconformist gutsy audacity to create something despite all odds, for better or for worse.

The difference here is that long-term Builders are accountable — they are people who deliver for themselves and the outside world at the same time. Accountability means "to stand and be counted, as a part, a cause, an agent, or a source of an event or set of circumstances." Audacious accountability means you consider your life from the point of view that how it goes and what happens is up to you.

You may or may not be to blame for what happens to you, but either way, you are responsible for doing something about it. Builders don't claim to feel in total control, but they do have the audacity to embrace the idea that they alone are building this life for a reason, rather than life being something that happens to them while they're making other plans.

Very few Builders give their work an intimidating label like a mission, calling, cause or higher purpose. Such a pedestal can develop as an unnecessary torment. Indeed, Builders describe their objectives as essential — that they must be done and that they deserve to happen.

Measuring What Matters and Keeping Score

Without feedback, you cannot adapt or improve. Measurement provides that feedback. And every time you get more information about how to do better, you are making a deposit in your personal capital account.

Measuring things helps you take account of progress on your long hike toward your goal, but it won't tell you if you're headed in the right direction. It's important to start with the end in mind, but it could be a dead end if you hurry to set a goal without first finding a meaningful passion in life.

The goal-setting process is both powerful and dangerous because it can make you effective at achieving objectives without any assurance that it's the right mountain for you to climb. Goals, by their nature, don't necessarily require focusing on inspiration as much as they do on perspiration and the sheer pragmatic effort of getting things done.

It's important to curb the rational impulse to set goals too soon on your journey. Goals become a barrier to success and satisfaction when they're not really yours.

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Earning Your Luck

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This is what we call the *Secret Life of Goals* — when the milestones themselves take on a life of their own. Goals can dictate success for its own sake or by someone else's definition, not necessarily success that matters to you and the stakeholders you care about. ■

Naked Conversations — Harvesting Contention

It might not sound intuitive, but the best thing you can do about contention is throw fuel on the flames. One of the oddly inspiring *ActionStyles* of enduringly successful people is that contention is something they actually seek out. This is gloves-off, brutally frank dialogue. It's what some pundits call naked conversations.

Many entrepreneurs light up when you raise the topic. It's something they look forward to and many claim their team saw contentious meetings as a “perk” for working with them. These naked conversations are not intended to be personally abusive. The focus is on issues, not people. What Builders ignite is actually a sort of controlled burn. The purpose is to encourage contention in a very precise way to draw out the best, most passionate and creative ideas from their team.

Struggle With the Issue and Not Each Other

Builders don't fend off contention; they manage it as a source of inspiration. If you foster a safe place to air issues, you constructively unleash power that will otherwise become toxic — infecting things later. In addition, creative contention can help your team avoid its own delusions of grandeur and dangerous self-agreement.

Many companies hold “workout” sessions where it's required to get all the issues out on the table. When people really commit themselves to frank discussion, these meetings can be an effective way to create an appropriate politically correct environment to do what's usually politically incorrect at work.

These meetings can be used to shift the focus from personality conflicts to the actual problems that need to be solved by providing a safer, more honest dialogue without as much whining and name-calling. It provides a place to share the facts behind your worst fears and greatest hopes, rather than allowing them to continue to collide by accident.

The sooner you can do this, the better. Encouraging contention in the early stages of an initiative helps you discover where the problems are and fix them while they are small. Without a forum or time and place to attack and resolve the issues, relatively small problems can become counterproductive obsessions. ■

Creating Alignment — The Environment Always Wins

Builders have this odd notion that many of the people they meet are potential members of their community or team — as recruits, customers, vendors, volunteers, friends, you name it.

If you want success that lasts, then you're better off if you think about your relationships as being built to last with people whose roles change — sometimes they work for you, sometimes you work for them, sometimes they leave your organization and become customers or vendors or regulators or competitors. But if you consider them on your virtual “team,” the only thing that changes is their role. You still have the relationship.

The thing that matters is meaning. It drives everything. Builders align their attention to the things that matter to them and they know a lot about that stuff. They are experts on what matters to them — their portfolio of passions. They talk responsibly in the domains of their expertise; otherwise they say, “I don't know.” Seconds later, they tell you what they do know about their passion or goal.

Builders are fanatical about framing what they say in terms of their goals and values. Their answers to most questions end with a segue back to the goal or mission with which they are passionately engaged.

Intuitively, they are always pushing and shoving the three circles — Meaning, Thought and Action — into alignment. Everything that has meaning gets organized in a ThoughtStyle, which then is turned into words and deeds, ActionStyles, that support what matters to them. They use every possible opportunity to reaffirm goals and meaning.

The only thing that provides lasting success is the day-by-day practice and struggle to move the three circles toward alignment in your life and work. It's an adventure that you are better off embracing with all of your heart and soul because it is a challenge that never ends. ■



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