



You Don't Need Permission

Make your work work for you and your money matter more. How to stop working for a living and make unlimited income without leaving your day job.

Alan Hill, The Miracle Worker

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Backgrounder Sheet

Summary: This book is to show GenX'ers and Millennial generations how they can leverage corporate workplaces for personal gain and profit.

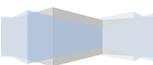
Target: Buyers readers and gen xers of the book Hacking Work

Emotional hook: This audience is under constant messaging about how they are lazy, unmotivated, undisciplined and have no work ethic. They believe that the rules of work (work hard, get a good job and you'll be set for life) are a lie because they've seen how poorly it worked out for their parents generation with unsustainable levels of unemployment. They see themselves as motivated, connected multi-taskers who are unappreciated by today's 'establishment'. They are currently tolerating the 'rules' until they feel they have enough leverage and power to safely ignore the rules of work and follow their own ideals.

This book will hook into that emotional need to be recognized and provide actionable tools for them to use their global connections to create wealth for themselves and for the lucky companies smart enough to adapt and hire them.

Ancillary support: Book, blog, website, videos, idea evaluation software, exchange marketplace, public speaking at trade associations, colleges etc. and online community building/social networking (discussion boards, twitter, facebook).

Marketing: This book will leverage relationships with several notable authors integrating and synthesizing their work into this book. Affiliate revenue partnerships will be offered in exchange for marketing and promotional support.



Prologue

I was laid off from Accenture in 2007. One of the generous things Accenture provided was 30 days of outplacement assistance, which included resume classes. After one of these classes I stayed to visit with a friend and co-worker, also getting laid off. He confided in me the stress of this was wearing on him.

“I feel as if Accenture has told me I’m no longer a good Database Analyst” he said. I could tell he was expecting a soft shoulder with a comforting ‘there there, it will be alright’ response from me.

Instead I hit him with a bucket of cold water, verbally speaking “Well, they’re right, you’re not. You’re no longer a good DBA.” I said flatly.

The look of shock on his face told me he felt betrayed as that comment penetrated his emotions. Undeterred, I continued:

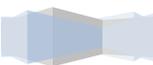
“You’re no longer a Database Analyst period. It no longer matters if you’re good or not, you are no longer a DBA so therefore you are no longer a ‘good’ DBA.” I stated.

“But” I continued before he had a chance to catch his breath, “You know SQL, Oracle, Unix, right? You can go and be a Unix Administrator, or Oracle Applications specialist. Just change your identity and label.”

His mouth finally closed as the look of shock wore off his face. He blinked and said “I never thought about it like that. You’re right.” He thanked me. I just shrugged. It was clear to me he had value, it just wasn’t clear to him.

After you’re through reading this book, you’ll realize that you not only have value, and so does everyone else, you’ll know how to recognize it, create it in others and how to capitalize on it. You’ll transform your workplace into wealth for you, your co-workers your community and your boss.

Everyone Wins.



Chapter 1 Introduction

Problem: You are a millennial, gen'x'er or other young professional. You are working hard, but not getting paid what you're worth. Baby boomers believe you are lazy, unmotivated, and undeserving. You know their rules about business and putting in your time for no reward aren't smart. You see loyalty is punished by layoffs and you're no sucker.

Their number one rule of success - 'work hard' - is a lie. Hard work and loyalty are not valued by business. People are not laid off because they are lazy, unmotivated or unskilled, nor are they laid off because of their age. ***They are laid off because they don't provide perceived value.***

What's value? Income is valued by business. Make more money for them – you get to stick around, stop being valuable, you're gone, no matter how much loyalty you have, no matter how often you show up on time. Make them wealthy and don't show up on time? You will be tolerated, maybe even loved, if you make them enough money.

But... if you follow their rules, or more correctly, the lies they told you were the rules, you have no way to make wealth, for them or for you. You are earning a paycheck, but you're not earning wealth.

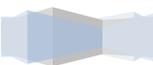
No matter how hard you work, can't work your way to wealth. You already know this from your parents' example.

Are you ready to learn how to earn real wealth and not income? Are you ready to learn how to make the corporation work for you and stop working for the corporation?

You don't need permission, you need tools, a pathway to do what you already do best, be who you already are.

You don't need a business, you don't need infrastructure, you can get that from others, cheaply. You can get that from the company you work at currently, if they're willing and smart. If not, then you can outsource to their competition.

WARNING! Don't sign a non-compete, don't sign anything that gives away your network connections (database of contacts) or the rights to the intellectual property of your ideas – this is the source of your wealth.



Chapter 2 How I learned to buck the system

I started bucking the system in the United States Army. If you ever want to learn how dumb a corporation can get, join the military. Yes, they do great work, yes, they teach discipline, respect for authority, self-reliance, teamwork, adaptability, pride, self confidence... (and so on).

They also teach office politics of the worst sort. Backstabbing, CYA, hoarding information and more games than you can ever fathom, all designed to get one result, compliant obedience from soldiers.

One time, in the fall, I was stationed at V Corps Headquarters in Frankfurt. One of the major military bases in Germany. We were ordered to start raking leaves. Now this was a permanent party duty station, which is similar to your workplace in that everyone has a job to do, training is not a major part of the day's activities like it would be in basic training. However, one of our commanders decided that we should all start raking leaves in the front of the headquarters building. No explanation, just, start raking instead of reporting to our regular duty assignments, as if work didn't matter. The comedy in this situation was that the Army had hired contractors to rake the leaves. Someone was paying money to a private company to have this service provided for them but instead, soldiers who had other jobs to do were raking instead.

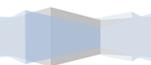
For comparison, imagine you came to work and they said everyone would be raking leaves instead of working today. No explanation, no reason, just expected compliance. Of course you'd ask questions but no matter what, they would never be able to give a rational excuse. Likewise, many corporations have senseless expectations of their employees that have no value and in fact, destroy value and morale, yet, like the Army, they persist in these activities as if they truly had value.

I did rake those leaves that day, and I didn't question my superiors, but I did vow to not let this become an acceptable way of working.

Later, when I graduated from college and began my career in electronics, I noticed similar rules and expectations, though not as blatant. I also began to notice that I could turn these rules into advantage. If they expected a certain behavior and they rewarded that behavior, then so be it. However, what they said they rewarded and what they actually rewarded were two different things.

My nephew taught me how to use the rules to my advantage several years ago by his example. When I was still in high school, I decided to go into the Army to help pay my way through college. I knew college was going to be a big part of my future in computers, a field that had not even been invented yet as we know it today. After my tour of duty in the Army I went to college and then started working my way up the pyramid of success. Although, instead of staying at one company forever I knew I wanted a 'fast track' so I decided to change companies and get a promotion at a new company each time I sensed opportunity had stopped my success. I was making good progress but it was rather slow. I felt my income was not where I wanted it to be and I was having to fight for every inch of ground.

My nephew meanwhile (who's the same age as me) decided to 'screw around' in college. It seemed to me he thought college was for parties and he flunked out of college. He then spent a few years with a



travelling youth evangelical team. He travelled around the United States and eventually Australia while I was working my way through college and started my career. I finally felt I was making some progress income-wise, though I didn't have a house yet, when my nephew called for some career advice.

"I want to get into computers like my Uncle Alan" he told me. I advised him to look at programming, because it's the shortest amount of time in college and more highly sought after skill in the marketplace than hardware management, which I had chosen.

"Ok, thanks!" That easily he had embarked on an entirely new career path. At the time, I thought it odd that he could so easily decide on a new career without investing more time and thought.

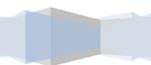
Fast forward several years, I began to notice that my nephew was able to surpass me in income, faster than if he had worked his way up the ladder, as I was doing. I began to review to see where I went wrong. Let's see... He had flunked out of college and spent a year overseas in Australia. Before that he had travelled the United States for 2 years. When he decided to 'buckle down' and get serious about his career, he quickly matched my income within about 4 years.

What I suddenly realized, it's not 'slow and steady' that wins in a career, my nephew had just proved otherwise. It was his value. He was savvy about promoting himself and getting people to like him, but just as importantly, he understood that companies pay for and promote value and talent, they don't reward time in a position.

What I learned - don't believe in the rules, make your own. If you can't make your own rules, then play their rules to win.

Why do they make you follow rules that don't work? Truthfully, I don't know. I have spent a career trying to figure that out. I presume it's to create compliance through control. Realize that at the top of the pyramid there is fewer of 'them' than there are of us. What I do know is their behavior says they think you're a thing, not a person. They call you an employee - an 'it' - a thing to be managed. They look at employees as a category, a like you would your car or your house. They think employees are a thing to be used, not an individual to be inspired and led. But this is ok to them because after all, they're employees too. They are an 'it', a thing that gets managed by their bosses, the shareholders.

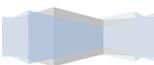
In their mind employees need to be managed because you can't manage yourself (wrong). Actually, there are people who can't manage themselves, but that's not you. You don't need to be told what to do, but you do need to be told why this is important. Here's the sad fact, they don't have a 'why'. There is no reason for half the work and most of the mandatory meetings they subject you to, something you spotted right away, but they stubbornly refuse to admit the truth to you or to themselves. You don't have to obey their rules, nor do you have to put up with being called lazy or entitled. They're not going to learn because they don't want to learn, they want to believe the lies they've staked their careers on, even with the evidence mounting that they're wrong, they'd rather be wrong (in denial) than be successful.



Rather than waste my time trying to educate the unwilling people who are in denial, I'd rather we make each other wealthy. Super wealthy. Time wealthy and cause rich. I want this to be the generation that gets their time back, their wealth back, and their lives back. Together, we're going to show those who think they're in charge how it's really done. "Loyalty" and "Hard work" are not required. "Independence", "Creativity", "Community" are what's required, these you already have.

Where we're going – I'm going to give you a system that works, on a global scale, to make profits for ourselves and value for our companies. Yes, they get something out of it too, but we get them to leave us alone. We no longer need them for permission, but we do need them for support. They have the infrastructure we need.

Why you? Because you understand that the old rules are irrelevant, ineffective and pure lies our parents told us, in a mis-guided effort to help us succeed at work. Too bad the lies they believed didn't work out for them as they'd hoped, considering the massive layoffs they're experiencing. That's not going to happen to you, because you see things differently. You understand that if you do what they did, you'll get what they got: Laid off before your pension kicks in and you're too old to have any enjoyment in life, having worked all day, nights and weekends – ignoring your kids because your boss insisted that work was more important than life. It's not, and we're about to do something about it, starting now.



Chapter 3 Background – finding the pieces of the puzzle

My history of defiance – growing up wrong

Growing up I learned things don't work the way they say they do. I grew up in what you might call a 'struggling household'. We didn't have a large variety of food, but we had plenty of it. Nor did we have new anything. More importantly, we didn't have the way of wealth. Anyone can have the wealth they want, but the rules of the game change depending on which game you're playing, and our family was playing to lose. Always switching houses, always switching schools, always taking the hard road. Our family, specifically, my mother decided that life was a fight, so we fought for every inch of ground we gained. But we also left it as quickly as we achieved it.

I didn't like the results so when I was twelve years old, I moved to live with my Dad and Stepmother in Minnesota. I quickly learned they had different rules, but they also had stability so I generally accepted their rules. I knew that eventually I'd get out and start making my own rules. But first, I needed an education. And to get an education, I needed money.

For that, I turned to the US Army. I enlisted for 2 years, then extended for another. I saved enough money to see me through 2 years of technical college, where I earned an Associate degree in Electronics. It was a low cost, non-profit school but I felt it gave me the head start in computers I needed.

As I progressed through my career, I worked at several companies. Some people might say I was a job hopper but I understood that I alone was responsible for my career, no one else. It seemed odd to me that more people didn't believe the way I did. In fact, it seemed that everyone around me thought that the company was responsible for recognizing and rewarding their loyalty. Seriously, I thought, 'how dumb are you?'

I understood what no one else seemed to, that I was responsible for providing value, and furthermore, I was responsible for my next promotion. I wasn't going to wait around for years before someone recognized my worth and miraculously promoted me like some Cinderella in a fairy tale. If some company didn't see my worth and I was unable to persuade them of my value then I was leaving, sooner rather than later. I had a ladder to climb and it wasn't going to wait for me to take my time.

You can read all about my story and more importantly, the lessons I learned at my blog, <http://themiracleworker.wordpress.com>. I share all the things I learned about working the system there.

I once heard a quote on Public Radio that said *'The law exists only because we all agree it exists, and we insist those who don't believe it exists, act as if they do.'* It's the same for work. The rules of hierarchy and loyalty and putting in your time and being a faithful employee willing to 'work hard' do a good job, keep your nose to the grindstone are not true, no matter how much your boss wishes it was true and no matter how much they insist you act as if you believe it. You don't have to believe it, you don't have to act that way to succeed and you don't need their permission to succeed.



Ultimately I'll tell you – don't believe work works they way they say it does. It' doesn't.

My goal in doing this is to create world peace through a world party. Does that sound dumb? Maybe, but imagine a time when people have what they need and can quickly, easily get more whenever they want, without waiting for permission from government or your boss. Imagine that your wealth and prosperity are intricately tied up in helping people succeed around the world, regardless of nationality.

You won't be voting to blow up a country that has your friends in it, right? Neither will they blow you up as long as they have what you have – this is the missing piece – abundance and prosperity for all.

The future is here, and it's not pretty – HS DENT

Along the way I found an author who can see the future. His name, [Harry Dent](#) or, H. S. Dent as he prefers. He wrote a fantastic book titled "*Great Boom Ahead*" where he predicted the tremendous rise in the DOW Jones average, some of the most amazing predictions about generational migrations and how this all became one of the greatest booms in American history, all because of the Baby Boom generation and the predictable spending habits of a great consumer nation, the United States.

I share this with you because he also predicted the future great depression ahead, because for every upturn there is a downturn. So let's plan and make ready now. Oh, by the way, the same people who cling to the lie that working hard is the way to success, also stubbornly cling to the idea that the nation will not enter another recession.

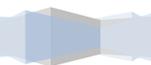
Given Dent's stellar track record at predicting so far, we're in for a huge downturn, which will create huge opportunity if you know how to buy what no one else wants. Imagine it as the greatest garage sale event ever, where people are shedding overpriced assets for pennies compared to what they paid for them. Coming soon to a company near you, maybe the one you work in today.

Dent also predicted a new way of working that would allow employees to leverage their companies, instead of the other way around. He foresees two types of workers, front end browsers (who are customer focused) and back end servers (who are specialists in a particular field). This will come into play for us in the next chapter as we show how to use this to make wealth for ourselves, regardless of which type of person we choose.

Talents are gold – Faith Ralston

I also recently read a great short book about talents by Faith Ralston. In this book, "*Play Your Best Hand*", Faith explains how leaders and managers can understand and capitalize on the natural talents of their employees (a phrase that will soon go out of vogue, once companies understand that they don't own employees and employees start capitalizing on the strengths of corporations). One of the great things about this – talents are not experience or skill based. This means you already have them, they don't go away and they are waiting to be used by you, right now.

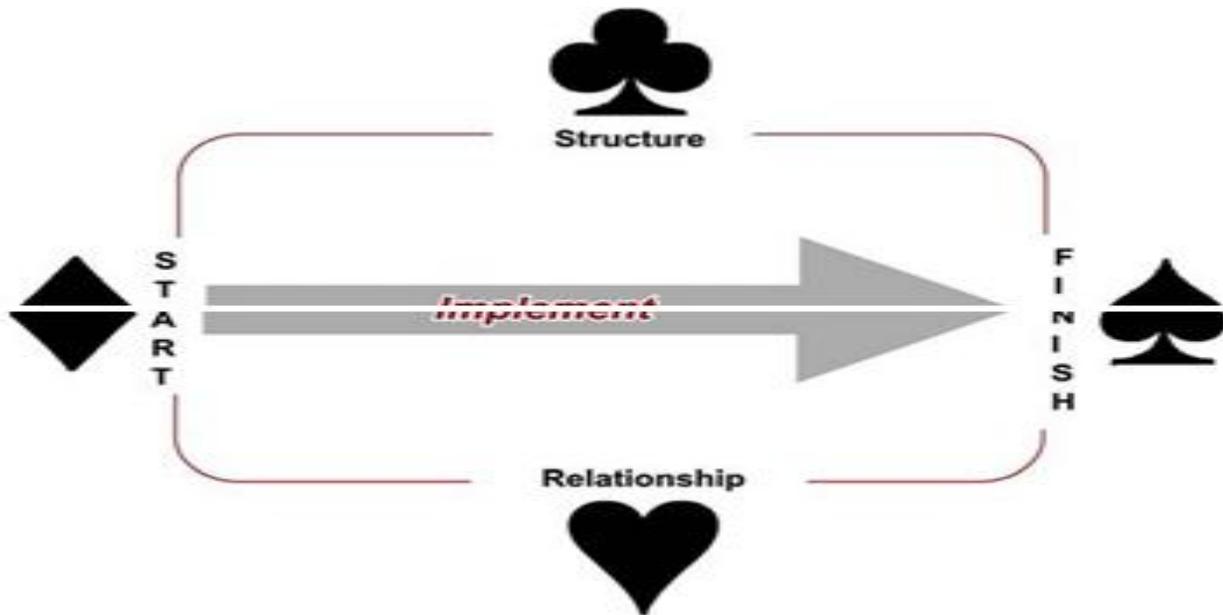
Faith explains that there are four basic talents that managers can use to get a project completed. I invite you to notice that you can use the talents of your fellow co-workers also, to achieve what you



want, as long as you help them get what they want. We'll discuss that in depth in upcoming chapters but you can watch a [great introductory video right here](#).

For now, let's examine the four talents and how their organized around a project.

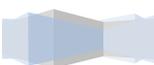
According to Faith, there are 4 basic or 'meta' talents. Of course, people have a mixture of each of these to some degree – what we're dealing with is what talent(s) individuals tend to rely upon most. In the completion of any project or task, these talents come together at the proper time to succeed. Here's a diagram that will help you visualize it:



This diagram illustrates how you and your fellow team members and co-workers have much to share in order to get things done.

- **Diamonds** love new ideas – they come up with better ways to do anything faster than most people can understand or process them. They ask 'What needs done?'
- **Clubs** are amazing at taking an idea and providing structure to ensure it succeeds. They ask 'How will this get done?'
- **Hearts** are big on relationships. They can achieve much through others. They ask 'Who will get it done?'
- **Spades** are amazing implementers. They know how to focus and finish. They ask 'When will it get done?'

I'm sure you've seen these people in your workplace and you've seen how their talents work when they're in the right time at the project. And when they are out of sequence (or missing) how it negatively impacts the success of the team.



Here's a key point for us; these people exist all around us, and we are a part of their reality. How can we organize them and ourselves to accomplish what we want to do?

I recognize that talents are like gold, very valuable, but they're not rare, they're abundant. Everyone has them and people are all around us. You can give your talents endlessly to create abundance for yourself and others. We'll combine these talents together to create real wealth.

Ultimately, we need each other, and we need corporations (not the other way around) to create real wealth. The nice thing, **it's no longer about time (as in 'putting in your time') it's about talent, and talent is available now, to be used now. The new phrase isn't 'time is money' but 'talent is money'.**

You can read more about Faith Ralston on her website <http://www.playtoyourstrengths.com> and while you're there, download her [fantastic ebook](#) that explains how to recognize talent and how to put a team together that works because of the talents of each person.

Fight like a warrior or trade like a villager - Katherine Kearney Ph.D. and Thomas White Ph.D

Does it seem like work is a battlefield, a constant contest of one-upmanship? Or perhaps you see (or wish you saw) innovative collaboration among the people who, as a community, have to come together to get something done.

The truth is, both of these exist, according to Katherine Kearney and Thomas White in their book "[Men and Women At Work - Warriors and Villagers on the Job](#)". In the book they use the complementary metaphors of warriors and villagers for explaining the 2 most common, prevailing ways people tend to look at work. If you are a warrior, you tend to view work as a contest where you and your team are 'against the world'. You believe the competition should be eliminated, regardless if the completion is a rival business or if it's an internal rival for position, power and authority.

If you see the world through the eyes of a villager, you look for ways to cooperate with your coworkers, your customers and even your competition. Some of the most successful business people I've met understand the necessity of supporting others in their business community. If fighting got you to the top, it won't keep you there for very long. And when villagers feel the need to, they can easily undermine the best efforts of others.

When I read this book I understood how villagers could be organized to cooperate together, in a virtual work marketplace. The example I use to explain to others – imagine a local farmers market.... Everyone is selling various items, tomatoes, cheese, fresh unbaked bread dough, delicious sausages, fresh herbs and more. A lone villager walks into this marketplace and is struck with an idea. She buys up all the suppliers' produce and produces ... Pizza! Which she sells for a larger profit than if she resold the commodities.

Some may look at that story and see an example of the value chain at work, where an integrator adds value by assembling the components. While that's true, they also miss the point of focus. The one who first recognized the value of combining the parts together also provided great value.



And so it is with our new world of work. It's been here all along, waiting for us to recognize that we don't need permission to start activating the talents of others. If we see the workplace as a marketplace, we can start trading and co-operating for right now to achieve amazing community success.

How others' beliefs hold you back – Ruby Payne

Recently a friend told me to read about [Ruby Payne](#), she wrote about how poverty minded beliefs of students clash with middle class beliefs of teachers and schools. I do recommend reading about the hidden rules of wealth. What I found striking was one of her comments indicated that poor students struggle because their poverty beliefs (which are not inherently wrong) are in conflict with the school system, which is traditionally run by middle class people, so they create a system that corresponds to and supports middle class beliefs. Like at work, the school system adopts the predominant beliefs of those in charge, hence the school becomes a middle class school.

Because these poor and middle class beliefs are often in conflict, Ruby Payne asserts that the poor are at a social and structural disadvantage. Here is a summary of the different beliefs. Notice how many are in conflict (opposed to each other).

	Poor	Middle Class	Wealthy
POSSESSIONS	People.	Things.	One-of -a-kind objects, legacies, pedigrees.
MONEY	To be used, spent.	To be managed.	To be conserved, invested.
PERSONALITY	Is for entertainment. Sense of humor is highly valued.	Is for acquisition and stability. Achievement is highly valued.	Is for connections. Financial, political, social connections are highly valued.
SOCIAL EMPHASIS	Social inclusion of people he/she likes.	Emphasis is on self-governance and self-sufficiency.	Emphasis is on social exclusion.
FOOD	Key question: Did you have enough? Quantity important.	Key question: Did you like it? Quality Important.	Key question: Was it presented well? Presentation important.
CLOTHING	Clothing valued for individual style and expression of	Clothing valued for its quality and acceptance into norm of middle class. Label	Clothing valued for its artistic sense and expression. Designer important.



	personality.	important.	
TIME	Present most important. Decisions made for moment based on feelings or survival.	Future most important. Decisions made against future ramifications;	Traditions and history, most important. Decisions made partially on basis of tradition and decorum.
EDUCATION	Valued and revered as abstract but not as reality.	Crucial for climbing success ladder and making money.	Necessary tradition for making and maintaining connections.
DESTINY	Believes in fate. Cannot do much to mitigate chance.	Believes in choice. Can change future with good choices now.	Noblesse oblige.
LANGUAGE	Casual register. Language is about survival.	Formal register. Language is about negotiation.	Formal register. Language is about networking.
FAMILY STRUCTURE	Tends to be matriarchal.	Tends to be patriarchal.	Depends on who has money.
WORLD VIEW	Sees world in terms of local setting.	Sees world in terms of national setting.	Sees world in terms of international setting.
LOVE	Love and acceptance conditional based upon whether individual is liked.	Love and acceptance conditional and based largely upon achievement.	Love and acceptance conditional and related to social standing and connections.
DRIVING FORCES	Survival, relationships, entertainment.	Work, achievement.	Financial, political, social connections.
HUMOR	About people and sex.	About situations.	About social faux pas.

I don't disagree with her. In my own life growing up I didn't believe the same way my family did. They tended to have poor beliefs, while I had middle class beliefs and wealthy aspirations. Needless to say



this created a lot of conflict at home when my parents and siblings tried to insist I believe as they did and I refused.

Here's the thing, these beliefs rule our systems and our institutions. The most important part is **NONE OF THESE BELIEFS ARE TRUE**, we simply act as if they were. Beliefs make up the context of our workplaces, our religious institutions, our government, our laws, our society.

I'll say it again, while these beliefs are necessary for natural functioning of society, they are NOT TRUE, but society requires that we act as if these beliefs were true.

More importantly, we insist that others believe as we do or else - our society, structures, systems and institutions reject them. We believe we have to in order to establish normal functioning.

When others beliefs are imposed upon us, these beliefs can hold us back from achieving what we want – if we don't recognize what's going on. If we do recognize it, we can label it and in labeling it, attain power and mastery over it. By this simple act of labeling (as in the chart above), we obtain power over other's beliefs.

If the beliefs are unnamed, nebulous and just 'the way things are done here', then others' beliefs have power over us. By having an understanding of it, we 'un-hide' the rules and we attain mastery over their beliefs. If it serves us to leave them alone, we can do so, if it serves us to identify them for others, then we can do so.

This leads us to our next ah-ha moment: You make your own beliefs, therefore you make your own rules. If you don't like the rules (beliefs) you've been given, teach others a new set of rules. By inviting them to believe as you do, you help them understand there are alternatives.

How do you change someone's beliefs? You don't, they change their own beliefs, their own rules. But you can help them in that process by showing them their beliefs (like the chart) and asking them which they want to change and why. Help them understand that different beliefs create different outcomes. I tell my clients that I can't help them until their level of frustration exceeds their point of denial. This sets up a question in their mind about their beliefs.

Do this with enough people in a given setting and you've quickly tipped the scales in your favor. Suddenly people start acting according to their new beliefs about money, relationships, power, achievement and more. Beliefs that support what they want to achieve, as opposed to what the company, institution, religion, (or whatever organization). wants to achieve. In this way the organization now starts serving us, instead of us serving the organization.

There is a belief that is too common in the workplace today, "Work hard...". The belief continues with '...get a good job, and you'll be set for life'. It's not true, but we act as if it were true, and we act as if that's the way to get ahead in work. We do this because we haven't replaced it with a more appropriate belief.



It came from our manufacturing / industrial revolution, when the machine was king. Everyone started work on a schedule, quit on schedule, took breaks on schedule. Our entire lives organized around manufacturing, synchronized through time. Previous to that our agrarian lives were synchronized by seasons, not time.

This bleeds over from our consumer mindset. When we go shopping, we have an unspoken question governing every purchase: “Did I get over on them?” We don’t word it this way, we call it ‘did I get value?’ If we’re honest with ourselves it really means “In this transaction, did I get more than I gave?” What we ‘get’ usually is way more than features or function, but encompasses our emotional gain. “Will I be more pretty, more smart, more accepted if I buy these cosmetics, these shoes, this car?” If not, then there’s no sale. It’s the power of the consumer in us.

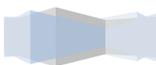
This hidden, underlying consumer identity is how we view every transaction, including the one we make with work. As a consumer at work, we ask ourselves “Did I get more in pay than I gave in effort?” This conflicts by the way with our social belief that we should ‘work hard, get a good job, and we’re set for life”. Perhaps you can see the tension created when a bunch of consumer minded employees with ‘did I get over” mentalities are being socially pressured in every workplace to produce more than they ask for in salary. Emotionally, they’re not getting more in the transaction than they give, so they always perceive it to be a net loss to them. Work violates their consumer minded beliefs about trade.

Consider this, what job function does a CEO (or any executive) have? They don’t produce anything. They don’t analyze the finances, they don’t create the structure, they don’t implement projects, and they don’t even come up with the great ideas for new products (R&D). They are not the Spade, the Club or the Diamond. Their sole function is to create relationships, the Heart. They are outside the functioning machine and system of business. They don’t ask ‘Did I get more than I gave?’ they ask themselves, “Did I give more than I took out of this relationship?” Everyone else evaluates you based on what you give (or more correctly, what they get). CEO’s evaluate every interaction like family, “Did I give more than I took?”

Imagine a time in your future when the corporation serves your best interest. Imagine how little would have to actually change except your beliefs about your role and relationship to your organization or workplace. Instead of you serving it, it starts serving you. Instead of you serving a machine - in a manufacturing – slave to the assembly line belief, **the machine now serves you – by conveniently gathering and providing all the resources, people, talents and time synchronization you need to be successful.**

If you want to start seeing this happen in your organization or workplace, start sharing with others the beliefs that are more convenient to achieving your goals and theirs. Help them understand that these beliefs are more convenient to them instead of the organization. Perhaps you’ll find that others share your beliefs as well, but they are merely acting as if they hold other beliefs to be true. Why would they do this? Because they believe it’s expected.

Another belief that limits us value is conferred and granted from the organization. It’s not, but we act as if it were. Ever met someone new and asked “Who are you, what do you do?” In America especially we



have identified with our work. I am what I do. Specifically, my value is based on my work. Therefore, no work, no value. This is based on a belief that the corporation gives us everything and can therefore, take away everything, including our value, credibility, and worth.

I have met so many clients who feel devalued and worthless when they lose their job, so they act worthless when they meet others. You or people you know at work are doing this right now. You pay them a compliment on their good work or you tell them how amazed you are at their talent and they push the compliment away with, 'it was nothing' or 'I was just doing my job'. These are the common, expected responses.

Once they lose their job from that denial of value and self worth, they meet me and I help them identify what value they created for others. I have heard stories of multi-millions of dollars of value created for companies. I have heard stories of people saving the company from bankruptcy and more, but none of these people felt they were valuable, because they didn't have a job.

In every case, I helped the person identify their worth and talent based on their intrinsic value, not conferred value. What I mean is they have intrinsic worth in what they know, what they can create, what problems they can solve. Worth and value are not given by the corporation. They come from within. By helping clients identify their worth is intrinsic, not conferred, I help them change their beliefs about themselves, their value, their identity and more.

The process is extremely simple. I ask them to tell me a story where they are the hero at work. Everyone has them, even those who insist they don't. Perhaps it's because of a national aversion to math and numbers, people don't feel they can quantify their worth. I personally feel that people believe that if they quantify their value and worth it cheapens it, as if it sets a boundary that says 'you're only worth this much and no more'. It's not true, but people act as if it is. I have learned from several clients that people have unlimited, undiscovered value.

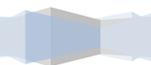
Lynn was struggling with the story concept I taught in class, so I agreed to meet her afterward to help her capture her value.

"I have the problem written out like you said, and I have the steps I took to solve the problem, but I don't know how to identify the value." Lynn started.

Taking her neatly printed worksheets I scanned them quickly for key areas I thought might have good value potential. I was looking for the impacts and benefits that her employer experienced, as they are always hidden away in each story of success. I have found people focus on what they did to solve the problem, so what I do is shift their focus to how the employer benefited.

"Ok, how about this one..." I pointed to the second story on her worksheet. "Tell me more about 'created a database. Why did you need to create the database?'"

"Well, the laws and federal regulations had changed and our company was legally obligated to track and record the money through the complex investment structure. So I developed the database to track the investment origin and source."



“Oh, ok, so what you’re saying is that without this database they wouldn’t have been able to make those investments, and they wouldn’t have been able to make those profits, right?”

Lynn hesitated, not wanting to take undue credit for others accomplishments. “Well, I didn’t sell the investments if that’s what you mean, and I couldn’t make the investments myself...”

I interrupted her “That’s true, but what you’re telling me is that if they didn’t have the database you created, there’d be no investment because legally they couldn’t take the money from investors, right?” Lynn hesitatingly agreed.

“Ok, so then, it’s just a matter of determining how much American Express benefitted then. How much did they make in sales because of that database?”

Lynn was thoughtful for a long pause. “Oh, probably about \$60 Million dollars.” She estimated.

“WHAT?!?! LYNN! You’re not a Database Analyst, you’re the 60 Million dollar woman!” I exclaimed. Sometimes I get overdramatic to make a point when I meet with a client, so that they finally get overwhelmingly positive feedback, but I’m careful to be sincere. I realize that too many bosses are sincerely negative. A large part of my work is to be overwhelmingly, sincerely positive. In this case I was beyond positive, I was tremendously impressed and mildly shocked.

“Lynn, I have to tell you, I have 20 plus years of IT experience and even I can’t legitimately claim a 60 million dollar benefit to my employer on my resume.” Lynn was suddenly realizing that she was the one selling herself short. Just to anchor the point I looked over a couple of her other stories and helped her through the process of finding more value and self worth in the workplace.

Hopefully you can see how to change people’s beliefs in your workplace and start capitalizing on the intrinsic value. We’ll explain the exact system for doing just that in a later chapter.

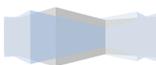
Cause is King - Glen Townsend, <http://ardaich.com>

Glen Townsend from Ardaich taught me how to help people find their cause, and he taught me why cause is important.

Glen raises up people for a living. His mission is to take anyone with a dream and show them how to turn it into a reality in the workplace.

I learned from Glen that having a cause is important because it allows others to support you and your efforts to improve something or someone else. Having a cause at work means you’re doing more than just showing up for a paycheck, you’re showing up because you matter, because the cause matters, because it needs to be improved and you’re the one to do it.

Of course, we can’t do it alone, this creates room for others to help you. This room to support creates space for others to give generously.



This is important to us for later because it creates the motivation to give and give generously in others. It creates the emotional reason to trade with us, because it helps us win and helping us win means our cause will benefit others.

We will trade with our cause.

Your cause is an important precursor to success. Glen explains that your cause is like a tuning fork. We all know that tuning forks resonate when struck. So if you strike your internal tuning fork (cause) you'll start resonating about your cause to others. You'll be standing in a crowd and you'll somehow find a way to talk about your cause. Or you'll hear everything someone says in relation to your cause, asking yourself how this person's interests can connect with your cause.

Here's something people don't often know about tuning forks – they cause other tuning forks to start resonating if they are vibrating at the same frequency. If you imagine a forest of tuning forks of all different frequencies, once you pass a resonating tuning fork over that group you'll find that the ones that are 'tuned in' to that frequency will also start resonating.

People often resonate on their hobbies. Most often when people share common interests – cooking, swing dancing, auto repair or perhaps scrapbooking. I'm sure you've seen how this creates a gathering around a common interest, perhaps attending scrapbooking classes or swing dancing lessons. Regardless, it often happens that like attracts like. If you want to attract people to help you in your cause, start resonating around cause instead of hobbies. According to Glen, what you'll do is cause them to start resonating.

To find your cause... start talking. Tell me what frustrates you at work, and who needs the most help in your workplace, your industry or your customer base and I'll show you your cause. Glen used to say 'I'll know it when I see it' when I asked how would he know someone found their cause. Consider someone who is arguing emotionally over something versus someone ordering breakfast: Which has more passion? Which do they care about more? That passionate involvement is the difference between having a cause versus having a job.

Practical exercise, find a dialogue partner that won't give you advice, but will just listen and ask questions. Invite them to ask you what you find frustrating at work and why. Once you have identified your cause (and you may have many, so pick your battles, take the one you want to do first), we can then use the strategies presented later to make your workplace work better and reward you and others in the process.

How do you capitalize on your cause? Very easy. I'll give you 2 ways but you must find others.

Go to the website <http://partnershipseminar.com> it's by a great guy with fantastic ideas, Brendon Buchard. He shows why others desperately want to give you and your team money, because you and your cause bring high value to their audience. Find the right audience and the right people will gladly pay you to make their lives easier, more informed, more enriched and inspired.



Once you do that, check out the book "[Crush It!](#)" by Gary Vaynerchuk. He talks about the same thing but he extends the idea to the next level. He helps you understand how to use social media to stay in touch with your audience once you've met them. How to keep them inspired and active. Dovetailing into Seth Godin's topic about tribes (later) you'll understand how others will pay you for the right to approach your audience (or tribe). Just make sure they provide real value to your tribe and you'll be gratified and rewarded. If you only do it for the money, you'll be 'rewarded' with a tribe that leaves.

Identity, The power of Passion - Katie Hinds <http://girlmeetsgeek.com>

I worked with a fantastic young lady, Kate Madonna Hinds. She has an amazing gift for inspiring others and is a true champion. We worked together for a state government agency that provided services to job seekers and we were both relatively new to the job. One day Kate stopped by my cube as we were discussing a new workshop we wanted to start offering to the customers.

Kate surprised me with this statement "I hope they approve this workshop, I want to be a trainer someday." It surprised me because I had been so impressed with her energy, drive, passion and intelligence, I expected her to understand there is no such thing as permission. I asked her if she'd ever read the book 'The Secret' by Rhonda Byrne. She admitted she hadn't but was familiar with it.

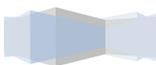
"The secret of 'The Secret' is there is no secret." I told Kate. "You either are a trainer or you are not. If you are, then simply start training. If you aren't a trainer, then don't worry about getting permission, instead discover what you really are then simply start doing that."

I continued: "Just like an artist doesn't need permission to paint, you don't need permission to be who you are. If you are a trainer, you will start training, not because you are paid but because you must train. Your identity will compel you to start fulfilling your vision of yourself. Therefore you will either start training or you won't."

She was a bit dumbfounded by this for a few moments as the reality sunk in – but I was surprised how quickly she became a fantastic trainer, much better than me. Because - while I do training, I am not a trainer. I have the skills to train in a workshop but I am not really a trainer. Kate had become a trainer and it showed. She always delivers a fantastic experience because she intuitively understands what to do in front of the class.

Quickly she adjusted her identity in other areas of her life. She recently told me 'I am a national speaker, world class writer and reporter' and more. With each acceptance of the identity shift, her outer world simply realigned to fulfill her reality. She started acting as if she was a writer and the world responded and started treating her as if she was a writer.

Here's the startling difference, she started discovering the world coming to her – as if she had become magnetically polarized to attract her success. She did this by having a key passion to teach job seekers and her identity keyed in to be the answer to fulfill her passion. She discovered at that point that success found her, she didn't have to chase it.



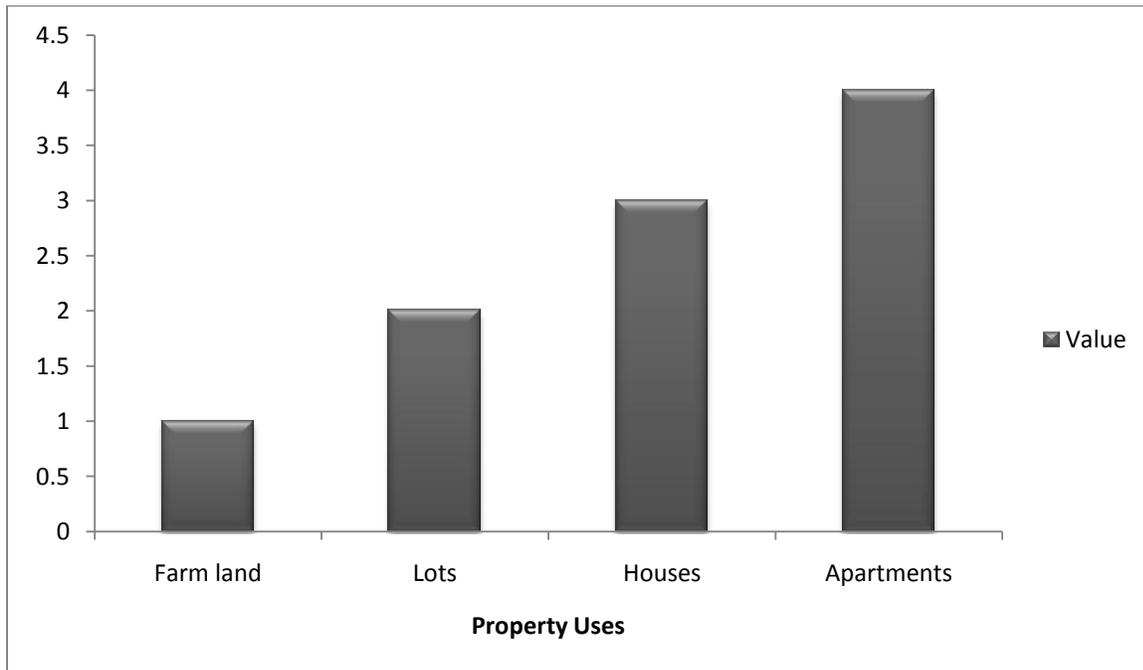
Why is this important? Because if you want people to support your cause you need to have a cause to be passionate about. And you need to have the identity to support you taking action. As you move forward, support, sponsorship, money and success will come to you. Having a cause and a clear identity combined together creates a magical attraction force. The world starts helping you. This is no joke, nor is it meditating/chanting/breathing mumbo-jumbo. When you know who you are and what you need to do the world starts helping.

Exercise: Who do you care about more than yourself? What frustrates you to the point that you have to solve their problem? Great, go and start solving it and tell others that you are solving it. When they ask ‘how can I help?’ tell them what you need; money, time, sponsorship, whatever. If they don’t have it, they will get it. If you don’t know what you need (and you should always know what you need), then ask them, ‘what can you offer?’

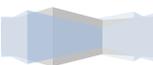
Instant wealth, no waiting – Robert Allen

I was reading a book by Robert Allen about real estate investing. You may know him from such books as “Nothing Down For the 90’s” and “Multiple Streams Of Income”. He was presenting how he goes about identifying properties that have potential and exactly how he spots potential. One of the key ways is he looks for how he can convert a property to a higher and better use.

His chart looked something like this:

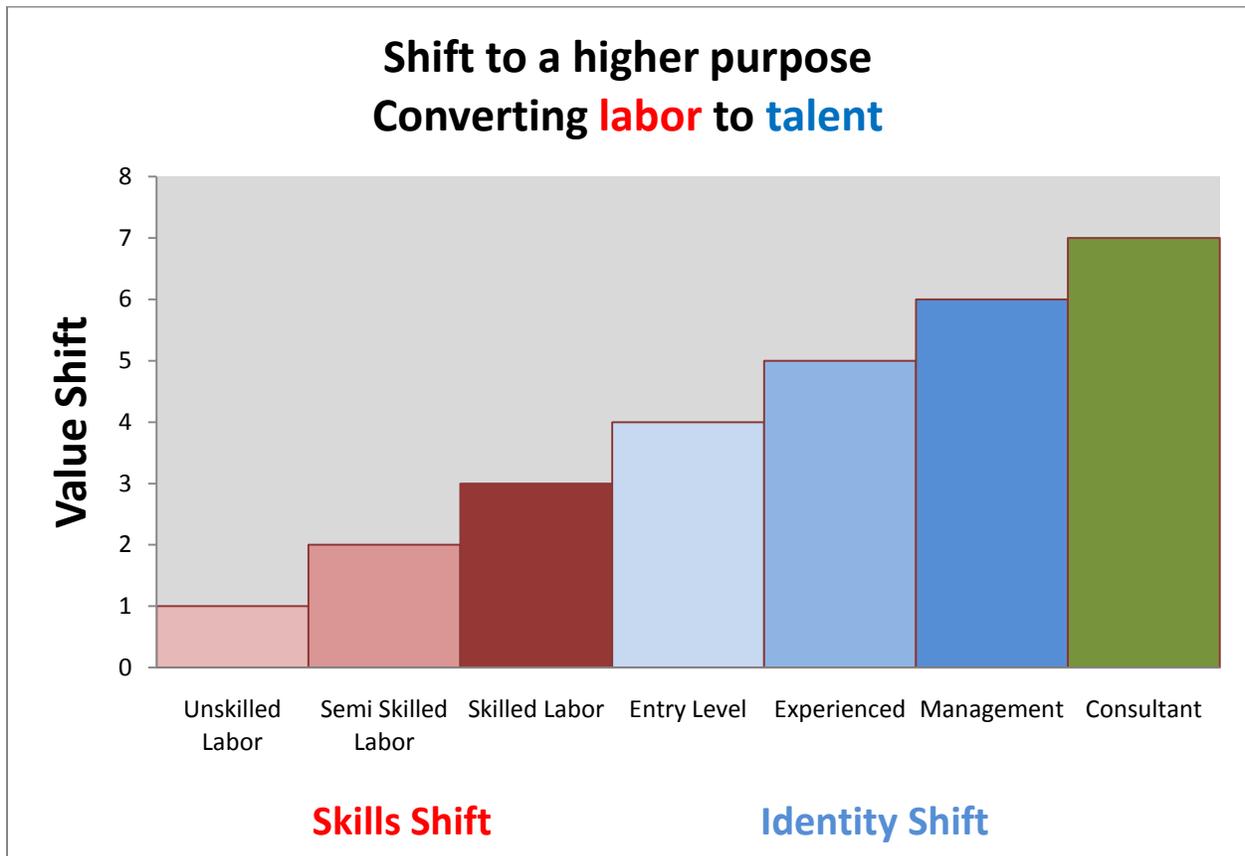


Robert explained that if you go to the trouble of getting the city to approve lots on raw land it is now worth more than the price you paid to the farmer for farm land. If you continue and build houses on the land then it’s worth more than simply having the lots plotted. If you tear down the houses and add high rise condos or apartments, then it’s worth even more than individual houses.



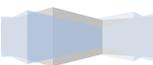
There's no reason we can't do this with people by converting them to a higher use. The big difference in doing so is we create value instantly. People are more flexible than property. While it may take several months to get farmland approved to become lots, and years to fully build out a development with houses, people can be put to a new use instantly once they agree to do so.

If we do the converting, we can provide them more value without waiting for the company we work for to do it. Adapting Robert Allen's chart, we can see opportunities to put people to higher and better use.



As you can see, people can be instantly valued more highly. We can do this with them by giving them skills and helping them change their identity. Too often in America we hear people say "I'm a plumber" or "I'm a manager" or "I'm a carpenter". We unfortunately identify ourselves by our work. When we think of ourselves as lowlier on this chart, it diminishes our value.

If you try to teach or learn new skills without first transforming the self identity, people struggle with learning. It's why so many baby boomers who are unemployed are struggling with learning computers or twitter. They are not so much afraid of the technology as they are afraid of losing their identity and having to admit to themselves in a public action (training) that their identity (their former work role) is now outdated and worthless in the workplace. While this may or may not be true, simply believing it makes it so.



Here's the thing: Value is not conferred or granted upon us by our corporation, even if we agree it is and even if we act as if it is. In truth, **value is evoked from within**. The more value we evoke from within the more we can be paid for our value. We evoke this value by changing our identity and our purpose and putting our skills to use in a different (more valuable) area. As I related earlier in my story about my friend and I being laid off from Accenture, one of the things I did was to help him understand how to shift his identity from worthless to instantly valuable.

Just recently I worked with a client who was frustrated with their job search. They had applied to several jobs and had attended several networking events and it wasn't working for them. She was clearly at the end of her rope emotionally. She had enough and was extremely frustrated. As we conversed I offered her several options to present value to her people, she rebuffed them all with a vague 'that won't work' yet provided little to explain why she felt it wouldn't work. After much conversation we explored her identity.

"I'm a foodie" she confessed, and proceeded to perk up as she told me of the joy of preparing meals and sharing recipes with fellow foodies, as well as attending events and of a special location that allowed chefs starting a restaurant to share commercial restaurant equipment in a food court at a local mall.

"There, that's it" I exclaimed as she stared at me blankly.

"We know your identity, you're a foodie. Now we just need to figure out who needs a foodie to help them create special events that people enjoy around food. Our question now is who needs to pay for the foodie experience?"

She blinked and pondered as she slowly nodded. "I'll have to think about that" she agreed.

She said she was meeting the next day with a sales person at a company that sold food to schools. I explained to her that virtually no school lunch could be considered a 'foodie' experience, and she agreed. "But what if school lunch were an experience? What would that mean for the students learning? What would it mean for the impact on school violence?"

She left with a greatly renewed hope and with a renewed purpose because her work identity had been shifted from dietician (perceived worthless due to a layoff) to foodie (something she already was, and could not be taken away).

By shifting our identity to a more appropriate (and higher value) use, we can instantly transform our worth (and income) without waiting for a pay raise, promotion, or annual review. We'll learn exactly how to capitalize on this later.

You don't have to take it anymore - [Hacking Work](#) Bill Jensen, Josh Klein

There is a recent book out there written about the failings of today's modern workplace to meet the needs of the new millennium. Although they don't explicitly mention it, they touch on the fact that our



beliefs about work are based on a manufacturing metaphor – work is a factory and we are but slaves to the machine. As long as we all keep the machine producing efficiently and high volume, we'll all have jobs.

That may have been true ages ago, when our parents' parents were creating the industrial revolution, but no more. Unfortunately, our beliefs about work have not kept up. We have not developed the language, the beliefs and the systems that allow us to collaborate on our best work, using our best talents.

Bill and Josh assert the rules have optimized our work experience for the benefit of the machine, not for the benefit of the individual. They prescribe the medicine of self control and ownership. They call it 'Hacking Work', which means if the rules you've been given to work under don't make sense then change the rules, operate according to how you know you're going to be most effective, for the benefit of the corporation. If you produce results faster and more efficiently, then more often than not you'll be forgiven instead of fired.

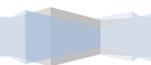
From personal experience I can tell you that if you don't have strong personal relationships with higher ups, you'll always be fired for not following the rules. By strong personal relationships I mean fishing, hunting, golfing, shoe shopping, dinner parties or whatever non-work experiences bond you to those who perceive themselves as in charge.

All of that is 'neither here nor there' as my Mom used to say. You don't need to risk your day job by trying to change the rules you operate under. Nor should you believe that it will be different at any other company you go to work for, because they all operate on the same fundamental flawed belief that work is a machine and you work in a factory. Instead, realize that you are instantly connected to the world through the Internet. I know you already understand that, my point is your intrinsic worth and value to others is also instantly connected to the world. You can start providing your value right now to others, you just need to package it up in a consumable product (ebook, video, computer program, website, etc.).

I worked with a Baby Boomer client who claimed he needed help with his resume, because he wasn't getting any interviews. Because I worked with enough clients I instinctively knew his problem was a lack of identity, value and self worth, so I agreed to meet with him. As I was looking at his resume, he said he was 'just' a parts manager at a particle board manufacturing facility in northern Minnesota. He said it as if he made no difference in the workplace. He believed he was worthless and he wanted me to believe it as well, and treat him accordingly, with sympathy instead of insistence that he find his worth. I of course, refused to accept his reality.

"So, tell me about a time there was a crisis at work. What was the problem and what did you do?" I asked.

He appeared thoughtful for a while, then the most incredible story came out. He told me about a time when the plant was installing a new manufacturing line and one of the machines broke down. He called the equipment supplier who told him it would be 6 weeks before they could make another part for the



machine. This meant the plant would be shut down for 6 weeks. He refused to accept this so he asked them where else they sold their equipment. Turns out it was just being installed at a competitor in the next town who also made particle board. So he called his personal friend in the parts department and asked him to send the replacement part, offering to swap the part he had on order in 6 weeks, since the competitor's line was not in operation yet, it would not disrupt their production.

I interrupted him dumbfounded. "Did you just say you called the competition, and that you had a personal relationship with them??" I asked in a feigned incredulous tone. Having grown up in the north woods of Minnesota, I understood these relationships are quite common and transcend the boundaries of work, but I wanted him to understand how uncommon it is elsewhere.

"Of course" he shrugged – faintly realizing that what he did was so incredible.

"So what happened? Did they send the part?" I asked, again suspecting the answer but careful not to let on.

He blinked in disbelief at me, as if I was a city rube with no understanding. "Of course they sent me the part, why wouldn't they??" I had to smile inwardly at his answer, I understood, but it was charming to see how oblivious he was to his own worth and value.

"So what happened? How long was this before you got the part and got it installed?" I queried.

"Oh, about 24 hours I guess, give or take" he said, shrugging.

"Ok, so, you're telling me that you averted a 6 week shutdown by calling the competition and getting them to send you a critical part that allowed your plant to get back in operation within 24 hours???" I added a lot of dramatic emphasis so he would understand the value and magnitude of his accomplishment "And why isn't that on your resume?" I pushed gently.

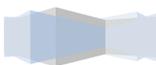
He blinked in half disbelief as the realization of his worth and value sunk in to his identity. "huh. I was just doing my job." He stated.

"Good" I smiled. "Now, we're 'just' going to put it on your resume."

The point - don't limit yourself to providing value to your boss. Look outside your workplace. Look at your companies customers, your companies suppliers, their competition, your customers' competition and consider what value you provide to the community of your industry. They are all waiting, nay begging for you to show up with the answers you already have in your hands and in your head.

Bill and Josh are right on with their core message, you don't have to take it anymore. The unfortunate thing about the beliefs Baby Boomers operate under is they have to take it, and they expect you to take it also. If you accept their beliefs you have no choice, if you refuse, you have the entire world to serve with your unlimited potential value, and they will GLALDY pay you for it.

Be a Linchpin, lead your tribe – [Seth Godin](#)



In case you don't know, Seth Godin is one of the masters in the field of marketing. One of his early, signature books is "Permission Marketing" where he popularized the concept of gaining people's permission to market to them. If you want to really understand marketing, or you need to explain it to others, get some of Seth's books.

Two books stand out to me "Linchpin" and "Tribes". These books taken together teach us that we all have value and worth and like minded people are waiting for us to lead them in our cause to make things better.

In Linchpin, Seth teaches us that there are special people at our workplace, people who are truly artists in their work. He also encourages us to do likewise. Artists are people who are working their natural talents (ie Faith Ralston) but they go further. They don't hold back or act stingy with their gifts, they naturally express them for the benefit of others, even if no one is watching. Seth compares them to artist painters or sculptors who are compelled to create art.

Seth shows us that we can do this as well – when we identify our talents (starting with Faith Ralston) of organizing, strategy, visionary or critical thinking and problem solving, we discover we have more to offer our coworkers than our skills or our time in the office. We become the artist by understanding our individual talents and gifts and start using them in a way that others find valuable.

We can also identify other's talents and help them create their natural expression. Once we start down this path, according to Seth Godin, we become Linchpins. People who are naturally indispensable and are highly regarded in the workplace. Linchpins understand the fastest way to create value is to start serving up their talents and to keep doing so until people begin to notice and start appreciating your contributions – specifically start appreciating your contributions... to them.

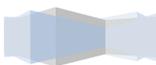
First, be the artist, then lead your tribe.

In Seth's book "Tribes" we learn that others need us to act in their best interest. To the point where we become someone they look to for insight, assistance, direction and more. By showing others how much we care about them and their success, they naturally experience a phenomenon called the 'law of reciprocity' where they want to (no, make that NEED to) help us back.

You can help others succeed by caring about them enough to share your gifts and talents. Do this with enough people, consistently and suddenly they start helping you help others. By finding our voice and giving our gifts and talents we naturally draw to us those who need what we have to give.

We find our tribes by seeking out those who need and want our help so badly they will gladly pay whatever we ask in financial terms, because the cost is not the issue for them, its success. Success we're in a position to help them achieve. They will gladly pay you to make them successful, and they'll tell others to become part of your tribe.

Be indispensable – [Larry Myler](#)



Seth's message is great but where do you really start? If you're like most employees, you've not had the benefit of several years of business education, can't read a Profit and Loss statement (and maybe don't want to) and have never figured out the 'secret language' managers seem to use when they talk to each other. How do you really go from clueless to priceless?

Larry Myler in his book "[Indispensible by Monday](#)" shows you how to break the code in a weekend.

Larry explains that business people use a secret language of money. They use it as a scorecard to keep track of their performance compared to others, compared to what they could have done, compared to what they did last year, compared to what they expected they would do and compared to what others expected they would do. Help them with their score and you help them in a way that makes you indispensable.

I was explaining this to a friend some time ago at Best Buy. He wanted and needed some software to improve the batch process on the Mainframe. The software cost nearly a half a million dollars and he was hesitant to ask for it because he was certain the request would be shot down.

I showed him that all he needed to do was explain in financial terms the daily negative impact on sales late patch was having - it was in the millions of dollars daily. When added up over a quarter this becomes more than just 'a problem' it becomes frightening for managers responsible for the company's finances.

My friend showed the impact and then also submitted his measly request for just \$500,000 to fix the problem, happily just in time for the Christmas buying season.

"I think I just lost my job" he told me right after he presented his case.

I was very concerned, the look on his face told me he didn't think the discussion went well with his boss.

"What happened?" I asked. He explained that when he presented his findings, his boss snatched the paper out of his hands, swore loudly, jumped up from his desk like he'd been electrocuted and demanded to know if this was true. My friend assured him it was. "After that, my boss ran out of his office, leaving me standing there by myself."

I started to laugh hysterically as I assured him that in fact, no, he was not about to lose his job. I explained that right at that moment his boss was in his **bosses'** office explaining a critical problem that had just been brought to his attention and they were working out solutions. I told my friend that they're going to come and ask you if he's absolutely certain his software request would fix the problem and they would gladly approve the request. And that's exactly what happened.

It happened because my friend found the way to speak their language, numbers.

In my work with countless job seekers I show them how they've been already creating incredible value with their daily work, but they haven't put it in financial terms so that someone else can understand. I show them how easy it is to speak the language of managers so they can create value.



In Larry's book, you can learn to speak these numbers too, and if you want to make your work easier, you'll learn to speak this language as easily as breathing. Larry's book goes on to show you how you can start identifying hundreds of areas to start saving money immediately. He even has a tremendous free tool on his website (<http://moreorlessinc.com>) that elegantly formats your suggestions for improvement in convenient, easy to understand financial language.

When you're ready to have your next suggestion quickly adopted, you need to check out this book and website.

The truth is, there are 5 categories of problems to be solved. They never change, but they do call them different things. They never go away, though you've worked hard to improve them. Those categories are: cheaper, faster, better, more and people.

Cheaper – this is the category of cost management and revenue increases. This is the primary focus of Larry's book and if you're ready to make a dramatic impact at work, you need to get this book immediately. It's full of hundreds of ways to save your company money. And don't use the excuse 'they'll never approve it' because they will. Larry gives a website that allows you to format your recommendations in the language of numbers.

This is also the category of new revenue. Cheaper is the function of the difference between Revenue and costs. You come up with a new way to make money that is aligned with the company vision you'll have a winner, as long as the costs don't exceed the expenses.

Faster – Often referred to as efficiency, productivity, time to market, early project completion. When you made your work faster, you saved the company time. They view that as saving money. Tell me about a time when you saved someone time and I'll tell you about a tremendous gift that you gave your company. How many more of those can you identify in other departments? How much would it be worth in terms of increased productivity?

Better – This is the domain of quality, an area we all think we know well. This could be quality in the manufacturing, or the quality of their customer service, or the quality of the relationships between your company and the vendor or between your company and your customers. If the relationship is of poor quality, then you improve it through loyalty, that's a measurable impact.

More – More customers, more capacity, new functionality, adapting products and services to different uses, all these areas are considered 'more'. Perhaps you know your competitors customers are disgruntled with their service. Maybe there's something you can do about it. Maybe today would be a good day to start.

People – Employee turnover, training, morale, lack of passion, poor customer service, lack of dedication. These are all symptoms of people problems. More correctly, they indicate poor management, not bad people. If you've spent time solving problems in this domain then congratulate yourself, you've indirectly solved problems in all the other areas. Consider that when people are de-motivated their productivity, quality and capacity to perform all suffer and



decline. There is no faster way to ruin a company than to demoralize the employees. Likewise, there's no faster way to improve any company performance than to demonstrate that you care about the employees and the customers.

Why is all this important? You need to know the areas in which you have the most value. *Value is not what you can do, it's what you can do for others.* Said another way, it's not your skills, it's what you can do with your skills. If you can save money, increase revenue, improve efficiency or quality, identify new customers or motivate people to perform, you my friend, are valuable. You'll hear your boss say 'I don't care how you do it, just do it.' Congratulations, you no longer need permission.

You're worth it, act like it – [Alan Hill](#)

A few years ago I was hired by a local outplacement company as a contractor to help people write their resumes. During the worst of the recession their placement counselors were being overwhelmed with so many people and such heavy caseloads they didn't have the time to provide as much individual, one-on-one attention as they would have liked. As a result, their resume coaching suffered so they hired me to deliver the individual attention so needed by their clients.

As I was working with these clients I discovered their format and layout generally wasn't the problem. The problem was the content. Imagine reading a newspaper that had irrelevant articles, uninteresting headlines and useless information. You probably can't imagine it because no newspaper would last long enough to be read if they were irrelevant. Yet that's how most resumes are written.

Resumes are written that way because people don't accept their intrinsic value and worth. At best they know their skills but not how those skills are relevant to today's employers.

I had to help these people put forth a message that was relevant to their next employer, so I had to explore what value they brought to their previous employers. As I asked them questions about their accomplishments they would start by telling me all the actions they took. "Yes, but I want to know how your employer benefitted." I would ask.

They often were at a loss for words so I coached them through questions "Why did your employer have that problem?" "What would have happened to your customer or your company if you didn't solve this problem?" or "How did your company benefit once you solved this challenge for them?" These were all questions that they'd never been asked before, and I gave them the opportunity to explore beyond their skills. I showed them that their skills and experiences made a difference, a real, bottom line impact. In doing so I shifted their identity from worthless job seekers to highly valued, self respecting contributors.

There was one young lady early on that told me she was looking for help desk manager role, similar to her last position. As we explored her value contributions I discovered she had managed a call center for a company that took credit cards. This was important because she had figured out how to achieve a high compliance for the security audits that are necessary for keeping your merchant account with VISA and MasterCard in good standing. In the Payment Card Industry, if you don't keep good controls on information security, VISA will revoke your account and you won't be able to take credit cards.



Here's the amazing part of her story, she had achieved a high 90% compliance in her team by actively managing and by rewarding good behavior in her team. "What was the rest of the company at percentage-wise?" I asked. She admitted that they were not high enough to maintain the merchant account, and were at risk of losing it. In fact they had a project team in the company that was specifically focused on improving the compliance, but they were not achieving success. "In fact, I was the only department to achieve such a high rating." She admitted.

"Ok, so why not go back to that company and talk to the CEO and let them know you can solve this problem for them now? After all, what's going to happen to that company if they lose their ability to take credit cards? Think of all that lost revenue... that company might have to shut down. I'm absolutely certain that is a huge concern for that CEO, and if you have a solution, I'm sure he wants to talk to you. And if not, then it would be a simple matter to call VISA and ask them who else is having this challenge and go solve their problem, because it's not in VISA's best interest to have companies stop taking credit cards, right?"

She was thoughtful for a moment – I could see the shift of her identity happen, she had transformed from a skill (Help Desk Manager) to a benefit (Solve the problem of not being able to take credit cards). None of this was on her resume, because until we met, she didn't recognize the value of her experience and ability. That day she changed from being a job seeker looking for help desk work to a problem solver looking to eliminate the problem of not being able to process credit cards.

Every day I had the same experience. **People who knew their value quickly found work. People who didn't understand their value couldn't find work.** In desperation they thought their resume was the problem, and they were partly true. Their resume didn't communicate any value to a new employer. The real problem was they hadn't taken time to understand or communicate how valuable they really were in their last job.

I started to get tremendous feedback from people and counselors who thought I would give them a simple resume critique but instead received a life transformation. It began to amaze me that so many people didn't understand their value.

There was the lady that insisted she was just a payroll clerk and never had any outstanding accomplishments. "All I did was show up each day, process payroll, and go home." She was adamant, even in the face of the barrage of questions I threw at her. "Did anyone on your team make a mistake that you had to correct?" No. "Did you ever suggest any improvements?" No. "Did you ever get a promotion or special recognition?" No. She was stubbornly denying any value and worth. I suspected she had been recently laid off, as often times people are still processing the emotions of being told 'you're so worthless we're not going to keep you.' Even though it's not true, that is the message our emotions hear when we experience a layoff, especially if we believe in loyalty ('work hard, get a good job...').

Finally I asked her, "Have you ever been through a software upgrade of the payroll system?" She admitted that they had, and she provided input and did software testing on the new system.



“Was there any bugs in the system before they deployed it?” I asked with a sly smile. I had a lot of experience with large software deployments and I knew for certain there are legions of software bugs in every deployment.

“Yes,” she admitted. “The garnishments process wasn’t calculating correctly.”

I confirmed that she did identify the problem and that she told the deployment team and they fixed the problem. But then I explored with her just what the impact would have been if she hadn’t caught that bug.

“Wouldn’t the Department of Revenue impose fines and fees on the company if they didn’t collect the garnishments?”

“Probably.” She admitted.

“So they would have still gotten their money, and if the employees didn’t pay it, then the company would have probably been on the hook, right?”

“Probably” She was non-committal, but she was starting to finally admit to herself she had been valuable.

“And that probably would have been at least several thousand dollars just in the fines and fees, to say nothing of the actual garnishments they would have to have paid. So what you’re telling me is you saved your company several thousand dollars in fines and fees all because you simply caught a garnishments error in the new software. Well done!” I exclaimed.

Suddenly there was no denying her value. As hard as she tried to make herself worthless in her own mind, she was faced with the fact that she was worth more than she was paid.

What I learned was that so many people from the Baby Boomer era believe it to be a virtue to be ‘hard working’ instead of ‘highly relevant’ or ‘highly valuable’. They think that working hard is to be rewarded and so they act accordingly. And they insist that those who don’t believe treat them as if it were true.

She wanted me to treat her as a hard working employee, and she wanted that to reflect in her resume and in her job search. She did not want to be recognized as valuable apart from hard work.

Let go for success

At that point, I developed the concept of letting go. I shared it with other clients who were insistent that the world treat them as hard working, loyal, wage slaves instead of highly valuable employees who get paid for preventing problems and making money, not working hard.

I introduced them to a bobber. Whenever I met a client that was reluctant to let go of the belief of ‘work hard’ I asked them about their beliefs about themselves, their work, their value. I asked them about the importance of working hard and then I’d ask them ‘How’d that work out for you?’ Since they were sitting in front of me because of a layoff, they had to admit that until recently, it had been working but now, not so good.



I would then ask them about bobbers and fishing. “See, for the longest time, I used to think work was a struggle. And sort of like climbing a mountain, you have to struggle and fight your way up the pyramid to make progress and get promoted. I thought my career was like climbing a mountain, and I knew it was going to take a long time to make progress.”

“But then, I realized that bobbers have a natural buoyancy, their natural state is to float on top of the water. The only time they don’t is when they are caught by weeds at the bottom of the lake. If somehow we could teach the bobber to just let go of the weeds it would naturally pop up to the top. I suddenly realized one day that that’s how careers are at work. If we just let go of the beliefs that keep us down, the beliefs about our value, how we’re not worth it or whatever, we can quickly rise to the top.”

To completely anchor the lesson I would ask if there was someone they knew at work that was a rising star. Someone who seemed to be on the fast track and progressed quickly. That would usually bring someone to mind. I would explore with them that they often felt some sort of resentment or ‘not fair’ attitude toward that person who was getting promoted without putting in their time. Often this person was not any smarter or talented than anyone else, but they certainly were more effective.

I would explore and compare how this person, instead of being resented could be copied - If we just would let go of the belief that “I must work hard” and the other beliefs we insist are true but aren’t true for others, we could start rising up in the organization more quickly, because we would have let go of the beliefs that held us to the bottom of the lake and we’d return to our natural state, being on top.

Work isn’t really hard. At least, work isn’t hard when we’re working our talents and gifts. In fact, when we’re ready to work our talents (as identified by Faith Ralston) instead of a job title, work becomes effortless. I read a book “[Do Less, Achieve More](#)” by Chin-Ning Chu. The title was enough to cause me to grab the book. The book was generalized enough to make it near irrelevant to my search for easy work, however, the title and the implicit question stuck with me; “What would it look like to do less at work but achieve more?” It wouldn’t take long to get the answer.

As I was helping job seekers with their resumes, I was helping them discover their value and worth. The particular difference – I WAS NOT DISCOVERING THEIR VALUE AND WORTH, they were. They were doing the ‘heavy lifting’ in the conversation. Through the process of telling their story, they were remembering their value and discovering their worth apart from their company. Truthfully, I did very little other than listen effectively. In fact, by showing a genuine interest in their stories, I allowed them the space conversationally speaking to keep going until they learned for themselves how valuable they really were.

I began to notice that at the end of each day I didn’t feel drained of energy, in fact, I began to realize that I wasn’t ‘working hard’ at all. I was hardly working. I wasn’t giving anything other than space and time. Conversational space and relationship time to be exact. In the midst of all that my clients were rediscovering their energy and motivation and as a result, neither of us felt drained, we both felt energized. As Seth mentions, this allowed me to create a tribe of people who can’t help but refer me to others.



So it is with each of us, when we allow it. We can find work that's not work, effort that's effortless and value that's unlimited. But we can't discover this when we're clinging to (or being forced to accept) beliefs that aren't true about ourselves, our work, our world.

It's even more true today, when we all agree it's no longer true that you need to 'work hard, get a good job' – no one believes that you'll be with a company for life, let alone even 20 years, yet many people in positions of authority act as if it's true and they insist that everyone else act as if it's true when it's not.

If left unchecked, this insistence feeds into and becomes part of the cultural divide between boomers and millennials in the workplace. "You're lazy and entitled!" become the rallying cry of boomers when millennials refuse to act as if the world of work were stuck in the 80's.

Millennials aren't lazy or entitled – they just know B. S. when they see it, and they haven't yet agreed to behave against their beliefs. You have intrinsic worth and value. It's not because of what you do, what you know or your many years of experience. Your value is based on what you can do for others. And what you can do for others causes them to want to pay you obscene amounts of money if that's what you want. Baby Boomers have not figured that out yet. They still insist they need to work hard, and they desperately wish it were true, to justify having done it for their entire career.

Unfortunately, without an alternative belief system that works for millennials, they are left holding the bag. Until their boomer counterparts retire there won't be any positions of significant authority available to make the changes. Boomers' mere presence in positions of authority makes it impossible for real change to happen, or does it?

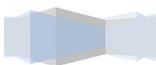
What if there were a way you could use their positions against them? There is a martial arts concept of using someone's force as leverage against them. If someone attacks you, instead of ducking or blocking you grab it and pull the person 'through the punch' so that their force becomes too much for them to stop. It throws them off balance and causes them to lose their position.

If there were a way to use their leverage against them, what would that look like? We'll cover this in detail soon, but for now, realize that they've spent a lot of money, energy and talent creating infrastructure that we can start using immediately. We can use it to enrich them, ourselves and our clients. When something is available to us we don't need permission to start using it, nor do we need to wait to be granted the authority before we start capitalizing on the people, systems and processes that surround us. What we need is to create value relationships that work for everyone.

Recap

Let's summarize the points so far:

From [H. S. Dent](#) we learned that we are in for a cataclysmic, multiyear economic downturn, like Japan. This is important for 2 reasons, one there will be fantastic buying opportunities and 2 those systems, companies and institutions our parents relied upon and fervently believe in won't last. It will be up to us to recreate wealth in the new millennium, and returning to old values, old systems and old beliefs won't save us.



From H. S. Dent we also learned that there are 2 new groups of workers emerging: front end browsers and back end servers. Front end servers will be people who specialize in people and excel at connecting people into teams and resources into solutions for customers. Back end servers are people who continually excel in a given domain of expertise. They are the resident experts in a given technology, process or knowledgebase.

[Faith Ralston](#) shows us how people are more than skills or job function. They have a particular way of helping through their talents and when put in proper sequence for getting a task completed, can have a tremendous effect (or detriment) on success. The gap is today almost no one in corporate America understands how to sequence people according to their talents (Diamonds at the start of a project, Spades toward the 'go' date).

Today almost no one can imagine hiring and tasking someone with the primary responsibility of relationships for any project success (outside of sales). Yet this is exactly what enables quick success for any project. Project managers know the theory of Project Management doesn't work, yet they continue to insist and act as if it does because they have no other viable management alternative. This creates opportunity for people who want to succeed by not following the beliefs and rules of the Project Management Office.

It also creates opportunity for us individually when we have a task to complete. Once we're able to put people in their proper order for getting our tasks done, we're better able to enrich them for their contribution, not just their work.

We also see that the beliefs our parents tried to give us (work hard) are a fallacy and don't work. In fact, when people work from their talents - not their skills - work becomes effortless. There is no more drained feeling at the end of the workday, because talent is an internal, gushing fountain of unlimited ability. As we return to working from our talents (not skills) we find the source of unlimited energy. If you want to make this a success for yourself you can choose to stop working hard (and stop working smart) and start working effortlessly. Do less, achieve more.

[Katherine Kearney Ph.D. and Thomas White Ph.D](#) showed us that there are two ways of viewing work, as a warrior (contest) or villager (collaboration). These viewpoints are neither bad nor good, they simply are there. Where they become a problem is when we try to inflict these views on others and insist they behave according to our viewpoint. When we inflict our beliefs on our business structure (or school or other institution) we create conflict and conflict destroys wealth. Since we're working on our individual wealth, the last thing we need to do is sponsor conflict in the workplace by insisting our viewpoints are right or the only way.

This conflict extends into our workplace, our interactions with customers and our perspective on competition. I have repeatedly challenged the American business assumption that the competition is bad and must be crushed. The energy expended on our side just to overcome, overpower and eliminate an opponent is a tremendous waste. That energy could be better invested in delighting the customer and our employees to the point that we outpace, outplace and outdistance the competition to the point where they no longer are considered competition.



Taking our cue from the villagers metaphor and mindset, we can capitalize on others strengths, talents and position by treating them as a global village, a global farmers market where we can spot an opportunity, assemble the necessary back end servers into a new product or service that delights our customers. Once we realize that the world is ours to assemble, we can realize this includes the people at our immediate workplace, people in our competitor's workplace, people from across the globe and right in our own backyard. If necessary and helpful, it can include using the infrastructure of our current workplace, for a commensurate reward. If they are unwilling, unable, or undesirable, we have the ability to reach out to their competition to fulfill our request.

We no longer need the workplace, the workplace needs us. In other words, the world of work needs us to produce value more than we need them to bless us with a job.

[Ruby Payne](#) shows us how our beliefs hold us back. And when those beliefs insinuate a system (work, school, religion, institution) those who don't agree to those beliefs are not welcome. Today many baby boomers have insisted the right way to get ahead at work is to do what they did, as they were taught by their parents – put in your time, work hard, do a good job, you'll be rewarded. Today everyone knows and often admits these beliefs don't work, yet many baby boomers (often because they are in power) insist that everyone act as if they do. Unfortunately, many millennials are 'not welcome' in these systems, institutions and workplaces because they refuse to act 'appropriately'.

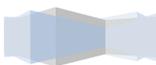
But we have an opportunity to change our beliefs and the beliefs of others by simply showing them their beliefs. Once they see them, named and identified, they can choose new ones that are more appropriate. This allows us to create a team that works according to what is appropriate to our common goals, our wealth and the personal wealth of others. **There's no reason to not take ownership of our beliefs, otherwise, our beliefs own us.**

[Glen Townsend](#) shows us that cause is important because it creates resonance and a rally point with others. Having a cause allows others to support our efforts to improve something or someone else. Having a cause at work means you're showing up because you matter, because the cause matters, because it needs to be improved and you're the one to do it. This room to support creates space for others to give generously.

Capitalize on your cause by finding sponsors who need you to be valuable to their audience. Once you have a following, capitalize on that following by finding others who want to speak to your audience and will gladly pay you for the honor.

[Kate Madonna Hinds](#) example illustrates how important it is to identify our passion and give ourselves permission to be the identity of whomever we need to be to fulfill that vision of success. Just like an artist doesn't need permission to paint, we don't need permission to be who we are. Once we give ourselves permission to be who we are, we start acting according to our beliefs about ourselves. The best part is others start responding and treating us according to our identity.

This is the secret, **OTHERS TREAT US THE WAY WE EXPECT TO BE TREATED.** When our identity is 'worthless' or we believe that others grant us our identity and worth, they treat us as if we are



worthless, or they treat us like they have power over us, to remove our identity (and by implication our worth). This is the single biggest mistake Baby Boomer parents make when teaching their kids about work. Our work does NOT grant us our identity or worth, no matter what they assert to the contrary. We each control for ourselves our identity and worth. We don't need to choose worthlessness, we can choose to be high value.

[Robert Allen](#) – Instant wealth, no waiting. Identity is not given to us by our workplace. Our workplace pays us in exchange for our value. The moment we create more value, we're able to ask for (and get) an increase in pay. As we learned from Kate Madonna Hindes, if we shift our identity instead of our skills we'll achieve a higher income in a faster amount of time. The trick is to convert ourselves to a higher and better use. This will allow our incomes to rise proportionally to our value contribution.

[Bill Jensen, Josh Klein](#) in "Hacking Work" show us the key is to remember that we don't need our workplace to reward our value. We can create that financial reward ourselves, by collaborating with others. We can just as easily make something others find valuable, someone other than our boss. Look at your companies customers, your companies suppliers, their competition, your customers' competition and consider what value you provide to the community of your industry. When this is aligned together with providing value to people and causes you're passionate about, you begin to understand the value of helping others.

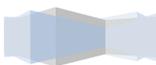
[Seth Godin](#) – Among the many things Seth Godin teaches, some points are hyper-relevant to our individual work situations. First, be the artist, then lead your tribe. We become the artist by understanding our individual talents and gifts and start using them in a way that others find valuable. We find our tribes by seeking out those who need and want our help so badly they will gladly pay whatever we ask in financial terms, because the cost is not the issue for them, its success. Success we're in a position to help them achieve. They will gladly pay you to make them successful, and they'll tell others in your tribe.

Be indispensable – [Larry Myler](#)

How do you really go from clueless to priceless? When you're ready to have your next suggestion quickly adopted, Larry has the answer.

There is a secret language of money, learn to read a Profit and Loss statement and figure out the 'secret language' managers use when they talk to each other. You would study any language of any country you visit so you can talk to the locals, right? Same here, you're visiting in the foreign country of 'business' and you need to learn to speak their language to have success. Speak to them in a way that makes you indispensable.

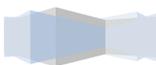
If you want to make your work easier, you'll learn to speak this language as easily as breathing. Larry has provided you a tremendous free tool on his website (<http://moreorlessinc.com>) that elegantly formats your ideas in a convenient, easy to understand financial language.



[Alan Hill](#) - You have intrinsic value. Your value is not your job, your skills or education. Your value is what you can do (and have done) for others. Don't believe that work gives you value and worth. They don't give you your value, they pay you for your value and worth.

How do you find your value and worth? Identify your talents, combined with the times people were impressed with what you did and how easy you made it look. These clues are breadcrumbs to showcase your value to others.

- [H. S. Dent](#) – Specialize or generalize, and be ready to capitalize on the biggest garage sale in economic history.
- [Faith Ralston](#) – Talents are gold. Keep your people close and put them in the right order for success according to their talents. Working talents makes work effortless.
- [Katherine Kearney Ph.D. and Thomas White Ph.D](#) – Warriors or Villagers, your choice how you want to create wealth in the new economy. Whatever you choose, remember, you no longer have to take what the boss is giving you. You can turn the tables and make use of what and who surround you for your own success.
- [Ruby Payne](#) – Don't believe everything they tell you. Don't believe everything they insist is true. Believe what you want to believe but remember, they're still just beliefs and they aren't true, even if everyone insists they are and even if they insist you act as if they are. You can teach others new beliefs and you can create systems that utilize beliefs appropriate to accomplishing the result you desire.
- [Glen Townsend](#) – Don't forget your cause, make your cause what matters to others, they'll gladly give you money and support.
- [Kate Madonna Hinds](#) – Your identity is crucially important to your success. Beyond 'believe in yourself', specifically identify who you are, what role you get the most joy out of fulfilling at work and BE that role, don't seek permission to be who you are.
- [Robert Allen](#) – Instant wealth, no waiting. Convert yourself, your identity to a higher and better use. Don't let your workplace dictate your value to you.
- [Bill Jensen, Josh Klein](#) Hacking work. Don't limit yourself to providing value to your boss. Look outside your workplace.
- [Seth Godin](#) – Your skills, experience and knowledge can be packaged into a convenient use for others in your industry and in other industries. Don't let them flounder when you can create a spreadsheet, program or ebook that will help their business and make them successful. That approach has real, tangible, convertible value. They will gladly pay you to make them successful, and they'll tell others.
- [Larry Myler](#) – there is a secret language of money in business, it's a scorecard. You've been doing great things but you've not been keeping score – change that immediately. And when you do, your ideas and suggestions for improvement will be quickly adopted without struggle on your part.
- [Alan Hill](#) - You have intrinsic value. Your value is not your job, your skills or education. Your value is what you can do (and have done) for others.



How can we use these to create something where collaboration wins in the marketplace for each of us?

Act Now

Ever consider how the marketplace works? As consumers we're trained to focus on the end of everything. As consumers we ask ourselves "Did I get more in value than I gave in return?" Business people ask themselves "Did I give more in value than I asked in return?" because they look at a different part of the supply chain. We can adopt a business mindset in our work, and in our daily activities. Doing so will cause people to willingly help us and support our cause. By giving them more than we ask in return, we've given them a strong motivation to help us become financially wealthy.

Doing so will allow us to take advantage of and put to immediate use the vast resources our company has made available to us in the form of people, productivity, computers, systems, processes and more. Once we understand how simple this is we'll easily be able to convert the effort of ourselves and others into money. Moreover, they will be glad to assist us in this because financially they will be better off by helping us.

But how exactly would this work in the workplace?

First and most importantly, we must have clear the definite aim or cause as [Glen Townsend](#) has explained to us. Without a definite cause, without our internal tuning forks resonating with a definite purpose and plan, no one will be attracted to helping us. Without a purpose, others will continually ask us 'sideline' questions that are seemingly irrelevant. However, without our purpose of achievement clearly in our mind others will hesitate to help us.

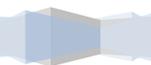
We find our cause by finding out who we choose to help as a group, as a community, as an identifiable class of people that seek to improve their lot in life and need our help to do so.

Perhaps it is the unemployed, or unemployed women, or the impoverished in Atlanta, or young executives. Perhaps you wish to help college age adults seeking to understand their place in the world.

Regardless of your cause, identify how you intend to help them, what services do you intend to offer in exchange for payment. If I were to invest in you, how would you put that money to use and achieve a greater return of financial value?

Do not be deceived into thinking that you are offering charity. If your aim is to be charitable with others money say so up front. Do not hide behind a veneer of 'investment in the well being of others' or some other nonsense statements. State clearly you intend to give the money away in an orderly fashion.

However, if you intend to create wealth for yourself and others, you can do so in the form of providing more value than you ask in return. Have your plan in place to do this and be ready to share that plan with others and you shall quickly have all the financial success you deserve. If you find that you are not receiving money and payment from others as quickly as you would like, re-examine this section to see where you have failed to make your plans clear for others to see how they benefit from helping you help others.



How it works

You are quite familiar with craigslist and eBay, and how they offer things of value in exchange for money. Pay particular attention - because the astute observer will notice that what is actually happening is someone (a seller) is offering *something they have an abundance of* in exchange for something they want, money.

So the formula for money is abundance – traded for – money.

On the other side, someone is offering money in exchange for something they dearly want more than money. Something they perceive they lack, whatever that is. It may be a lack of a physical thing, computer, bike, electronics, books, etc. Or it more correctly is the emotional empowerment that comes from the enjoyment of the thing. I will be viewed as more successful, handsome, secure, accepted, smart or beautiful if I possess and use this 'thing' for which I would gladly exchange my money.

We don't need eBay or Craigslist to achieve this exchange, though admittedly it is very convenient to use them. What we need is to simply understand that there is a transaction taking place and that the nature of that transaction is an exchange of money to achieve desired emotional state. Furthermore, that exchange of money is happening most readily with someone who possesses in abundance that which we desire.

Later we'll cover the top 10 emotional needs for which people gladly trade their money. Let's identify that which we have in abundance and to identify those who lack this particular abundance, then setup and establish an exchange of our abundance for their money.

If we wish to enhance our potential for money we can readily teach others to identify their particular storehouse of abundance and trade with them directly from their abundance and ours.

In this way everyone wins.

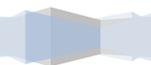
If this seems too esoteric to you, perhaps it would serve to have an example at this point.

A working example

Imagine for a moment a sales person at any large corporation. His job is to go out and meet new clients and obtain new sales. Unfortunately for him, this means that he has no time to service his existing clients in the manner he wishes. Let us further imagine that he is dismayed at the lack of special treatment the customer service department provides those customers he considers friends.

Meanwhile, elsewhere in the corporation, there is an administrative support professional. She is quite handy with details and organization, and she manages her time so efficiently that she has an abundance of it. In fact this is what makes her so good at her job of managing her boss's calendar and work details. Unfortunately, she's not able to earn the income she would like and is considering taking a second job.

Why not put these two needs together? One has a lack of time to service their clients, the other has an abundance of time. What would an exchange between them look like?



The enterprising sales person could approach the administrative professional and offer to teach her the basics of handling orders and upselling clients on additional goods and services when they call. This is good for the client because they get treated professionally and with the same consideration the sales person would if he were able and had time.

The administrative professional gets the benefit of putting her additional time to good use, without the inconvenience of taking a second job, which with the travel time alone would eat up a lot of time in unproductive hours. In addition, she is increasing her income because the sales person offered to provide her with a 15% commission out of his own pocket on the increase of each additional sale. When you consider that the customer service department does not upsell clients but only takes the orders as submitted by the client, the salesperson wins tremendously. His income increases and his customer satisfaction dramatically improves.

Emotions are worth money

Before we move on, let's cover how people will trade all manner of money, wealth and items of value in exchange for emotions.

Many years ago when I was starting my career in electronics, I took a job at Best Buy as the Store Technician. There was very little technical ability required so I was soon looking for another job more aligned with my interests to work on Personal Computers. Meanwhile, one of my friends received a promotion to sales person in Best Buy's computer department.

I was delighted for him, except a week after working in the department he came to me rather depressed. It wasn't working out as he'd hoped so I asked him what was he doing during the sale.

"I explain all the technical details to the customer" he said. "I'll explain how much RAM it has, the hard drive capacity and..." At that point I interrupted him

"No, no no no!" I stated emphatically "Why would you do that?" I asked.

"Because I want them to make a good decision." He felt that these people were coming to him for information.

"No, that's not why those people are standing there in front of you. They already know all that, they have it in the circular from the newspaper. They probably even have it in their hand, right? They don't need you to read it to them. They don't need information from you, they need emotional reassurance that they're making a good decision."

My friend blinked bewildered. It was clear he understood but didn't know how to apply what he just learned.

"Ok, look" I continued. "Next time someone comes to you and asks about computers, ask them this: 'What model are you looking at?' and whichever one they point to say this 'that's a smart decision,



that's the one I bought.' And if you can't say that say 'that's a smart decision, that's the one I wish I had bought, and here's why.' Then tell them only one feature that makes it a better buy than the others."

My friend was delighted, the next week he came to me with a huge grin on his face because he was number one in sales in his department. He had learned that people buy on emotion, not facts.

More specifically, people BUY EMOTION. People willingly trade their money for emotion. If we're going to trade with others, we need to know this and put it into practice. Let's explore what emotions people buy.

The top 10 emotional wants are based on an article by [Dr. Douglas Ramm](#)

1. **Meaningful material objects** are the necessities of life, as well as those tangible entities that contribute to a person's contentment and satisfaction in living.
2. **Money** is cash, credit, stocks, bonds, coupons, insurance benefits or any other object that can be used as a medium of exchange.
3. **Affirmation** is the experience of being recognized as an adequate, competent, acceptable, desirable and/or lovable human being.
4. **Companionship** is the experience we have when we share concerns, interests and activities with people whose company we enjoy.
5. **Intimacy** occurs in relationships that already involve affirmation and companionship. They are where we can also share thoughts, emotions and experiences that could be embarrassing or lead to ridicule or rejection, but the other person in the relationship continues to remain affirming.
6. **Health** is the state of physical and mental well-being, which is characterized by the absence of disease, disability and pain.
7. **A rewarding occupation** is one where we enjoy the tasks involved, are competent at performing those tasks and experience a sense of accomplishment from a job well done.
8. **Rewarding recreation** is a sense of renewal obtained from an activity pursued for the mere joy or pleasure it provides and which allows us to return to the tasks of living refreshed and renewed.
9. **Freedom** is the ability to do what we want to do when we want to do it. It includes liberty as well as the ability to think freely, to express our own ideas and to initiate courses of action without the fear that engaging in personally fulfilling behavior will prompt some unjustified verbal or physical aggression in response.
10. **Security** is physical safety as well as confidence in our ability to obtain or maintain the other nine core values.

As we can see that's an amazing list. Of course there are more, but people willingly buy these emotions, and they willingly give money for products and services they feel will give them these emotions.

So the successful trader is able to trade emotional desire for any manner of physical goods and/or personal services. To be a successful trader, we must allow people to buy emotions and help them



attach that emotion to our product or service. To do that you must know why (emotionally) they are seeking to buy.

Let's take a look at some hypothetical examples, in no particular order:

- **Security** – This is what people buy from security companies
- **Rewarding recreation** – This is why people buy golf memberships
- **Companionship** – Many people pay therapists and coaches huge sums of money annually to get this
- **Health** – all manner of insurance providers and health care systems, including those that provide this for our aged parents and grandparents. How would you feel if your grandparents were left unattended? What would you trade to ensure they are in good health?

I'm sure you can now easily identify your own examples.

The trick is to understand that you can sell or trade anything on this list for anything else on the list. You can convert security into health or companionship into security, or freedom for security. Of course, the most convenient (and most understood) trade of all is any of the other items for money in all its forms.

Now it remains for us to understand the importance of attaching this emotional need to what we're offering in trade. We must make this as tangible as possible for the sake of the sale. Tangibility makes the deal.

Consumers, as previously explained, think in terms of 'did I get more in value than I gave in money?' Now we also know that they purchase emotions, more specifically, they purchase tangible items that are successfully attached to emotions. The formula in their subconscious is 'this product will fill that emotional need.'

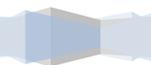
When they don't have a product the formula changes to 'this service provides a tangible representation. That tangible representation gives me the emotional purchase.'

If they don't have anything to show for their purchase, generally they will feel hesitant about purchasing. They need something to show to others for spending their money, otherwise they risk people thinking they are foolish.

By example, you will notice that people buy shares in corporations all the time but they receive a stock certificate in exchange. The corporation has made tangible the emotion of ownership. Of course now that is reduced to a number of shares on a statement, yet the statement is still tangible.

While we are at it, money itself is merely a tangible representation of emotion. As we can see by the list of 10 emotional needs, people trade their labor for the convenient exchange (in the form of money) of emotions. In other words, they put in 8 hours a day (or more) for money (#2) to allow them to conveniently obtain all the other items on the list. Money is the medium of emotional exchange.

Make the trade



Now that we have a strong foundation of understanding, including how people trade, and how to discover and create value in ourselves and others, it is time to make this work in the 'real world? A key question I ask my clients is 'Once you leave, how will you put this into action? What will be different tomorrow?' This forces them to do more than absorb information, but to process it and learn to apply it.

So let's ask ourselves, now that we know all this, how will we apply it in our workplaces?

The answer is simple, once you have value, and you know what value others bring, start trading.

For an example, we need only to look at eBay and Craigslist. These tools are simplified global marketplaces. They have (for a fee) arranged the convenient connection points to others. All we need to do is give them the right message in order to get the response we want.

That message, radically simplified is 'I have, I want'. Expanded out: I have (insert specific value here), I want (insert specific item or service wanted here).' When we consider eBay and Craigslist, this is the simplified format for a successful trade on these systems.

However, we don't need to have eBay or Craigslist to assist us. If we have sufficiently large audience, we can use whatever is available to us, such as email or text messaging or twitter.

If however, your audience does not understand their value you can educate them, or help them discover their value. Perhaps it's easiest to share this book with them. It is an unfortunate condition that too many people don't understand their value and worth. America has conditioned them to think of their value only in terms of their labor. How much labor they can provide to obtain money. As we discovered this is only partially true, and there is more each of us can provide. If you want to increase your trade value, help others discover their value and worth goes beyond labor. It's not their labor so much as what their labor produces in the form of emotional value that people gladly exchange money for.

Use the template and the examples in the appendix to guide you as you create your messages.

Let's take a closer look at the templates and identify why it's written and how it works exactly.

The first line identifies what we need or want. This serves as a headline to allow people to determine if they have what we want. If they do, they'll keep reading, if not, this email will likely be ignored.

The second line identifies the benefits you are offering to your cause. If your audience resonates with your cause and purpose, they are more likely to support you by completing the request.

The third line provides what exactly you are offering in trade. You can offer something tangible or emotional (from the list by Douglas Ram) but your best chance of success is to offer something with compelling emotional value in a tangible form. Something they will appreciate and value more than money.



The optional paragraph provides an estimate if appropriate. If you are looking for specialized labor then this paragraph may help you further define your request. Ordinarily the person responding should provide this unless you're working in an effort that you understand well and can easily estimate what the labor effort should require.

The final two lines ask for the person to pass the email along to others if they can't fulfill the request and to provide contact information.

This simple message allows us to communicate with others to get what we want.

The process, putting it all together

Now that we have all the components it's time to put this together in a process that works for finding our value, communicating our needs and making the trade.

Here is an overview of the process:

1. Have a cause
2. Know what you want to have (time, money, assistance, etc.)
3. Know your value
 - a. How to identify it (through stories)
 - b. Know what you have to offer in trade (time, money, expertise, spreadsheets, videos utility – Seth Godin)
 - c. Convert your value to a higher and better purpose (Robert Allen)
4. Know why people trade emotionally (Douglas Ram)
5. Make the trade

Step 1 Have a cause.

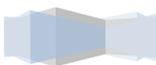
Without a cause there is no resonance to induce others to help us, except that we must make clear during the trade step how this is exclusively in the best interest of the trading partner. With a cause or a reason to help others we appeal to their good nature and make it easier for them to say yes to our request. Remember, people are emotional creatures and make emotional decisions about their money, their wealth and their worth all the time. Appeal to their emotions and you've paved the way.

Step 2 Know what you want to have.

Carefully identify and commit to having your desire. Without it I assure you, you will flounder around aimlessly and no one will be able to provide you assistance. Think of it from their side. Once you've found someone you want to help in their cause, your natural next question is 'How can I help?' If you hear 'not sure' you naturally say something like 'call me when you're sure.' How can you help someone who doesn't specify what they need? You can't. Neither can others help you if you are not definite about what you want from them.

Step 3 Know your value.

Using all the techniques in this book you've become amazingly equipped to understand your value. More than any other employee in any business anywhere, you deeply understand that you have value to



provide, and you understand that you deserve more than money in exchange for your labor. You understand that you deserve a portion of the wealth you help create for others.

Without understanding this value, you are relegated to trading dollars for time and labor for money. This is not a way to wealth. It is a way to poverty and unemployment through layoff. Those who do not seek to understand their value are committed to poverty. This is not you.

Your worth is not what you can do. Worth is not determined by your skills. Your worth is what your skills can do for others. Your stories of how you've helped others succeed will guide you in determining your worth. Use the Problem Action Result (PAR) formula to determine your value and worth. If you develop brain freeze and can't seem to determine any time you've helped others succeed find a dialogue partner who will walk through the process with you.

Once you know your value, you'll immediately start discovering others' value. They will suddenly appear as valuable to you as you talk to them about their day and their occupation. You'll find yourself hearing clues to their value. You'll also start to realize that they can provide value to you and your cause. Help them become a trading partner with you and you both win.

Remember that people pay less for knowledge (which they can get for free on the Internet) and more for the utility of the knowledge. Seth Godin teaches that others pay money for convenient use of and consumption of information in the form of books, DVD's, audio books, spreadsheets, ebooks and more. Convert your knowledge to products and help others convert their knowledge to products you'll have a much easier time trading, because the knowledge will become tangible, which people can more easily attach an emotional need for.

One of the key ways to instantly increase value is to convert the knowledge to another use. For example, one of the trends in hospital care today is to treat the patient as if they have arrived at a hotel. Patients are provided with room service and can even order their meal to be individually delivered to their room whenever they are hungry, not on a schedule. They have taken the specialized knowledge and processes of the hospitality industry and applied it to health care.

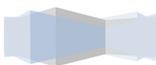
They converted the knowledge to a higher and better use. We can do the same in all manner of knowledge and experiences. It is a simple paring process to identify problems of one industry and solutions in other industries.

Step four know why people trade

Your success in this will depend on getting others to say yes. Therefore it is critically important to know and apply the reasons people say yes. The chief reason people respond positively is an emotional response. Get them emotionally agreeable and the 'yes' comes willingly from them.

Ignore the emotional reasons people say yes and you've exponentially increased your opportunities for failure.

Begin today to create emotional reasons for people to say yes to every request you make. When you are shopping for clothes, food and daily coffee. Create emotional reasons for people to say yes and then



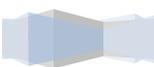
ask for the ‘something extra’, just to see how successful this works in daily life. Extend this out to garage sales in your neighborhood. Learn the emotional reasons they are selling and what will happen to them if they don’t sell. Will they have to move the stuff to their new home, causing extra labor and effort? Perhaps they would be willing to donate whatever doesn’t sell to the local food shelf or thrift shop if you would be so kind as to transport it for them. You’ve now given them an emotional reason to give you their stuff for free in exchange for helping the cause of the poor in your community.

Find and practice as many of these emotional trades as possible.

Step five make the trade

Once you have identified your cause, your value and their emotional reasons to say yes to trading, you’re now ready to make an offer they can’t refuse. Use the template provided to structure your request. This request can be transmitted in the form of eBay, Craigslist, email or text message, as long as the critical components are in the message. You can even do this in person which in many ways increases the chance of them saying ‘yes’ to your request, but it does limit your reach to your physical presence. This can also take more time as you have to arrange meetings which depends on their schedule and availability.

Regardless, taking the time to understand the nature of the trade will ensure your success. If you’re going to trade your way to success you may as well make it easy for them to say yes.



In the land of the blind, the one eyed man is king

Now you have the tools and know how to create wealth. Your new perspective allows you to see what others are missing. Your future, your wealth, your success is now completely in your hands. You have everything you need to start succeeding financially. You don't need to wait for a promotion, a new job, a new company. You now realize that everything is yours to use. You don't need permission to be wealthy.

Employees have caps on their earnings, no matter how high up the chain they go. You do not need to waste time climbing the corporate pyramid to get more wealth, though doing so will give you more salary. Salary, however, is not wealth, and those who spend their careers chasing salary are doomed to poverty, they just have extended the time that it takes to get there. You no longer have a cap on future earnings.

The 'Work hard get a good job' crowd are being left in the dustbin of history. Their beliefs are no longer suitable, regardless of how much they insist you be a loyal corporate servant. Loyalty to a corporation is no longer required.

As always, you are in charge of your career path. More importantly, you are now in charge of your value, income, worth and success.

You're in charge of your time – if you want to work 8 hours a day, so be it, if you want to create investments for income, you can do that. Your corporation can benefit too, if they help you by providing services. If not, some other corporation will benefit by allowing you to use their infrastructure, systems and people to create wealth for them and you. Do not tolerate working for corporations that don't understand, make your life as easy and as enjoyable as possible. Refuse to work with corporations that are stuck in the past.

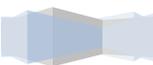
You can give back to causes you find important – You can give more than money, you can give more than time. You can organize talents of others into powerful solutions that meet real, human needs. Your cause is waiting for you to show up and do your very best for them. Never settle for 'just' volunteering when you can do more.

You have freedom to career – freedom to explore – [freedom to find the real world](#), not the one they show you on TV.

Now what?

How can you put this into action? When you put this book down, what will you do differently, starting now? You can start with this simple action plan:

1. Start with a need, opportunity or idea
2. Put the team together



3. Recognize talent in others
4. What do you have to offer/exchange
5. Setup a revenue tracking system
6. Get the structure support in place
7. Get wealthy!

Start with a need, opportunity or idea – This is your goal and your cause and as Glen Townsend from [Ardaich](#) explains, this is what makes people activate and get drawn toward you. As Seth Godin teaches in “Tribes” this definite grand purpose is what causes others to act because it’s larger than any one person and requires collaboration to succeed. Cause causes collaboration. Find out who needs you and your talents to solve their problem.

Put the team together – Speak your cause to others and those who resonate (like a tuning fork) will become your key leaders. As these people show up, they are important, start investing your time to build a relationship with them. That relationship is key to success.

Recognize talent in others – this is where you ‘gather your resources’ in time, talent and others. Start recognizing what others around you are capable of – even if they don’t realize it themselves. Use the knowledge of Faith Ralston and their stories of accomplishments to identify value in others.

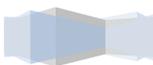
What do you have to offer/exchange – in the same way you discover value in others, discover the value in yourself. Enlist others to help you in this if you don’t have the ability to self-reflect (very few people do). Find ways to mine your own gold and prepare to offer it in exchange.

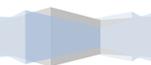
Setup a revenue tracking system – Money (dollar bills) is a simple, convenient way to track value, worth and convert emotions for things. You will need a way to reward others for their contributions. I suggest you consider new cash systems like paypal to track your trades and facilitate the exchanges.

Get the structure support in place – longer term, nothing lasts like structure. Pyramids have lasted for over four thousand years because of their stability. Remember that business enterprises are just structures, nothing more. They are convenient ways for people to ‘containerize’ money. Likewise, you will need to build your wealth platform / structure to enable you to turn money and income into wealth. The full scope of that is beyond this ebook, however, you might want to consider starting a small business or non-profit. There are ways to do this but the one tip is don’t do this alone. You have by this time developed the art of gathering others together, use that to make your structure.

Get wealthy! – this needs no explanation other than to say that you’ve developed the mastery of making money – you can continually grow organically from where you are, even when where you are is much further ahead than where you are today.

Have fun!





Appendix A

TEMPLATE AND EXAMPLES

Instructions: Complete this email template and send it out to your contacts. Remember others may be able to provide what you want because they have varied backgrounds besides just what they do at work.

Template

I am seeking (need or task) for (your department or function).

The benefits include (Benefit of the need when solved)

I am offering your choice of (offer one), (offer two), or (offer three) if you are interested.

OPTIONAL PARAGRAPH:

I estimate it will take about (# hours) of (task) time.

Special requirements are (special requirements or none).

Please pass this along to other employees you know who may be interested.

I can be reached at (phone) or (email).

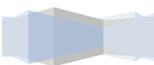
Thanks

(name)

(title)

Project Manager Example

I am seeking web programming help with my Customer Intranet project.



This will allow our customers to place orders 24/7, anytime day, even holidays.

I estimate it will take about 40 hours of programming time.

I am offering your choice of Pizza party for your team, lunch with the CEO, or plane tickets to Aruba if you are interested.

Special requirements are html, Java and .Net experience.

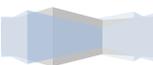
Please pass this along to other employees you know who may be interested.

I can be reached at (612) 488-8888 or joe.bloggs@anycomp.com.

Thanks

Joe Bloggs

Web project manager



Marketing Manager / Department Lead Example

I am seeking ideas on the best television ad for our new jewelry line.

The best idea will tell consumers about our line and increase store traffic.

I am offering your choice of free blog setup, leftover promotional ball cap and polo shirt or Slayer concert tickets if you are interested.

You must be able to explain why this ad will work and cite successful examples for other retail shops.

Please pass this along to others you know who may be interested.

I can be reached at (phone) or (email).

Thanks

Mary M. Kerter

Marketing Manager

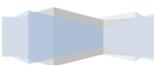
Operations Manager / Team Lead Example

I am seeking experts on space layout for our assembly line.

We're doing this to maximize productivity and minimize floor space.

I am offering your choice of my management training workbooks, the opportunity to come to our stand up meeting or free copies of Infocom's Zork trilogy if you are interested.

I estimate it will take about 4 hours of design and 40 hours of implementation time.



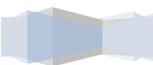
Please pass this along to others you know who may be interested.

I can be reached at (phone) or (email).

Thanks

Marcus Welby

Operations Manager



Sales Person Example

I am seeking warm introductions to qualified leads for our new offsite computer service.

I have a goal of 20 new leads which will result in 5 sales this month.

I am offering your choice of \$50 per lead that converts into a sale, a one way ticket to paradise, or Valleyfair day for your family if you are interested.

Warm introductions mean someone has expressed an interest in having a sales person contact them with additional information.

Please pass this along to other employees you know who may be interested.

I can be reached at (phone) or (email).

Thanks

Mark E. Mark

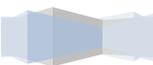
Sales person

Business owner Example

I am seeking leads on people with international sales experience for our new international division.

This person will help our company expand into new territories and help create a global brand for our new line of international hand tools.

I am offering your choice of one week of extra Paid Time Off, your mortgage paid for one month, or helicopter rides in the parking lot for a successful hire if you are interested.



Special requirements are this person must have 5 years experience in a sales role in China or India.

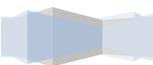
Please pass this along to other employees you know who may be interested.

I can be reached at (phone) or (email).

Thanks

(name)

(title)



Employee Example

I am seeking a mentor for promotion to manager from team lead, especially since I don't have a college degree.

It will help me become a more valuable member of the company.

I am offering your choice of free IBM DOS operating system, copy of Windows ME, or a sizable donation to the charity of your choice if you are interested.

I estimate it will take about 4 hours of total mentoring time each week for 6 months.

Special requirements are to help me understand the most effective way to become a leader in this company.

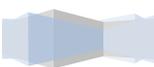
Please pass this along to other leaders and managers you know who may be interested in helping promote the future of this company.

I can be reached at (phone) or (email).

Thanks

Billy Gates

Team Lead



Appendix B

My idea research and market evaluation tools

Appendix C

Links to promoted content and promoted authors

Appendix D

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