

# The Master Career Formula (5 P's to Success)

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**KEY QUESTION:  
HOW DO I FIND MY CALLING AND BECOME  
SOMEONE WHO TRULY LOVES THEIR WORK?**

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In this chapter you will learn:

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**KEY TOPICS**

- We Are in the Midst of a Paradigm Shift!
- The 5 P's to Success
- An Overview of the 21<sup>st</sup> Century Workplace

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**KEY MESSAGES**

- Finding your career calling will create balance in your life in 5 critical areas: career, financial, health and fitness, relationships, and spiritual enlightenment.
- 3 questions to help you realize your passion ...
- 3 questions to help you realize your purpose ...
- 3 questions to realize your power ...
- 3 questions to help you maximize profit ...
- 3 questions to help you find peace of mind ...
- Remember that approximately  $\frac{1}{3}$  of your life will be spent at your career; make sure what you “do for a living” is something you are intensely passionate about!
- Life is not a dress rehearsal; there are no 2<sup>nd</sup> chances!
- Find a *measurable*, quantifiable difference between where you are and where you would like to be; then let your desire be the catalyst for change!
- Model and monitor the actions of successful achievers employed in your ideal career.
- The more specific you are on your career direction, the faster you will attain your career calling.
- A strong desire and positive outlook can overcome a lack of education or experience.
- Be proactive, not reactive in your quest to find and maintain your career calling.
- Begin the careering process by looking internally at your needs, wants and values.
- Successful people continually revisit their desired career outcome and reasons for wanting it.
- It is essential to formulate a competitive career edge and cost-justify your position to any potential employer or new business partner.

- Associate positive feelings with obtaining your passionate career and negative emotions with your current function; identify what is lacking or missing.
  - Are you living off old memories or creating new ones?
  - It is never too late to obtain your ideal career; today is a new career starting point; forget the past.
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*“If you love what you do, you will never work another day in your life.”*

—Confucius

## **We Are in the Midst of a Paradigm Shift!**

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**H**ERE IS A PROMISE: If you implement the strategies in this book as they are described, you will obtain the career you always dreamed of. When you do, you will be so energized, so empowered, so completely infused with joy and happiness that you will jump straight up in the air, pump your fists and yell, “Yeah!”

Here is the deal: 80% of working people are unhappy and unfulfilled at work while only about 20% truly love their work. *No worries, you will soon be one of the 20%! These enlightened individuals have learned the secret to greater happiness, more money and peace of mind. They know, like you soon will, that it is not luck, fate, education, race, gender or location that determines true success. It is a mindset, a proven formula and you can learn it! This book is designed to put you into this elite group, those who live their lives filled with passion and purpose.*

Your desire for more meaning and purpose is not unique. Can you feel it? Change is in the air! There is a paradigm shift occurring in this country. It has been building for a few years and is now ready to erupt! After the tragic events of 9/11 and more recent world events, our perspectives are changing.

More than ever before, you and I want to make a difference; we want to matter. We want to be inspired and no longer wish to view our career as simply a way to consume our precious time, pay our bills or purchase more stuff. We want passion, purpose, recognition! We want to find our career calling and we want it now!

There has never been nor will there ever be another individual exactly like you . . . you are unique and compelling. Your talents, experiences, thoughts, ideas, beliefs, desires, preferences and contributions can never be duplicated. It is time to put your self-marketing plan into action. It is time to stake your claim!

*The Career Guarantee* is about exploring the *unique and compelling you*, the person you are today and the incredible one you have the potential to be tomorrow.

It is not about directing you to “high growth” career opportunities that do not feed your passion, but rather about creating an effective game plan for realizing *your* life’s work (your reason for being). It is, in essence, a system for assisting you to re-claim your passion and purpose and maximize your power, profit and peace of mind. As your personal career coach, I will introduce the process of self-exploration and how to get in touch with the real you or as I call it, your *authentic* self.

This is not a “how to” book or one like the numerous career books you will find on the shelves of your local library or bookstore. Most of these publications, while well intentioned, miss the mark because they focus on the *mechanics* of the careering process like (finding a job, resume, dress, interviewing, etc.) with little or no attention given to the reader’s mindset of innermost wants, needs and desires. Little has changed over the past 50 years in terms of linking ones unique contributions to a compelling vocation ... until now!

Today we know that your mindset matters and, together, we can explore and harness the amazing power of your mind to ensure you find and obtain your unique career calling! Studies show people only use about 10% of their brain capacity. Together, we will explore techniques to maximize your potential.

I have dedicated my life’s work to helping people just like you obtain their career calling because I understand how central work life is to the happiness of the individual, their family and the character of any society. If you think about it, work consumes the majority of our time, defines our values and creates our future. If time is indeed our most valuable asset, then our choice of work has a profound effect on our health, mindset, happiness, legacy and reason for being. Those of you who have been made physically or mentally sick by an unhappy career know exactly what I am talking about.

*“Every day, I observe that an unhealthy ambition for career success and focus on keeping up with the Joneses has eroded the quality of family life.”*

—Chris Kuselias

In the 21<sup>st</sup> century, there is a growing movement toward changing the perception of work from the traditional, “another day, another dollar”

mentality to that of working as a “platform for service to others.” Work is not a necessary evil and does not serve merely to obtain monetary reward or social status; it is an opportunity to celebrate and contribute your unique and compelling talents, skills and gifts. It is an opportunity to create a connection between your contribution and reward.

Malcolm Gladwell, #1 bestselling author of *The Tipping Point* and *Blink*, is a man I have tremendous respect for. In his recent book, *Outliers—The Story of Success*, he points out, “... those 3 things—autonomy, complexity, and a connection between effort and reward—are, most people agree, the 3 qualities that work has to have if it is to be satisfying. It is not how much money we make that ultimately makes us happy between 9 and 5. It’s whether our work fulfills us. If I offered you a choice between being an architect for \$75,000 a year and working in a tollbooth every day for the rest of your life for \$100,000 a year, which would you take? ... Work that fulfills those 3 criteria is meaningful.”

It is often dangerous to attempt to separate one’s professional life from their personal life; there is simply too much overlap to create a distinction. A thank God it’s Friday (TGIF) mantra results in an incomplete, often unfulfilled life leaving many with an “is this all there is” outlook. Ever feel that way? Finding your career calling means you enjoy the work product and view this time spent as pleasure, as a chance to unleash your unique contribution.

Gladwell further points out, “Hard work is a prison sentence only if does not have meaning. Once it does, it becomes the kind of thing that makes you grab your wife around the waist and dance a jig.”

## **Career Success Is Predictable**

Having spent the better part of my lifetime studying successful authors, speakers, coaches, business people, athletes and families, I have concluded that career success is entirely predictable and can ultimately be defined by mastering a single word ... *contribution*. The more you give ... the more you get! What makes us truly happy is when we are needed and part of a solution to a challenge. You probably feel the most fulfilled when you are doing something to help another. When you lose sight of how your current work contributes to a greater purpose, you feel bored, lazy and tired.

This book was designed as a practical guide to help you find your *career calling* and to help you recognize your unique and compelling contribution; your *Career DNA*. The text and corresponding exercises also serve

as reinforcement and encouragement when you get off course, as we all inevitably do.

*“Be yourself; everyone else is already taken.”*

—Dr. Seuss

In my own career, I have helped a range of folks find happiness and prosperity, some of whom were interested in the bare necessities while others struggled with the deeper search for meaning. You see, we are all on a continuum, constantly seeking improvement and the ability to contribute while being recognized and appreciated for our value. When we are acknowledged, we feel empowered and inspired to give even more. Absent this approval, we can become distant, confused and even apathetic. Stress soon sets in and we seek constant relief in distraction or escape to numb our unhappiness.

*“I am too blessed to be stressed.”*

—Chris Kuselias

It is said that awareness (recognition of your circumstances) is the first step to genuine progress. To educate you on this process, there exists a series of events as we progress through the cycle of “survival to significance.” In talking with those who love their careers and are excited about their futures, here is an interesting pattern: These folks have considered the following questions in an effort to pursue “a higher calling” rather than viewing work as a resource for paying the bills.

Those just starting out begin in this phase:

### **Survival Phase: People often think ...**

I can eat today ...

My kids (if applicable) have clothes to wear ...

The lights are on because the bill is paid ...

When this phase is achieved, we often move to the next phase, which we call:

### **Success Phase: People often think ...**

I have an important job title ...

I own a home and buy designer clothes ...

I save for retirement ...

After a measure of wealth and success has been achieved, the final phase is targeted and the vocabulary changes:

**Significance: People often think . . .**

I make a difference . . .  
 I contribute to others by . . .  
 My legacy will be . . .

It is at this stage, “significance,” that the magic occurs! And aren’t we all significant in some way? I know we are!

Speaking of magic, Earvin Magic Johnson, former NBA Hall of Famer turned Entrepreneur and Community Leader (and author of the book, *32 Ways To Be A Champion In Business*), states, “Doing business and giving back really go hand in hand. It’s the best way to truly create a win-win situation for everyone.”

Magic created a new legacy once his basketball days ended; it is never too late to start if you have the passion. Please keep in mind that we can consider our legacy or contribution at any stage of the process. Age or experience is not a prerequisite to being a person of *significance*.

**Survival to Significance:**

1. *Survival: Work is for Survival/Money:* 60% of people see a job as a source of income to pay bills with financial compensation as the primary motivator
2. *Success: Work is for Acceptance/Status:* 30% percent of people see their work life not as a job but as a career where progress, promotion, advancement and awards are the measure of success and value
3. *Significance: Work is for Passion/Contribution:* Only 10% of people see their career as an outlet for talent, where their contributions fuel their personal passions and benefit society in a measurable, meaningful way

If you find yourself in categories 1 or 2, I suggest we get busy with helping you change your perception of work so you can move to category 3! This is the ideal way!

It is more likely that people merely looking to eat that day or not have the heat turned off are in a mindset of *survival* and not *significance*. They

typically have a short term view of the world; long term planning is not a luxury they consider.

Those fortunate enough to “graduate” to the level of *success*, often remain there forever, trapped in a “keeping up with the Joneses” mentality with little or no peace of mind. Advertisers are quick to target this group with the latest gadget, style or product. Success is often a “thing” like the size of a house, a car make or model or a certain neighborhood and not necessarily a feeling. Often, chaos or a life changing event may create a desire for deeper meaning.

The desired phase, what we call being *significance*, is a blessing that is not decided by education, race, gender, wealth or any other finite characteristic. It is more of a mindset and a decision as to how to live one’s life and how to pursue one’s contributions. People of *significance* have found the formula for true career happiness; they are not apathetic, restless, anxious, stressed out or burned out.

True, they have challenges, but they view each day as an opportunity to assist in the bigger picture. These folks have found the secret; they look to serve others in a major way and thus create a larger contribution. *I want you determine your unique and compelling contribution and to be significant!*

#### **Consider this interesting dialogue ...**

“I understand you are applying for the job of railroad switchman. To get hired, I need to ask you a few questions. Number one, what would you do if you saw 2 trains approaching each other on the same track?”

“I would activate the lever and switch one train onto another track.”

“And if the lever and signals jammed on you?”

“I would grab a red flag and sprint out onto the track.”

“And suppose the train engineer did not see you?”

“Then, I would call my little boy.”

“Your little boy? What could he do?”

“Nothing, he just loves to watch train wrecks.”

Perhaps you have felt like your career thus far is analogous to a “train wreck!” Most likely it was because it lacked meaning and purpose and was not creating the passion you require. Life without meaning and contribution leads to unhappiness.

It is not the “stuff” or “status,” it is the emotional peace of mind achieved through contribution. Still not convinced? According to recent statistics, we as a nation, despite more choices than ever, are stumbling.

- 80% of American workers feel they are *under-employed* and over 40% are actively looking for a new job
- Only 3% of Americans have written goals, 97% do not
- 70% of American families have no discretionary income with the lottery their hope of financial security
- The average American family is only 2 months away from potential homelessness
- Over 50% of Americans are overweight
- Over 50% of all marriages now end in divorce
- Everyday, more and more people become morally and spiritually bankrupt

When we are not clear on our contribution (in large part made through our work) problems occur, stress develops and we often seek relief from unhealthy sources to distract or divert our attention. The 1<sup>st</sup> step is to make a commitment to yourself and your loved ones that you will become a student of career success.

This commitment includes 3 aspects:

1. Possess a sincere desire to improve
2. Have faith in the process
3. Take decisive action

## **Bouncing Back from Job Loss**

*Every year, more than 2.5 million people lose their jobs . . .  
Approximately 20 million Americans will change jobs this  
year!*

Maybe you are reading this book because you were laid off or are out of work. If you get caught up in losing your job or if you are fired, the first thing to remember is that nobody is free of failure or is an untouchable. Many people, after the initial shock of a loss, are shattered but recover relatively quickly. Some of us take a much longer time to recover, particularly if losing your job has a profound effect on your lifestyle or if you have people who are dependent upon your income.

Career change can often motivate a person to take on risks that he or she may not have otherwise taken. The old saying is that when you're at rock bottom, there's really no place to go but up. Just because you lose your job or are fired, don't feel that you're alone. Most of us have lost a job at one point or another; learn to view it as a temporary setback.

Think back to a time when you were involved in a relationship and you broke up. Just because the relationship didn't work out doesn't mean you're a failure for future relationships. I'm sure you left the relationship having learned a lot about either yourself or about the other person.

Look at job loss as an opportunity to gain and learn from your mistakes. Maybe the job you were in was just a bad fit. Maybe you are better suited to having your own business than working within an organization. For many, this process is a blessing in disguise. Maybe you'd rather work with a group than an isolated role . . . Maybe your values weren't being fulfilled and it was affecting your self-esteem. And as a result, you weren't truly committed to your career and weren't performing at your peak.

Remember that you cannot always control every aspect of your life or your career. Everybody has setbacks in their careers. I know of one woman who was turned down after 15 straight interviews. After finally getting a job that she wanted, she calmly said, "Hey, I didn't fail 15 times. I just learned 15 new ways not to conduct an interview." Be optimistic.

For many people, setbacks were the result of their unclear or unrealistic objectives. People often find difficulties in their middle years, like their mid-50s, when they come to terms with the fact that when they were younger, they had envisioned themselves doing wonderful things with their career and they realize at this point in their life that they never will achieve their dreams. It is never too late to realize your career calling but you need to "inconvenience" yourself a bit if you seek greatness. You need to push yourself!

*"Never throughout history has a man who lived a life of ease  
left a name worth remembering."*

—Teddy Roosevelt

I've worked with many successful people who started new careers well into their 40s. I think it's important to remember that at 40 years of age, over half of your working life is still ahead of you! Many people today are still working while in their 80s. It may not be so unrealistic to want to change your career and experience a totally different shift of strategy after age 40.

Satchel Paige, a Hall of Fame Major League Baseball player who pitched until he was 50 years of age, is credited with this thought: "How old would you be if you did not know how old you were?"

Maybe your career aspirations are misguided because you never really knew how to determine your passion and purpose, and were just working

for the money or following the crowd to the plant. Anyone can get displaced, but the fact is that people who understand their own internal *wants* and *whys* bounce back more quickly.

Being displaced is not to be taken lightly. It hurts! Be aware that there is an 8-step process associated with being laid off or displaced, which includes:

1. *Shock*: You were unprepared for the news, you have no alternative plan, you were caught up in making a living instead of designing your life
2. *Denial*: This cannot be happening to me!, refusal to accept the truth, procrastination
3. *Anger*: You become stubborn, assign blame, complain to anyone who will listen
4. *Reality*: Fear, uncertainty and doubt set in, you question your professional worth, financial challenges
5. *Confusion*: No strategy, disorganized, listen to anyone, unsure what to do next
6. *Depression*: Overwhelmed, physically and mentally ill, rut!
7. *Acceptance*: Begin to get organized, consider options, create a viable plan
8. *Action*: Create a routine, more positive outlook, visualize future success

Sound familiar? If you are reading this book because you have recently lost your job, you most likely now find yourself involved somewhere in this process. Seeing this should provide some relief that you are not alone! The key is to understand that support and guidance are available.

A job loss is surpassed only by the death of a spouse, divorce, jail or a major illness, when it comes to comparing life's major stressors.

So how do you deal with career unhappiness or the feelings that come with being fired or laid off? How do you learn to transition failure into a positive occurrence and learning experience? I think by first realizing that getting fired or laid off or not feeling passion in your career is a part of life. It's a natural thing. You have never been taught!

### 3 Keys for Treating Career Stress

1. Allow sufficient time to heal (most people take 2 months to complete the cycle)

2. Practice stress relieving exercises and meditation
3. Try not to make important decisions until the process is complete and you get mentors to help you!

Resolve yourself to the fact that at certain times in your career you're going to experience anger along with the highs and lows that go with any job. If you are laid off, fired or lose a job and are unhappy, let yourself *feel* the unhappiness because it's that same unhappiness that will motivate you to want to feel good again about yourself. Don't just say, "Well, that's life," and move on. Take some time to sit back and really experience what it feels like. But be wary of getting too far into a rut and blaming other people because, as I mentioned, there is only one person to blame for your career dissatisfaction. And that's you. You control your own destiny. You have such a wide variety of opportunities to consider today and so many exciting occupations to match your passion, there are no excuses for not finding your career calling.

I have failed many times; who hasn't? I have trained myself to look inward before assessing blame elsewhere. I am accountable! Whenever I find myself in a situation where I failed at something, I immediately look inside myself. I conduct my own self-analysis. I ask myself what drove me to fail or not meet my objectives in this particular area. Was it an unrealistic goal I had set for myself or was it something that really wasn't within my means? I immediately jot down what I learned from the experience and press on!

If you go on an interview and are rejected, don't feel defeated. Take the positive things you learned from it, whether it be friendship, experience, or the knowledge needed not to make the same mistake twice. By doing so, you will slowly gain confidence and momentum, which will provide you with success the next time you compete.

*"Most times people are rejected because they lack enthusiasm and passion for the opportunity. They may have internally felt it, but were unsuccessful in communicating their desire to the person across the desk."*

—Chris Kuselias

Finding your passion and purpose will help you gain momentum! If you have ever watched a sporting event, especially a sport like basketball, you may have noticed that all of a sudden one team will grow confident and you sense the confidence rising in the way they run up and down the court

and the way they pass the ball to each other. When one player goes up for a shot, you can just look in his eyes and know that he's going to make that shot. They are in the zone!

All of you have had that same experience in some area of your life, that feeling of being "hot," as I like to call it, where you just know you can't miss. Things are going to go your way that day. Career seekers who discover their passion and purpose and possess this momentum get hired faster! Everyone wants to be associated with momentum, which is derived from passion.

Bottom line: Failure and success are to be expected. It is the mature career seeker who realizes that highs and lows are part of life. Use the loss of a job as a chance to start anew. It is a clean slate. So, if you lose your job, don't panic or procrastinate. Assess your position, plan for your next objective and take action. More often than not, with proper planning, it may turn out to be a blessing in disguise.

## **You Are Not Alone ... Career Coaching Is Exploding!**

*The number of executive coaches has soared from 2,000 in 1996 to over 10,000 today.*

While these pages contain a unique and compelling approach to obtaining your career calling, you may decide to incorporate an additional level of support, guidance and accountability once you have completed this book. Career coaching is exploding as a profession. Visit [www.thecareerguarantee.com](http://www.thecareerguarantee.com) for a list of suggested career coaches.

Time is your most precious asset. High achievers use it wisely. Last time I checked, there are only 24 hours in every day. If you spend 8 of them working, average an hour to get ready for work and another hour in commuting to and from work; that means you are investing 10 hours per weekday of your valuable time in activities associated with your occupation. That is 10 hours out of the 24 precious hours you are afforded each day.

My question to you is: Do these 10 hours inspire, invigorate, empower and energize you or are they wasted hours spent engaged in unfulfilling activities? Many individuals are turning to coaches to ensure they fulfill and maintain their potential.

As a nation, we are facing major challenges regarding the future of our workforce. Certain articles even refer to our current economic downward spiral and loss of jobs overseas as a "race to the bottom." In America today,

we have millions unemployed. Add to this figure the number of *underemployed* Americans, those that dislike their job, which is in the millions, and we have an epidemic ... an epidemic of unfulfilled workers losing faith in the employment system and their ability to sustain an acceptable level of career happiness. My conclusion: It is impossible to lead a healthy life when you are unhappy or unfulfilled at work. Find your contribution!

As the CEO and Founder of my own company, *Career T.E.A.M.*, a nationally recognized workforce solutions provider, I am afforded the opportunity to help people compete in the 21<sup>st</sup> century workplace. My incredible staff and I create solutions to solving the opportunity divide that exists between the “*haves and have nots.*” I often observe generational unemployment and a hopelessness attached to what was once the American dream. A large part of my life’s work is to bridge this gap and help every American realize their special gifts, and teach them to apply these unique and compelling talents to find their calling in life.

The sad reality is we are a nation of dissatisfied workers with a growing number without health insurance. How did this happen to our once proud nation? While it is convenient and partially accurate to blame corporate leadership or the federal government for our woes, *the real problem lies in misguided priorities and values by our own people.* Why should we care about this issue and not just worry about ourselves? Whether you realize it or not, we all own this unemployment and cynicism; this is our country.

“Hourly workers make up 70% of America’s workforce.”

—*The Enterprise Talent Management Benchmark Report:  
Hiring Right, Hiring Smart*, Aberdeen Group  
and Human Capital Institute, March 2005

As a country, we appear to be losing our edge. Need proof? According to the Kaiser Foundation, there are at least *45 million Americans today without health insurance* and this number is growing. From a social policy viewpoint, these folks avoid medical attention until their problem is so severe that it is often too late or results in expensive treatments.

As a nation, we are getting lazier, fatter and more complacent as a result of modern conveniences and misguided perceptions created by television. Americans are driving huge gas guzzling SUVs to discount superstores so we can save a few bucks on products made in another country, by workers willing to work for less than our people!

The 21<sup>st</sup> century global economy certainly provides numerous efficiencies, but for many, this has resulted in a pace too fast to keep up with and a mentality focused on material possessions and a culture devoid of sacrifice to attainment. Many people have lost track of their values and have chosen to follow the “*show me the money*” movement. Disturbing studies point out that college students who used to have a vision to change or improve society now select majors or courses of study that promise the highest initial salary, regardless of whether the actual job duties are fulfilling.

The concept of corporate social responsibility is all too often absent from our nation's largest employers. Corporate scandals became everyday news as financial staff succumbed to greed and faced tremendous pressure from shareholders to exceed quarterly projections or lose their jobs. And since the beginning of this century, CEO's have sent over 3 million jobs overseas where labor was cheaper but not necessarily better.

Those of us who seek to obtain their career calling are an elite force! Like the marines, *we are the few, the proud and the brave!* By elite, I don't mean to sound condescending but rather elite in that we are willing to pay the price to seek and find answers. We don't expect handouts, we don't blame the system, and we do possess a strong moral compass. We don't need to be monitored or controlled; we know what is right and wrong.

While the workplace continues to change and evolve, you will be faced with opportunities that never before existed . . . and your decisions will dictate your happiness and quality of life. *Take comfort in knowing that within the pages of this book there is a plan!*

I promise you that each and every strategy, tip or suggestion in this program is one that I personally use to bring me closer to the balanced life I strive to live, each and every day. They say the hardest step in any journey is the first one. By reading these words, you have begun a journey, which will activate feelings, emotions, pride, and peace of mind that you may have thought was beyond your scope or reserved for others. Your potential is astounding and through this process, you will begin to truly realize it. Life is now in session; let us begin!

## **What Is a Career Calling?**

*Question: Have you have reached a point in your life where you have lost your job or desire to change your position and are no longer willing to tolerate an unfulfilling professional life that provides financial compensation but little else in the*

*way of reward? It is no longer good enough to simply have a job; we want more and we want it now!*

You have heard *it* called many things. Some refer to it as your purpose; others refer to it as your vision or mission in life. Still others call it your ultimate goal or dream. Whatever title you attach to it, recognizing your calling, and answering that call, is the key to experiencing *true* happiness.

If you have not found your career calling, you feel incomplete. Is there a yearning for more? Is there a hole in your soul? Is something gnawing at your gut that suggests you have not done all that you can or should? Do you worry about regret and wasted talent? When did your dream die? When was it consumed by the realities of bills, responsibilities and deadlines? When did complacency, procrastination and apathy creep into your life? When did you allow yourself to be consumed with daily routine and ignore the importance of taking time each day for self-awareness and personal career planning?

For me, I would define the feeling as a *restless aching*, a relentless feeling that simply cannot be suppressed or ignored. Maybe you can relate to what I am talking about but lack a definitive plan to master this yearning to *feel significant*.

Many people lack the vocabulary to define this “restlessness” but can articulate their strong desire for a “career with more meaning.” What they (you) are ultimately seeking is the key to this entire book ... *the need to obtain happiness and peace of mind that comes from making a positive contribution to others through meaningful work*.

So the question is: *What do you really want?* Here is how many describe their ultimate career desire:

- I don't know what to call it, but I want to help other people
- I want to wake up every morning and look forward to my job
- I want to come home from work every night and know in my heart that I made a difference
- I want to be memorable and make my family proud
- I know I have a special gift; I just have not found the right outlet for it yet
- I want to be like the small percentage of people I have met who actually love their job
- I want to take pride in describing what I do for a living
- I want to know that I mattered!

What is your career calling? Why is it important to acknowledge and respond to this emotional pull at your heartstrings? The answers to these critical questions will become clearer as we explore this subject in more detail.

## What Is This Enigma Called Work?

*“Where the spirit does not work with the hand there is no art.”*

—Leonardo da Vinci

“All right, Chris,” you may say, “you have my attention but I have never stopped to analyze the concept of work that deeply or intensely.” That is OK! Most people who are unfulfilled have not. They exist in a state of numbness to their internal selves and become absorbed in daily tasks or obligations. Occasionally, they may have a desire to find out if there is more, but often retreat back into the process of making a living instead of designing their life. Sounds pretty depressing, doesn't it?

From this day forward, be prepared to work hard on understanding your own professional needs, wants and values. There are no shortcuts!

### Cutting Corners ...

3 young boys were comparing notes about their father's abilities. With an air of pride, the 1<sup>st</sup> boy said, “My dad is so fast he can shoot an arrow at a target and catch the arrow before it reaches the target.”

“That's pretty good,” the 2<sup>nd</sup> boy responded, “but my dad is so fast that he can shoot a deer and tackle the deer before the bullet gets there.”

Listening quietly, the 3<sup>rd</sup> boy could restrain himself no longer. “Oh yeah? Well, my dad is faster than both of yours. He can get off work at 5:00 and be home by 4:15!”

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## The Movie Game Exercise

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To make progress, you must begin with an accurate appraisal of where you are today. Where are you right now? How would you describe your own career? Here is a fun exercise to help you assign a brand to yourself and associate your education, skills and work history with a motion picture, which is in essence a story or set of experiences. *Make sure to itemize the reasons, themes or even specific scenes or characters you relate to and why!* Which

movie title (not necessarily the content) would you say best describes your work life? Feel free to choose from the list below or make up your own!

1. *Apocalypse Now*
2. *Back to the Future*
3. *Catch Me If You Can*
4. *Gone With The Wind*
5. *Home Alone*
6. *Liar, Liar*
7. *Mission Impossible*
8. *National Lampoons Animal House*
9. *One Flew Over the Cuckoo's Nest*
10. *Planet of the Apes*
11. *Psycho*
12. *Superman*
13. *Terminator*
14. *The Addams Family*
15. *The Fugitive*
16. *The Sixth Sense*
17. *The Sound of Music*
18. *Titanic*
19. *Top Gun*
20. *Towering Inferno*

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Now that we have had a little fun (at your expense!), let me ask you a basic question: What is work? Work, which Webster's dictionary defines as "bodily or mental effort exerted to do or make something; purposeful activity" is supposed to be the outlet for our passions, personality traits and future dreams. *Can you honestly say you are currently engaged in a "purposeful activity?"* Unfortunately, for many, work has become something much different.

Consider these common responses to the question: What is work?

- Work is a way to pay the bills
- Work is what allows me to enjoy the weekends
- Work is what keeps my (spouse or parents) off my back
- Work is what you are supposed to do to feel responsible
- Work is an alternative to boredom
- Work is what you do for 40 years so you can retire and die in peace

- Work is the opposite of play
- Work is same %#@\*+, different day

Wow, if those aren't an eye opener! It seems for most, the concept of working is a dirty word often filled with negative connotations. How about this abbreviation ...

### **JOB = J**ust **O**ver **B**roke!

I have found that people who view their occupation as a job, barely get by, while career planners like you are creating a life of abundance! Show me a person who complains about the boss, the hours or the daily grind, and I will predict they are struggling each month to pay their bills.

Be aware that there is a huge difference between a JOB and a career.

A career is the lifelong plan of how you will use your unique and compelling talents to contribute. A job is simply a step in the process. A useful analogy: your career is the whole ladder; a job is merely a rung on the ladder.

People who focus on jobs and not the careering process will find frustration and barely make ends meet. From this day forward, we focus on careers, not jobs!

If you live in the western world, you can agree that we are often defined by our job ... what we *do*. Think about when you first meet someone, one of the 1<sup>st</sup> questions asked is, “*So what do you do for a living?*” The words “what do you do for a living” are telling ... Paraphrased, the question is seeking information on your quality of life based on your choice of career. I am amazed at how many people sheepishly answer the question as if they are embarrassed by their livelihood. If it is accurate that we are defined by our occupation, then far too many people are spending their lives engaged in a constant state of fear, uncertainty and doubt.

Work, for most, has become a daily grind instead of an expression of our unique and compelling skills and attributes. As of this moment, let us both agree that this unacceptable! I wrote this book to help you identify and obtain the career of your dreams, the one that you want and the one that, more importantly, you deserve. *Why not you?*

I propose that 80% of your success will be a result of getting in touch with your authentic self (understanding who you really are and what you truly want) and that the remaining 20% is simply a function of tools; teaching you how to get there by either empowering you to get off your butt and

start your own venture, join a new organization or simply improve your status with your existing employer.

Regardless of your career goal, I am delighted you accepted the challenge to improve your status and I'd like to congratulate you on making the best investment you can make ... an investment in yourself. You have now begun a process that will change the scope of your life forever, for the better. In the information to follow, *you are going to learn the formula for what separates those who have found their career calling from those that remain professionally unfulfilled.* And believe me, career success stories leave clues!

Let me pose to you 3 important questions:

1. Are you unemployed or seeking to re-enter the current work force?
2. If you are working, are you disenchanted with your current job? By disenchanted, I mean are you bored, tired, underpaid, unhappy or some combination of all of these? Are you working for a paycheck?
3. Do you lack passion for your work and find your enthusiasm to find a role where you can make a difference dulled by the daily grind of an unfulfilled career?

If you answered yes to any of these, here is my promise ... If you follow the guidance and suggestions contained within this book, I am confident that you can change your perception of work, improve the quality of your work life, obtain a career that fills your innermost calling and leave a profound legacy.

### **If You Make Finding a Great Career a Craps Shoot ... You Wind Up with Crap!**

*A famous tight rope artist was once asked the secret of successfully walking on a tightrope between 2 extremely tall buildings on a skinny beam, where a slip or mistake would cost him his life. He responded that the key to success on the tightrope trapeze is exactly the same as the key to life ... One must focus on where he or she is going and look straight ahead with intense focus. Not down, not behind you, but merely where you are going without hesitation or fear. Be decisive. If you follow these instructions you will emerge victorious!*

If you make finding a great career a craps shoot, you will wind up with crap. The key to finding your career calling is to focus on your values, that is, what is important to you personally and professionally. Be sure that you focus on your values and not the expectations or belief systems of others.

*“Most people are trapped in an ongoing psychological wrestling contest between their own identity (who they truly are), societal pressures to conform (what society, friends or family say they should do), and internal limiting beliefs (what they believe they can or cannot do).”*

—Chris Kuselias

When you find your career calling, you will know it because it your work life feeds the most important aspects of your personality. In the right career, you are making use of your best attributes and not forced to struggle with skills that don't come as naturally. You are in a flow where you are doing what comes naturally and work does not feel like work. I would like to make clear that there is no one ideal job to which we can all aspire, but rather there exist many different paths to many different jobs, which can match your unique and compelling personality, values and skills. In short, there is no magical role for everyone, but there is an ideal career for you!

### **Radio Station WIIFM! What's In It For Me?**

*“When work, commitment and pleasure all become one, and you reach that deep well where passion lives, nothing is impossible”*

—Anonymous

As crazy as it may sound, I am granting you permission to be selfish! You will need to be if you are to experience real career progress. You must be willing to prioritize your thoughts, feelings and emotions and find the time to dedicate yourself to uncovering your passion and purpose. This will involve changing your current routines and, in some cases, acquaintances.

Whenever you move ahead, you must leave some behaviors, habits and people behind . . .

So far, you know that obtaining your career calling begins with a commitment to self-understanding, which is achieved through *critical reflection*.

This is a fancy term for simply taking time to explore your own wants, needs and desires.

My 1<sup>st</sup> objective is to ignite your hidden passion and uncover your unique and compelling contributions (ideally at as young an age as possible) and then provide a specific plan to show you how to make a living doing it. Once your career purpose is determined, your job is to write it down and read it aloud every day, which will secure this belief in your subconscious mind. This sounds deep, but it really isn't!

If you have not yet achieved what you want, I would guess it is because you have not identified exactly *what* you want. *Most people who fail to make a change have not identified a strong enough why.* While you may have a general idea of success and happiness, you most likely have not defined your needs, wants and values in clear and compelling, vivid detail.

How do I know? I have dedicated my life's work to understanding the process and have created a formula based upon analyzing thousands of people who are living and working their dream. I work with individuals, corporations and governments every day who have the same challenge as yours. My conclusion: People who take the time to discover what they truly want from life usually obtain it, and people who do not spend the time and do not know exactly what they want, rarely if ever do. You have been presented with another choice!

One of my primary objectives is to ignite your inner flame regarding the incredible benefits of *critical reflection*. Simply defined, this means to get in touch with your *authentic* self, the real person beneath the layers of societal conditioning, kids, designer clothes and life roles. This holistic process of reflecting is not what you might initially think; it is not like the process of burning incense, engaging in primal screaming or chanting at the stars. I take a more practical approach.

What I profess is carving out a specific time each and every day to quietly consider your place in society, the value of your contributions and if you are on target toward fulfilling your ideal calling; *to truly reflect on your purpose*. It is time to turn to station WIIFM, *what's in it for me!*

## **Making the Time to Be Great**

*"Honesty is the first chapter in the Book of Wisdom."*

—Thomas Jefferson

Taking an honest and sincere appraisal of your worth and inventorying your accomplishments are often not a priority and are therefore ignored. The fact is that to obtain your calling or purpose, a change is required. That change may be emotional, physical, spiritual or some combination of all 3. Let go of your inhibitions or conditioning. Trust in yourself, as there is greatness in you! Consider the words of Ernest Holmes who said, "The thing we surrender to becomes our power."

How can you possibly expect meaningful progress or positive change in your life if you are not willing to put the brakes on, get off the treadmill of life, take a deep breath and establish an honest plan for your professional future? I am not interested in your social mask, the one you put on for others, but instead, your true inner self.

In my experience, most people spend more time applying makeup, selecting the right designer clothes and creating the appropriate external persona (for the world to see) than they do in getting in touch with their inner talents, skills and desires or what I call, their authentic self. Let me ask you a question. Do you spend more time preparing your external self (creating a professional exterior of hair, makeup, wardrobe, accessories, etc.) or more time reflecting on your internal development (skills, unique value, true desires, likes and dislikes, goals, etc.)? I suspect it is time you make a decision to dedicate the proper time on your authentic self by engaging in the regular daily practice of critical reflection. If you do, you will exceed even your most ambitious objectives and amaze yourself!

*But Chris, you might be thinking, in today's information age, who really has the time to reflect? I am so busy with career, family, clicking through my 500 TV channels, paying bills, drinking \$5 latte's, managing my finances and shrinking 401K plan, trying to lose that last 10 pounds, parenting and trying to keep up with the rush of life that I can barely find a minute to call my mother and tell her I love her. Who has the time to reflect? You do!*

I would be willing to wager a large sum of money that if they created a new reality television show entitled, "*Chris Kuselias moves in with you and analyzes your non-productive time,*" that within one day I would provide you with a more constructive daily schedule, eliminate many of your useless and non productive activities, prioritize your essential issues, coach you to avoid negative influences and create a lifestyle designed to allow for daily *critical reflection*. I would also be willing to bet that if you utilized this newfound free time to plan your life, without the common distractions of television, music or kids, you would begin to realize your enormous

potential and begin to live the life you were destined to live! You would be in a position to effectively design and achieve your legacy.

Now, as much as I would like to be a reality TV star (not!) and move in with you for a day or 2 ... this is not going to happen. The alternative to this far-fetched scenario is to communicate with you through these words and exercises and coach you to establish the discipline to implement the enclosed proven strategies. If you do so, I am confident you will achieve your true purpose, also known as your *career calling*. As an author, speaker and consultant, I have had the privilege to meet and befriend some of the nation's most successful people, individuals who have achieved true balance and harmony in their personal and professional lives. These are folks who embrace change and look forward to the future.

A common theme is that each of these people consistently practices the regular art of reflection; they carve out time each day to design their life instead of being directed by external forces. Certainly they experience unforeseen challenges, but their foundation is so solid that these curve balls become mere distractions that do not derail their ultimate focus. This is my wish for you!

I will get into greater detail on the process of reflecting, determining your unique and compelling interests, skills and qualities, but for now, I want you to think back to 3 instances in your life when you felt the greatest sense of joy and happiness. When did you last feel completely alive and vibrant? What were the common elements to these incredibly positive occurrences? Can you observe a common theme in your selections (for example, you were recognized, praised, creative, assisted another person or group, closed a deal, overcame an obstacle, saved an animal, or cooked a tremendous meal)?

My key question for you is: Can you identify a way to earn a living engaged in these highly desirable activities or ones that allow you to utilize these skills or experience these amazing feelings on a consistent basis?

I have found that people who have found their career calling and truly love their work *think* differently than those who have not. A breakthrough for me was learning that if you analyzed their thought process and modeled their actions, similar results could be achieved. I learned that studying their mindset and becoming aware of how my own thoughts and conditioning were holding me back was the key ingredient to success. I learned to program my mind for career success, the same way truly happy people had done. From this, a career success formula was born!

## Great Performers Start with the End in Mind!

*Close your eyes ... Fast forward in time and imagine you are 90 years old and are sitting in a comfortable rocking chair on a beautiful summer day. As you sip a cool drink, a peaceful breeze refreshes your face and you hear a soothing musical wind chime in the distance. At ease, you begin to reflect on the decisions, associations and events that comprise your life. While you may have forgotten the details about people, places or things, a certain collection of memories and events resonate and evoke strong emotions within you. As you reflect over the course of your life, is the end result a smile or a frown?*

Anticipating the inevitable reflection we all face, the key questions are these: What will you remember? Will it be your relationships and those you loved and who loved you? Will you take pride in your material possessions or the inheritance you leave to your heirs? Will you recall your career achievements and relish thoughts of using your creativity and overcoming challenges? Will you have made peace with your maker? Will you experience the pleasant glow of a life fulfilled with joy, hope, risk, reward, love and passion, or will you have regrets such as wishing you had spent more time with your children, taken more risks, traveled more, or enjoyed your work?

An increasing number of people today are making important changes in anticipation of this day and taking decisive action to ensure they live each day with zest! Their comments:

“I was so busy and consumed with daily tasks, I never had the time to consider my true feelings. Now after losing my job, I finally found my purpose ... At last!”

“My kids think I do more than just make money and after years of boredom, I am showing them by example that working is not a dirty word.”

“Can you believe it? At 51, I finally found my reason for being. I always felt I was a good teacher, but I finally got the courage to explore *The Career Guarantee* 5P's and my potential. You are never too old to change!”

“Starting my dream career was risky, but worth it. Every day I answer to myself!”

“Well, I don’t make the money I once did and now look at prices on a menu before ordering, but my health is great, I am happier than ever and every day I wake up with a smile. This is awesome!”

“Goodbye 90 minute commute, hello personal life!”

“I feel like I have been paroled. I never realized how dull and boring I had become until I found *The Career Guarantee* Master Career Formula (5 P’s) and attained my calling.”

You and I are given one chance to savor this life and extract the incredible joy available to us. And because we happen to live in the most exciting time in history, where modern day innovations and technology create incredible opportunities and more free time, you and I have more choices than ever before. The enlightened few know that the ultimate tragedy is a life filled with regret and unfulfilled potential. What will you do with these choices?

The older I become the more I realize that day in the rocking chair is approaching faster than any of us want to admit or believe. There is no dress rehearsal or do over . . . Life is in session!

### 3 Important Questions:

1. How will others talk about you when you are gone?
2. Will you have mattered?
3. What will be your legacy?

A never ending list of books, seminars, workshops, webinars and coaching programs exists to remind us how to be organized, set goals, and get motivated, along with a seemingly endless array of strategies and tools to lead a more effective life. On line or in your favorite bookstore are hundreds of “How To” publications about getting a job, writing a resume, interviewing, etc. Most are well intentioned but don’t produce the results you seek.

With the speed of technology and rush of life, I find most people have trouble getting through the day, much less taking the time to design their life or find their career calling. Without a solid game plan, obtaining a great career is stressful, especially if you are unemployed, have been laid off, feel burned out, are worried about the economy, have financial responsibilities, and also need a retirement plan.

*The Career Guarantee* is a simple yet effective model for the careering process – that is, uncovering your unique and compelling contribution and providing a blueprint to achieve your professional legacy. It is not a “How

to” book, but more of a “Why” book. The solution to career happiness is between your ears and in your heart and soul. You are unique and there will never be another human being exactly like you, with your vision, ideas, creativity, talents and mindset.

By now you may be thinking, “OK, Chris, I get it! I need to determine who I am, what I want, and why I want it!” But how do I do this and find my unique career calling? By applying the *Master Career Success Formula*, you can enjoy a life filled with zest and vigor, and love what you do ... any day and every day! What is this Magical Process? I call it ...

## The 5 P's to Success

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Passion  
 Purpose  
 Power  
 Profit  
 Peace of mind

In chronological order, the 5 P's formula includes ...

1. Discovering your **P**assion, leads to ...
2. Finding your **P**urpose, which assists you in ...
3. Expanding your **P**ower, which accelerates ...
4. Gaining your **P**rofit, which results in ...
5. Achieving **P**ease of mind, which equals happiness, the ultimate goal!

### Do the 5P's Work? Yes!

Scott Adams had a passion for drawing but found himself working in a job that was not his true career calling. So every day before work, he got up early and drew cartoons until he had 50 samples; he then mailed the samples to various syndicates. United Features saw his work, offered him a contract and the rest (Dilbert creator) is history ...

**P**ERSONALLY, I STUMBLED ACROSS this incredible formula while going through one of my, “Is this all there is?” moments. I was working in corporate America, successful by most standards (nice car, nice house,

etc.) and had a daily routine (coffee, decent co-workers, occasional feel goods) but something was missing! When I was truly honest with myself, there was a huge void in my professional life (no passion!) and looking back, this often negatively affected my health and personal life. *I had a hole in my soul!*

Sometimes we need a defining moment or ‘aha’ moment, as some call it. It was my father’s diagnosis of terminal cancer that finally had enough shock value for me to realize that life is short and there are no 2<sup>nd</sup> chances. You will hear more about this event later (my dad overcame incredible medical odds and is alive and well!). A conversation on his “supposed” deathbed about “finding one’s true identity and contribution” and my growing restlessness that my life was passing me by were enough incentive to immerse myself into studying the secrets to career success and happiness. This resulted in my life’s calling and this book, so you don’t have to wait for similar extreme circumstances to create a breakthrough to pursue your passion!

Within a short time of adopting this *Master Career Formula* in my life, I began to experience incredible levels of success. I pursued my passion of helping others in their careers, quit my high paying but unfulfilling corporate job, assembled my limited finances to pursue my dream and went for it! I put passion and purpose ahead of short-term income or opportunity.

With a passion for helping others find passion and purpose, I formed my own company, *Career T.E.A.M.*, LLC, and began helping people find their career calling. After a short time I was hired by the Federal government to assist 10,000 former welfare recipients find jobs.

With *passion* and *purpose* in my corner, I began to expand my reputation and expertise, gained *power* and was invited to the White House to meet with the President and several *Fortune* 500 CEOs. *Career T.E.A.M.*, LLC was named one of *Inc.* Magazine’s 500 fastest growing, privately held companies. In line with the *Master Career Formula*, I quickly became a multi-millionaire (*profit*) and I experienced more *peace of mind* than I ever imagined, knowing I had found my reason for being, my career calling.

When I combined the power of my mind with this proven success formula, my career skyrocketed. You can do the same! Today, I conduct seminars worldwide and now have a goal to help 5 million people leave unfulfilling jobs and find their unique and compelling career calling.

The funny thing is, I had always wanted to be wealthy and spent a lot of time thinking about how to make more money. When I adopted this

newfound philosophy, it was never about the money, it was about finding that feeling in my gut that told me I was doing what was right for me. The anxiety and stress disappeared, and the money came in faster than when I focused solely on making it! I learned that when you do what you love, big money follows.

Think of this *Master Career Formula* as a blueprint, which, if followed, will lead to your unique career calling. The formula works because outcomes are in accordance with your *true* identity, that is, what is in your heart, mind and soul. It is a formula for helping you discover the *real* you and the contribution *you* were born to make!

When you really think about it, the challenge for each of us is that we enter this lifelong project without the benefit of an instruction manual. Certainly, many profound authors or consultants have attempted to provide solutions to the pursuit of passion and purpose. Few, however, have succeeded in creating a universal approach to the eternal question regarding our search for career purpose or meaning.

Regardless of gender, race, religion, education level, work experience or personality type, we are all unique and compelling creatures with individual belief systems. There are several versions of what constitutes happiness, the obvious outcome of achieving one's career calling. Happiness is a personal feeling within the people who consistently achieve this state of mind, and the actions they take leave clues.

Systems do work and I am a believer in such. According to Michael Gerber, author of one of my favorite books, *E-Myth Mastery*, "Systems [formulas] permit ordinary people to achieve extraordinary results, predictably." My system will assist you to find your way to where you are supposed to be, where true happiness lies.

There is one distinct difference between a highly successful person and one who is not, and that is that highly successful people develop good habits and make choices that others do not like to make. By having the courage to exercise their right to choose, they achieve greatness.

*"You are free to choose, but the choices you make today will determine what you will have, be and do in the tomorrow of your life."*  
—Zig Ziglar

You have made the choice to pursue career greatness. Let us begin your journey to career success and happiness with a review of the *Master Career Formula* ...

## 1<sup>st</sup> P—Finding Your Passion

*“Now, here is my secret, a very simple secret. It is only with the heart that one can see rightly: what is essential is invisible to the eye.”*

—Antoine De Saint-Exupéry, *The Little Prince*

Your first choice if you truly seek to be highly successful is to identify and pursue *your* passion. Not mine, not your parents', not your significant other's but yours! *In order for you to achieve your potential, you must make a firm decision to restructure your life around your passion.*

*Finding your passion* involves getting in touch with your heart and identifying your dreams. The process has to start here, because only your heart will reveal what really matters to you and what truly brings you happiness. What is it that you crave, and what fills you with energy and excitement? What is that one thing that gets you up in the morning, and keeps you awake at night? When you answer these questions, you will have found your passion.



*“Bob from Accounting ... Damn glad to meet you!”*

Passion is not a privilege of the fortunate few; it is a right and a power that you possess. If you get in touch with the passion that defines you, I promise you will have an amazing life. In your quest to find your passion, there are a few areas you can explore that will assist you on the road to discovery, such as:

1. Brainstorm and identify what you daydream about, what gets you excited, what you consider fun, what you like to do, or what you would get a kick out of doing.
2. Peer into your childhood and think about anything that you may have had an affinity for growing up. Is there something that you were good at as a child that you would like to do again?
3. Evaluate your talents and skills. Take a piece of paper and write down the things that you do well or that come naturally to you, without any effort on your part. These talents should be viewed as your unique and compelling gifts . . . special gifts that have been passed on to you genetically.
4. Test yourself and your passion. One way to validate your passion is to put it to the test, and you can accomplish this by revisiting your feelings 2 or 3 weeks after you have identified it. Do you still get that fire in your belly when you think about it? Are you willing to sacrifice everything to fulfill it, or take risks for it? Your responses will separate your true passion from mere interest.

Once you begin to experience passion in your life's work, your passion will create a personal intensity, which will uplift and inspire you. It will heighten your performance and enable you to achieve things that you may never have dreamed possible. Finding passion is the key to happiness in your career, and in every other area of your life.

If you have uncovered your passion, but are finding it difficult to take the next step, you may need to break down the barriers that are preventing you from turning your passion into reality. When you make decisions based on your heart's desires, and not on societal dictates, you open up an assortment of challenges, and will have to allow yourself to move beyond the fear or paralysis that grips you and, perhaps, is preventing you from answering your calling.

*"Find your passion and follow it. That is all the career advice you will ever need."*

— John C. Maxwell, management guru

## Barriers to Living Your Passion

1. *Fear*: Passion is a mystery, and often you do not know exactly where it will lead you. You may wonder what life would be like if you followed your heart and decided to change careers. If fear creeps in, your thoughts may become distorted and create elaborate scenarios of failure. There is no greater barrier to fulfilling your passion than fear of the unknown.
2. *Self-doubt*: Self-doubt is an extension of your fear, and focuses on your perceived personal inadequacies. This self-doubt causes you to question your own abilities and potential, and can lead you to imagining yourself as a failure, rather than a success.
3. *Paralysis or numbness*: When faced with confusion or uncertainty, you may find yourself locked into an emotional paralysis. While you may want to change your life and career, you are unable to harness the power to do so. You may become so accustomed to the demands and stresses of life that you move beyond paralysis into numbness. You may not even realize that you are unhappy and unfulfilled, and that you have become emotionally disconnected.
4. *Limited scope*: When you identify yourself by stereotype (that is, white-collar or blue-collar, baby-boomer, etc.), you limit your potential. Labeling yourself this way causes you to accept an identity that probably has nothing to do with who you really are or what your passion is.
5. *Procrastination*: “One day, some day ...” is an excuse for putting off what could be the most important step in your life. Your passion will never become a reality as long as you keep putting off pursuit of it.
6. *Caution*: Your fears may prevent you from acting on faith and belief. You may pursue your dreams in a very controlled and calculated manner, leaving little room for your passion to take over. While you may never know failure, you may also never know the success that comes from unleashing your passion.

Here are 3 questions to uncover your passion ...

1. I am happiest when I am ...
2. I feel energized when I am ...
3. I would work for free doing ...

Moving forward, trust your heart and listen to your inner voice. Acknowledge your passion and nurture it. Incorporate it into your existence, and your life will become an accurate reflection of your true identity and who you aspire to become. Once accomplished, you will graduate to the next step: Acquiring a sense of purpose!

## **2<sup>nd</sup> P—Purpose Is Obtained from the Fuel of Passion**

*Hans Selye, the pioneer in the understanding of human stress, often asked the following question: What is the most stressful condition a person can face? His unexpected response . . . “Not having something to believe in.”*

What do you believe in? Why are you here? What contribution were you born to make? Were you meant to sit in a cubicle day after day without a clue as to whether you were impacting your company? Maybe yes, but most likely no!

After you have found your passion, by answering your calling you will begin to answer these questions and acquire a *sense of purpose*. Purpose springs from belief and the fact that you are doing what you love and desire. Your dreams and hopes are becoming a reality, and you have moved outside of the norm. You are engaged in tasks and activities that feel like play; working is a labor of love.

You have fought off conventional wisdom to work for the money or prestige. You are empowered and committed to continue on this path. You believe whole-heartedly in your cause. Your sense of purpose is evident in everything you do—the way you act, speak, look and think. You are contagious! This sense of purpose will continue to flourish as you completely immerse yourself in pursuing your passion.

Determining your higher purpose starts with defining the word *success*, because that is the paradigm with which most people identify. Later on, we will discuss this further but for now:

1. Which direction are you moving and where is your passion and purpose leading you?
2. Are you prospering toward the next achievement by building new mentors and learning from your missteps, or are you trying to avoid the prospect of failure by not competing for your career calling at all?

At this stage, the key question is: *What is important to me about being successful?* Success is a deeply personal issue. One needs more than persistence, ambition or motivation. You need to be inspired to the very core of your being. If you cannot verbalize your contribution, it will not last. Your true purpose is: *Your sincere, deepest desire and motivation for action!* When you discover your true purpose, you will feel yourself gaining confidence and power.

Without a true purpose you will:

1. Experience more stress
2. Be prone to suffer burnout
3. Often feel overwhelmed
4. Have difficulty making decisions
5. Feel anxious and restless

Here are 3 questions to help you realize your purpose ...

I was meant to ...

My place in this world is as a ...

I feel most meaningful when I ...

### **3<sup>rd</sup> P—Power and Confidence Are Realized When Purpose Is Allowed to Flow**

*“Being powerful is like being a lady; if you have to tell people you are ... you aren’t.”*

—Margaret Thatcher

It makes sense that once you acquire a sense of purpose you become more powerful. By taking the steps that lead to fulfilling your passion, you begin to feel as though you are in control of your life and your destiny. You are on a path that provides the greatest rewards one can experience. You are not working by others standards; you are working because it is what you *choose* to do. You are in command!

Like your sense of purpose, *gaining power* in your life evidences itself through every orifice of your being. You experience more energy and you walk with an air of confidence. This newly obtained power is also a result of attacking your fears and increasing your level of courage and confidence.

Another contributor to your feeling of power is your attitude. Your positive attitude makes you happier, more productive, and more successful,

which, in turn, also makes you more powerful. Other people will gravitate toward your energy, which will become infectious. Those who are trapped in the fog of apathy, lethargy and even depression will crave your new-found enthusiasm and confidence. They will want to associate with you because you project an image of congruence, a trait that we all admire and aspire to obtain. You are positively contagious!

Here are 3 questions to realize your power ...

People recognize me for my expertise in ...

I know more than most on the subject of ...

I can best assist others by ...

#### **4<sup>th</sup> P—Profit Inevitably Follows Those Who Contribute**

*“Explore and understand your authentic self, learn to do what you love and are passionate about and the money will follow.”*

—Chris Kuselias

If nothing else, you are already gaining *wealth* by the benefits you are enjoying up to this point (finding your passion, acquiring a sense of purpose, and gaining power).

Not only is your profit centered on financial gain, but also on your emotional, spiritual, physical, interpersonal, and professional experiences. J. Paul Getty's brother, (who wasn't nearly as financially well off as his famous tycoon brother) used to send him notes, which began, “from the richest man in the world to the wealthiest.” Riches are not measured solely by the size of your wallet.

In working with numerous highly compensated executives, who often experience severe depression when laid off, it is apparent to me that many people fill voids in their emotional lives by basing their self-worth on money and material possessions. When you take away their “toys” as I like to call them, very often there is an emotional void and a lack of true identity. How sad!

When you have found your passion, purpose and power, interestingly, you become the center of attention, and people begin to seek you out. They want to know what you have that they do not and why you feel so good.

Hiring authorities are willing to compensate you for your knowledge. You become in demand because you had the courage to pursue your passion. You are a leader!

We can all agree that leaders in any organization are typically recipients of the highest praise and most lucrative compensation. At my company, *Career T.E.A.M.*, we have a saying for our leaders, which is, “If the light ain’t on at the top, it is dim all the way down.” In my experience, society ultimately rewards those who find their unique contribution and exhibit these qualities. This is how big money is made. I know very few people, if any, who are wildly wealthy and aren’t passionate about their work.

In your career, if you master the first 3 P’s (passion, purpose and power), enhanced compensation (profit) will inevitably follow. Advancement opportunity and increased salary become more readily available due to your changed attitude and level of energy. People will gravitate to your knowledge and begin feeding off your passion. Having followers will increase your responsibility, which inevitably increases your earnings.

Here are 3 statements to help you maximize profit ...

I define professional success as ...

With more money I would ...

What I want that I don’t have now is ...

## **5<sup>th</sup> P—Peace of Mind Is Achieved When We Have Found Our True Calling**

*“I have lived long enough to learn how much there is I can really do without ... He is nearest to God who needs the fewest things.”*

—Socrates

The 5<sup>th</sup> P is the most precious asset—*peace of mind*. This state of mind comes from the realization that you are contributing to others in a passionate and purposeful way. When we are contributing, that is, truly helping others through our work, we feel a tremendous sense of internal joy and happiness. We adopt the belief system that we matter. We develop a legacy that outlives our physical body. People all over the world would give their last dollar to experience true peace of mind, and for many of them, the lack thereof is the direct result of living their lives according to someone else’s standard, and not their own.

To avoid societal conditioning and to forge your own path requires a great deal of courage and honesty. We must be true to ourselves, live in sync with our established identity and be congruent in our internal belief systems. Peace of mind comes from learning the skill to become your *authentic self*.

*According to Gallup, "The percentage of Americans who voiced the need to experience spiritual growth has increased from 58% in 1994 to 82% today."*

Like you, I have always craved peace of mind but was often restless. Today, I understand that until I lived my life in accordance with these 5P's; and spent my time engaged in activities consistent with my identity, I would never be truly content. Stress was my enemy and relaxation was a skill I had not mastered.

I have become a believer in meditation, not the unfavorable view of a person in some bizarre robe with mushroom-scented incense but rather a more personalized experience where one shuts out the problems and distractions of the world and contemplates their authentic self and true aspirations. The process should provide critical benefits and that is, to learn, recognize and *listen* to the sound of your inner voice, what I call your higher self.

For me, this process creates a mindset that has allowed my most outstanding ideas and visions to penetrate the confusion and distractions of my hectic life. It challenged me to ask myself life's most pressing questions, those that cannot be addressed or answered with the television playing, music blasting, children crying or business looming. Take 10 minutes and just sit quietly and reflect on what you really want, what you are great at and what brings you joy.

Here are 3 questions to help you find peace of mind ...

I want to look back on my life and feel ...

When people think of my life, they will think ...

I will feel my life was worth living if I ...

## The End Result

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**B**Y MASTERING THE 5 P's, you will begin to understand what it truly means to be content, at peace, and happy. Having applied this *Master*

*Career Formula* in your life, you will promote balance in what I view as the 5 areas that dictate life balance: career, financial, health and fitness, relationships, and spiritual enlightenment. Top performers, such as you, recognize that total happiness in life can only occur by mastering these 5 key areas.

When you get to this final stage of development, you are experiencing success on your own terms, and enjoying life. Your existence is validated, and you matter! Your life is in harmony with your being, and you feel whole and complete. You are basking in the glow of looking into your innermost desires and contributing your unique and compelling gifts to others in the form of your career calling. This is the essence of becoming happy and self-actualized!

*“The best way to cheer yourself up is to cheer everybody else up”*

—Mark Twain

By remaining true to your passion, and incorporating the *Master Career Formula* into your life, you will reap rewards you never anticipated, because finding your calling (passion) and answering that call will take you to another level of living. *The Career Guarantee* serves to provide exercises, examples and reminders of how you can achieve this standard of living. Let's begin!

## **An Overview of the 21<sup>st</sup> Century Workplace**

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*“The best way to predict your future is to create it.”*

—Stephen Covey

**W**E CAN ALL AGREE that, more than ever in our history, the future is filled with so many unanswered questions regarding what employment will look like. Industries are being consolidated and in some cases even eliminated, seemingly overnight. International competition and the new global economy have made the world a much smaller place when it comes to marketing or producing goods and services.

With so much uncertainty, you may be looking for a set of guiding principles to help you navigate through these uncertain workplace waters. Many feel like they have been thrown into the rapids without a paddle,

life jacket, map or the proper equipment! This is our collective challenge as strategies and techniques that may have worked in the past are now as obsolete as an 8-track player.

### **Today, You Are What You Do ...**

The 21<sup>st</sup> century workplace promises more change and dramatic industry fluctuations. In my experience, there are very few things as challenging as changing career and few life experiences as demoralizing as the loss of one's job. Here is why. Many people *define* themselves by their job title or job description. Their job is their *identity*.

I recently attended an open house at my daughters' elementary school; it was a meet and greet for parents and teachers. It was interesting to observe parents with small kids (in this case 1<sup>st</sup> grade) in today's competitive world jockey for position with the teacher, the principal and even the teacher's aides!

We all convened in the cafeteria and were served juice and crackers and after we listened to the teacher speak about the curriculum and objectives, we were left to mingle with the other parents. Earlier that evening, I had told my wife that I was going to keep a formal record of how many people asked me what I do for a living and when the question of my occupational status came up in conversation with other parents. She said she would help (as long as I did not do anything to embarrass her).

During the course of the evening, which lasted 2 hours, I met a total of 54 sets of kindergarten parents. Of these, 46 (85%!) asked me what I did for a living within their 1<sup>st</sup> 3 questions. After requesting my name, the curiosity as to my occupational status was the 2<sup>nd</sup> most asked question.

Do you find this to be the case in your life? We can all agree that "what do you do for a living" is a universally accepted phrase. Consider those words, which associate your job or career with a "living," that is, how you exist ... Clearly, your career is more than just a way to pay the bills.

Some people identify so strongly with their job title that if they are laid off or lose their job, they feel as if their identity has been surgically removed from their body.

People have different value systems; some actually develop a self-concept based on their occupation, or even the amount of money they earn. Have you ever heard of the 6-figure club? One of my friend's wives had to remind him (in a not so pleasant manner!) that he may be the boss at work, but at home she was not his secretary and that the kids were not employees. It

is often difficult to separate our work persona from our personal persona. My friend had the common challenge of making sure his identity was not defined by his job title or duties, but rather by a variety of personal and professional characteristics.

So what is the solution to competing and winning in the 21<sup>st</sup> century workplace? To begin, I am an advocate that while understanding the global landscape is important and necessary, *your chosen career path should be based on your passions and internal beliefs rather than on availability or what jobs pay the most at any given moment.*

I am not naïve to practical concerns or being pragmatic when it comes to formulating a decision, but I strongly believe that before falling prey to the trappings of a job and lifestyle that does not provide passion and purpose, one should explore their goals and objectives in detail.

The good news is that you are living in an exciting era with incredible advances and innovations. America remains the greatest nation on Earth; we simply have more opportunities and better resources. Next time you find yourself complaining, consider this to help gain some perspective ...

#### **Fast Fact**

USA Today Snapshots ran a profile from the National Park Service that cited Americans flush down toilets 6.8 billion gallons of water per DAY ... while there are 1.2 billion people worldwide who do not even have access to clean water!

### **Becoming “Me, Inc.” Is a Must!**

*Avoid the single-minded danger that Abraham Maslow observed: “He that is good with the hammer tends to think everything is a nail.”*

It is time to expand your horizons and take the blinders off. The 21<sup>st</sup> century global economy has created a paradigm shift where borders no longer exist and the perception of one's career identity must shift from the finite title on a business card to that of a *solutions oriented resource*. *You are a problem solver or you are obsolete!* Although the world is more complex, simple is still powerful.

Here is a profound message as to how you should perceive your career from this day forward ... *ME, INC.* You are your own personal services corporation responsible for your own research, marketing, human resources, financial and quality control. There is no employer or company looking out for your best interests; this is ultimately your job.

It is time to broaden your horizons and adopt a single-minded approach to your livelihood. There is an ocean of opportunity created by this new global economy. Those who decide to put away the trappings of conformity and pursue their unique destiny are creating fortunes every day. A sample:

- Billionaire media mogul Oprah was only 19 when she started her career as a news anchor at Nashville's WTVF-TV; her show is now seen in over 100 countries by an estimated 46 million weekly viewers
- Billionaire Michael Dell founded Dell Computer at 19 with \$1,000 from his dorm room at the University of Texas; by age 27 he was the youngest CEO ever to earn a ranking on the Fortune 500
- At 40, Harland "Colonel" Sanders began cooking chicken for his customers from his service station and sold his Kentucky Fried Chicken company in 1964 with over 600 outlets nationwide
- At 52, Ray Kroc stopped selling milk shakes, purchased a restaurant and turned it into the planet's most successful fast food enterprise, McDonald's.

Is there an exciting idea or 2 in you? Maybe you are reading this book because you have recently faced a life-altering event like a layoff or illness, or maybe you are simply tired of living an uninspired existence. Often the will is there but the knowledge of specific strategies and techniques to realize this new ambition is lacking.

Maybe, like millions of workers, you have looked at recent world events and have decided to marry your skills and talents with a more rewarding occupation. Maybe you have confronted your own mortality and have a new perspective on what is truly important and what is not. Every day, I hear more and more people say, "I am willing to work for less money if I feel I am making a difference in my job." Or they will say, "I want some meaning in my life and a career that makes me feel good about myself."

Sound familiar? I am of the belief that there is a paradigm shift occurring where people in record numbers are searching for the emotional benefits associated with a career that provides a measurable benefit to society. We want to know that we matter; we do not wish to be deemed insignificant.

*"I know this now. Every man gives his life to what he believes.  
Every woman gives her life for what she believes. Sometimes*

*people believe in little or nothing, and so they give their lives to little or nothing.”*

—Joan of Arc

To support this more concentrated search for purpose and this growing trend towards integrating religious beliefs with our career, in his book, *How To Find Your Mission In Life*, well known career author Richard N. Bolles points out, “According to 50 years of opinion polls by the Gallup Organization, 94% of us pray, 88% of us believe in God, and 33% of us report we have had a life changing experience” (“The People’s Religion: American Faith in the 90s”).

It is evident that an increasing number of people seek to realize a similar level of empowerment from their career that they experience from their spiritual undertakings. Finding your calling is a process, which combines your intellectual, physical, spiritual and emotional capabilities to create a feeling of positive contribution and the peace of mind associated with serving others.

Please keep in mind that attaining your career calling, like following your religious pursuits, is an ongoing process that one never masters, but gets closer to the ideal.

Employer downsizing is a constant reality and is creating a need to plan one’s career differently than in the past. Perhaps you have recently lost your job. There is a whole set of vocabulary for this evolving trend towards fewer full time workers with paid benefits to more part time workers or contracted employees. Have you ever heard these words?

**Let go, Fired, Downsized, Displaced,  
Right sized, Reorganized, Reengineered**

Maybe you were just “surplus” and part of a “cost reduction exercise.” Whatever you call it, the process of losing your job is no fun and can be, for some, emotionally crippling. Consider Paul’s story . . .

Paul lost his job as a tool and die maker after 32 years of valued service (he never missed a day for being sick in 32 years!) and described the loss of his job as a loss of his *identity*. In fact, Paul, the displaced worker in this example, stated that he felt like someone had, “surgically removed my identity.” Without his job, Paul did not know who he was anymore or what to do with his time. His company-provided outplacement program offered information on the mechanics of finding a new job (his resume, cover letter, etc.) but spent little time on what Paul desperately needed, which was, coaching him through his emotional loss and the step by step re-building of his self-esteem. What Paul needed most was not a resume

and a handshake, but the re-establishment of his confidence and a plan for determining where his passions and contributions could be utilized.

Paul identified with his role as a tool and die worker so strongly that he had confused his own self-concept and he literally felt like a part of him had died when told he could no longer work in his former capacity. His value system was completely imbalanced and because he had been conditioned this way for so many years, I prescribed a serious career make-over. Paul was initially resistant to the process; it seems he had not been on an interview for nearly 30 years!

My solution was obvious: I helped him with the process of transition while simultaneously assisting him to appreciate and recognize his non-work related aspects and joys, which also (even Paul did not initially realize or appreciate) shaped his sense of self and purpose. His work life was only a fraction of his total identity. Paul needed to be reminded that he was a grandfather, a husband and a "dad." He was a member of the local Knights of Columbus, which spearheaded several community-based contributions and was active in his local church. Paul was an extremely tough case; he was angry and resistant to letting go of his resentment towards his former employer for "ruining his life." He had trouble sleeping and was often short with his loved ones.

After much support to gain perspective on the importance of his non-work identity, Paul began to soften and eliminate the hate in his heart. He became a member of the local Senior Business Leaders group and even took a course at the local community college. Today, Paul has lost most of his bitterness and is re-inventing and re-building his identity, on his way to finding a new calling and the next great chapter in his life. Paul now has a plan; and it involves not just finding another job, but seeking his passion and purpose. He is leading with his heart; he knows the rewards will follow.

What can we learn from this story? To begin, never let your work consume your identity to the point where your value is dictated by your job title or role. Duties are fleeting and can be taken away or eliminated at a moment's notice. Do not let yourself get to the point where your entire life revolves around your work, meaning if work is going great you are happy and when things are not so great, your personality reflects this as well. Be mindful to not let yourself invest your entire identity and reason for being into a work related function. You are much more than that, but in today's fast paced, win at all cost, bottom line global economy, this takes a constant effort and daily reminder.

In sum, what is important is to focus on the essence of your contributions and the positive feelings generated rather than on the title or trappings of work, such as title, or the prestige of a position. If you lose your title or role with one employer, you can feel confident that you can replace

or re-channel your contributions in a modified way, because you have taken the time to recognize your unique and compelling skills.

The world is changing ... often faster and more rapidly than any of us are comfortable with. Although many people yearn for the simplicity and traditions of yesterday, a simpler time when human capital dominated the workplace, the reality is that technology and innovation are here to stay. You can try to fight it and protest by keeping your old handwritten Rolodex, refusing to buy a cell phone, printing your brochures vs. accessing the Internet, and sending out mass mailings as opposed to applying online, but you will inevitably lose that battle. Technology is increasing, any way you look at it, but people still are the lifeblood of the workplace.

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### **Exercise: Your Current Perception Versus Your Ideal Perception**

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**Step 1** Define your current view of work (if you get stuck, select 3 words that accurately describe your current situation).

**Step 2** Define how you would ideally like to perceive work (if you get stuck, select 3 words that would describe how you would most like work to be).

**Step 3** Identify what 3 words or phrases are missing from your current situation as opposed to your ideal situation.

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See the difference? For most people, there is a decided (and measurable) difference between their current view of work as opposed to their ideal vision of what work could or should be for them.

*“I will not be satisfied until you are in that select group of 20% of the country who view work and play ... as the same thing!”*

—Chris Kuselias

The process of finding your unique niche begins with your thoughts and what you ultimately want from your career. Your “career identity” consists primarily of the conditioning you have received in the past. Your thoughts were formed, which led to feelings about your career, which led to actions (or non-actions), which lead to your results. Where you are today in your career is a function of how you have been conditioned or “programmed”

to think about what work is and how far you are entitled to progress. My question for you is this: Who has shaped your career identity?

## The “Kick the Cat” Syndrome

*Your current perception of working was formed when you were young and remains in your subconscious mind. To a large degree, this conditioning controls your career thermostat (career potential and level of success). For example, many young people were introduced to working as a necessary but unfulfilling part of life, while others were taught to believe that money is the root of all evil. Simply put, you have been programmed by parents, friends, teachers, religious leaders and the media as to how much you can and should accomplish. These teachings become your personality and automatic responses. Only 10%–20% of people will explore these limitations and formulate their own set of beliefs, which often catapult them to greatness and career happiness. That is what these principles are about!*

You see, most people are conditioned from birth to view work as an obligation, something responsible people in society do to maintain their existence. Perhaps you observed your parents or caretakers walk in the door after a long day, tired, bored and drained of energy to do much else. As a child, maybe you were the unlucky recipient of an underserved lecture or worse because of work related frustration by your parent(s). I call this common occurrence the “kick the cat” syndrome.

*“There is nothing wrong with me. I simply learned that I had my father’s career blueprint imbedded in my head and that was my biggest problem and barrier to success.”*

—Robert, from Buffalo, N.Y.

For example, let’s say your father was chastised at work for some innocuous event and came home upset and angry without an outlet to release his frustration. So when he walked in the door after fighting the traffic and harboring resentment for his boss, you received the brunt of his frustration because your room “which really wasn’t that messy” was not clean. He, in

essence, projected his anger toward his boss onto you. Feeling picked on but not fully understanding why, you as a child had nowhere else to turn so you channeled your anger to your younger sibling, the next in line. The pecking order continued as your younger sibling channeled their hostility and anger at the only family member with lower position in the pecking order ... poor old “Fluffy” the cat who got a swift kick for no reason other than the fact that your father’s boss had a bad day and the anger ran downhill! (I always wondered how “Fluffy” took out her frustration ... maybe there are a few abused mice somewhere....)

When you observe this behavior at a young age, you can see how it could shape a child’s perception of working. Perhaps, your perception of work may have been shaped at a young age by a similar story.

### **How First Jobs Often Taint Our Perception of Work**

Another challenge is that most of our initial experiences with working (that is, our first jobs) were most likely not in roles or functions that allowed for self-expression or creativity. It was most likely an entry-level, hourly wage position (mine was in fast food, I was the fry cook extraordinaire!) following specific orders with little room for innovation. You were most likely unskilled, underpaid and overworked, which is negative way to be initially exposed to the concept of working.

For most, the concept of working is synonymous with obligation and a means to make money ... period. Most likely, you followed the crowd (and the want ads or Internet listings) to your first exposure to what would evolve into a component of your life that would consume more of your precious time than any other undertaking. The scary part is that most people spend almost the same amount of time and pursue their occupation in the same way they did for their very first job! Is it any wonder that most people are not fulfilled and inspired by their work?

### **Be Careful of Others’ Perceptions**

Far too few individuals I counsel recall a parent walking in the door grateful and exuberant for their unique contribution with positive family dialogue about the virtues of having found their calling. More likely, they present the ingrained thoughts from an early age concept of “being lucky to have a job,” which often extinguishes any hope or thought of finding a position they might actually enjoy.

Like you, I have held unfulfilling jobs, been extremely frustrated at times in my career and, at my core, felt that I was meant to do something that made a difference. I wanted a noble occupation, one that touched my heart! Like you, I am challenged on a daily basis to maintain balance in my individual, married and professional life. With 3 children, numerous family obligations and a thriving business, finding time for reflection, fitness, career planning and social activities is no easy task!

Life issues like responsibility and aging often cloud the pursuit of your career calling and become an easy excuse for accepting professional mediocrity. Many people are in this vicious cycle of wanting to plan but having no time. In the past, many people looking for jobs sought a secure profession. And you observed people at the company until they retired and received a gold watch or some reward for 30 years of loyal service. No matter what level of disenchantment or unhappiness, they stayed in the same occupation with the same employer. Today, the average job tenure is only 3–4 years (the average person will hold over 15 jobs in their life!) and people are forced to take a more proactive role in how they will sustain their livelihood. We call this development a *paradigm shift*, which has led to the necessity of mastering your ability to transition between jobs and often between industries.

I would also caution you to be aware that most of us identify with one or both of our parents regarding our career. Simply put, we act and behave in accordance with *their* belief systems. These may be handed down from generation to generation and seem like “tradition” but can be extremely damaging. Their belief systems, while comfortable, may not be in sync with yours.

Consider this tale of the woman who prepares a ham for holiday dinner by cutting off both ends. Her confused husband asks her why she does this. “That is how my mom prepared ham.” During the holiday dinner, the husband asked his mother-in-law why she cut off both ends. She replied, “That is how my mom cooked it.” When the great-grandma showed up, the husband asked her why she cut off both ends and started this tradition. Thinking there was some hidden meaning, you can imagine his surprise when great-grandma replied, “Because my pan was too small.”