

YOU UNSTUCK

Mastering the
new rules of
risk-taking
at work
and in life



"Shows you how to
unlock your full potential
for exceptional living."

-Brian Tracy, author of
Entrepreneur

LIBBY
GILL

A NOTE FROM AMY APPLEBAUM

A Hollywood entertainment industry veteran, Libby Gill spent fifteen years heading public relations and corporate communications at Universal Studios, Sony Pictures Entertainment and Turner Broadcasting. Libby was also the PR and branding brain behind the launch of the Dr. Phil Show.

Libby is now an internationally respected business coach, speaker and bestselling author. She has shared her success strategies on the Today Show, The Big Idea with Donny Deutsch, CNN, NPR, Oprah & Friends Radio Network, CBS Early Show, and in Time Magazine, the New York Times, the Wall Street Journal, O Magazine, Good Housekeeping, Self and many more.

In this excerpt from her new book, *You Unstuck: Mastering the New Rules of Risk-Taking in Work and Life*, Libby shows you how to create your own Wow Career.

Chapter Eleven

CREATING YOUR WOW CAREER

“Try not to become a man of success, but rather try to become a man of value.”

- Albert Einstein

At the risk of sounding like an old-timer telling war stories, having grown up on the Florida waterfront, I've lived through a few monster hurricanes in my day. But the experience of having half my family's home demolished, being forced to sleep in our bomb shelter (see Chapter 2 on fear) or even the eerie beauty of emerging in the eye of the storm, pales in comparison to the story of how one company's call to serve built an entire community for victims of Hurricane Katrina.

San Antonio-based Rackspace Hosting is the world leader in web hosting. Rackers, as employees refer to themselves, don't just talk about Fanatical Support, their unique brand of service, they live it. In the aftermath of Katrina as hurricane victims were streaming out of New Orleans, Rackspace Chairman Graham Weston called his mayor and offered the use of a former Montgomery Wards department store that he owned for temporary housing. The Mayor accepted the offer, but cautioned Graham that he would have to manage the location entirely on his own.

In a closely knit company like Rackspace, word travels fast. Within hours, dozens of Rackers showed up at the store – which was clean and air-conditioned but long empty – and converted it into a shelter that could house 2,500 people. Without even asking for their help, Rackers volunteered in droves to set up cots, outfit a cafeteria, create a children's play area (several, actually, to accommodate kids of different ages) and build men's and women's showers. Rackers also put their technical know-how to work and established a communications center with cable television, phones and computers so the residents could watch the news and stay in touch with friends and family throughout the sad unfolding of this great American tragedy.

While still working their regular shifts, Rackers did double-duty to greet buses of newly arriving refugees, serve food, comfort kids and listen to the stories of frightened and homeless victims. One Racker talks about getting ready to go home after putting in a full workday and a shift in the shelter, when a woman broke down in tears of anguish. Thoughts of heading home long gone, he sat down on a cot opposite her and listened while she poured out her heart to this caring stranger.

The Rackers even created a badge system for shelter residents, similar to the one used within Rackspace, so residents could easily check in and out without having to restate name, rank and serial

number each time. The shelter dwellers could literally take their badges to the bank and grocery stores where - thanks to the Rackspace reputation - the badges were honored for emergency cash and supplies.

When Rackers talk about why they are so dedicated to their company, they often mention their memories of volunteering at the Montgomery Ward shelter. Not as an extraordinary moment in time - which it most certainly was - but as just one among the many examples of how working at Rackspace allows them to make a difference in other people's lives.

What does all this have to do with creating your own wow career? Graham Weston sums it up in one word - purpose. In this chapter, we'll look at ways you can create a wow career based on your authentic professional purpose, whether in the corporate or entrepreneurial world. A job, a career, maybe even a calling that inspires you and brings value to others. You'll meet some fascinating business leaders who'll share their secrets for creating powerful corporate cultures and customer experiences. Though their businesses range from selling shoes to leadership consulting to web hosting, their purpose is remarkably similar - providing the best service and support on the planet.

CORE VALUES

At its core, every business - and career - is about providing value to others, whether that's to internal corporate colleagues, customers or clients. Since you're reading this book, odds are that you're successful, motivated but stuck, in at least one aspect of your life. Now that we've examined your finances, health and relationships, let's take an up-close and personal look at the professional you to see how well your career is serving you while you're serving others.

Tony Hsieh (pronounced shay), CEO of online shoe giant Zappos.com, contends that Zappos isn't really in the shoe business. He says they're in the customer service business and just happen to sell shoes. He wasn't always sold on the concept, however. When he first received a voicemail from a young entrepreneur pitching the idea, Tony nearly deleted it. As far as he was concerned, selling shoes online sounded like "the poster child of bad Internet ideas." Until he learned that, even back then, the shoe biz was a \$40 billion industry and five percent of sales were already being done through mail order catalogues. Now, after nearly a decade in business and a billion dollars in gross merchandising sales, Tony's changed his tune.

I asked Tony what made Zappos so successful in such a short period of time. (Incidentally, he sold his first company to Microsoft for \$265 million at the tender age of 24, so he knows a thing or two about success.) Tony told me that he and his team had put a great deal of emphasis on "getting the culture right." If they established the right kind of corporate culture, he was convinced, everything else would fall into place.

That “everything else” included creating what the Zappos crew now calls “delivering a WOW through service.” It takes a lot of work to get to wow, however, including strategic hiring practices, top-notch training systems and a foundation of meaningful core values.

According to Tony, developing a list of core values against which performance, skills and attitude could be actively assessed has been critical in building both the business and the culture of Zappos. Although creating corporate values statements often means giving lip-service to lofty goals barely fit for a wall plaque, Tony’s team determined that Zappos’ values would be simple, useful and authentic. See how well they did below:

The Ten Core Values of Zappos.com

1. Deliver WOW through service
2. Embrace and drive change
3. Create fun and a little weirdness
4. Be adventurous, creative and open-minded
5. Pursue growth and learning
6. Build open and honest relationships with communication
7. Build a positive team and family spirit
8. Do more with less
9. Be passionate and determined
10. Be humble

One of the most interesting things about that list, besides the fact that it is totally devoid of corporate-speak, is how relevant it is in determining and sustaining basic priorities. Those values enter into practically every daily activity that happens within the organization from handling sales calls to recruiting new hires.

Let me give you an example. If a prospective hire is going through the interview process, the hiring business unit and the HR team consider every single value to determine if the candidate is truly a fit for both skills and culture. Even if an interviewee possesses great talent and would undoubtedly bring monetary value to the company, if the team finds him arrogant – that is, not humble - he’s not offered the job. Likewise, when Zappos employees are assessed through performance appraisals, they are evaluated against core values which they’re not only aware of, but they also helped create in the first place. Though it may not always be easy to adhere to their high standards, they’ve found that their list of core values provides the litmus test by which all things can be measured.

Employee training also gets the core values treatment. New hires at every level go through a four-week training period, two weeks of which are spent answering calls with the “customer loyalty team,” as their call center is known. After the first week and until the end of the training period, every trainee is given the option to leave with pay for time worked plus a \$2,000 bonus. That’s right, a bonus to walk away! It’s Zappos’ unique way of weeding out people who aren’t a long-term fit. Surprisingly (or maybe not), less than 1% percent of people walked last year. Tony considers the exit package a great investment in making sure that only the right people – that is, those who are truly committed to customer service – stick around.

Though not as easy as it sounds, getting the culture right and letting everything else fall into place seems to be working. Zappos has created their wow brand of service with some fairly unusual practices, including paying for shipping on deliveries *and* returns, taking orders 365 days a year, and encouraging the sales team to take as much time on the phone with customers as necessary to keep them happy and coming back for more.

In a move rivaled only by Macy’s sending shoppers to Gimbels in the holiday movie *Miracle on 34th Street*, when a customer calls Zappos and discovers the shoes they want are out of stock, the customer loyalty associate will check up to three other websites to see if they can locate the shoes for their customer elsewhere. As Tony says, it’s not about the sale, it’s about the long-term relationship. It’s obviously working since, on any given day, about 75% of Zappos shoppers are return customers. Way to walk your core values talk. In your brand new shoes, of course!

RISK-TAKER’S TOOL: Creating Core Values for Your WOW Career

As you’ve just seen, the Zappos team takes their core values very seriously, albeit with some fun and a little weirdness (core value #3). If you want to see for yourself, just call their toll free number, 1-800-927-7671. Unlike many online companies, you can readily find their phone number on the website because they actually like talking to you. If you do call, you’re likely to experience values # 1, 3, 9 and 10 in action. Each value will be filtered through their individual personalities, of course, since employees are encouraged to be themselves.

RISK-TAKER’S TIP: Tiane Mitchell Gordon, director of inclusion and diversity for AOL believes that each of us should bring our authentic personality to work. As she puts it, the workplace is no longer a melting pot where all the ingredients meld together. Rather, it’s more of a gumbo where tastes and spice notes blend, yet retain their unique flavors. So don’t be afraid to bring your spicy self to work!

Tony thinks that any company can benefit from taking the time to create a slate of core values, especially if they're as genuine and specific as Zappos' are. So let's take a cue from their success by drafting your list of values. Though you may work for a company that has a mission or value statement of its own, that's not what we're looking for here. I want you to create core values for you as a professional. Not just for a job or a company, but for your very own *wow career*.

Take a moment to reflect on your work life, looking back at some high and low points you've experienced over the years. Now imagine letting go of the lows and focusing on the highs. Take a few deep breaths and conjure up a vision of the career you really crave. A career that puts your skills, passions, strengths, temperament and personality to work. A career that includes just the right balance of people, projects and environment you need to flourish. It doesn't matter if you see yourself as the owner of a one-person dog-walking service or part of a mega-corporation. What's important is, well, what's important to you.

Before we get started on your list, take a look at the following and see if any of these values describe your career core values. Don't worry if you're not experiencing each stated value on the job right now. I just want you to be able to identify the values that are important to you overall. Later, you'll determine how present those values are in your current work situation. Then, we'll look at some ways you can either infuse more of them into your work or use them to decide if it's time to look for your next career opportunity.

- Be authentic, real and respectful
- Give great value to our customers
- Help people learn and grow
- Collaborate and communicate as a team
- Take risks and innovate
- Be open to change and growth
- Build robust relationships
- Be creative and resourceful
- Laugh and have fun
- Care for friends, family and community

By the way, the list above represents my *core values* of the things that are most important to me professionally. You're welcome to borrow from it or use it as a basis for creating a list of what you care deeply about in your profession. Now, write out your core values list, which should include about 6 -10 items. Make sure you've got enough on your list to cover your career bases, but not so much that you lose your focus or end up trying to be all things to all people.

Sit with your values list for a day or so. If you have trusted allies on your team (*Liberators* only, please), ask for their feedback. Does your list of core values truly seem authentic to who you are at the deepest level? Does it reflect what you care about? Does it encompass the value you bring to your work? Does it honor your strengths, skills and passions? If necessary, make any tweaks or revisions.

Now post your core values list proudly where you can reflect upon it often. Remember it's not meant to be a laminated plaque on your wall. It's a living document that should inform all your choices and actions – especially the tough ones. As you return to your values list (often, by the way) try to think of recent decisions or events in your life that directly correlate to the values that you've listed.

THE VALUES GAP

Now that you've defined the ideal core values for your *wow career*, let's see if you're living those values in your professional life. If you are, great! Just shift your focus to bringing even more of those values into your work and into the lives of others.

If you're not living your core values, I want to get to the bottom of the disconnect between your daily activities and your true purpose, expressed by those values. I call that disconnect the values gap, and the wider it is, the more likely that you're feeling stuck, frustrated or flat-out miserable in your career.

I know a little about the values gap. Although I enjoyed my time in Hollywood's C-suite, after nearly two decades working in the entertainment industry, my core value of wanting to "help people learn and grow" overpowered my need to be part of a corporate structure. Now I get the best of both worlds, helping people learn and grow by coaching senior-level executives within corporations and working with successful entrepreneurs who need help to brand and build their businesses. But it was only by identifying my core values that I was able to figure out what direction to take in my own *wow career*.

Sometimes we get so stuck in our own way of thinking that it can be difficult to get perspective on something as close to us as our own values. That's when it's important to step back, see the big picture and reframe our thinking, as Christine Comaford suggests.

As a start-up expert, business accelerator, CEO of Mighty Ventures and author of *Rules for Renegades*, Christine helps people build their careers and companies. She's invested in more than 200 start-ups (including Google), served as a board member or active advisor to more than 36 companies, and consulted for 700 of the Fortune 1000 companies, including the White House. Christine says that the common denominator in successful people is passion. If they're not passionate about their work, they're probably stuck in the wrong job, company or career.

To get unstuck, Christine says, “You need to get in touch with something bigger than yourself. Get out in nature, connect with a greater purpose, do something that feeds your soul.” If you don’t know what feeds your soul, Christine recommends that you focus on feeding, or otherwise helping, those less fortunate. “Go on VolunteerMatch.org and find a local non-profit opportunity and get yourself involved in service.”

Herself a volunteer with hospice patients and addicts, Christine says when you care for others, you are better able to recognize your own blessings and less apt to cave to fear or anxiety. And when you’re not bogged down by fear, that’s when you can begin to find your purpose. Christine believes every professional should be able to answer the following three questions:

1. What am I great at?
2. What do I love doing?
3. What does the marketplace need?

Once you can identify what you’re great at and what the world needs from you, it’s much easier to see if you’re delivering on that promise. If not, you can start taking steps to close the *values gap*.

Let’s take a closer look at the values gap in your work. The narrower that gap, the greater the sense of purpose you’re likely to feel in your career. You may be able to close the gap easily by making some simple changes like signing on for projects that excite and challenge you. Going after a promotion or leadership position. Perhaps moving to flex-time may more closely align with your values. Or you may determine that the values gap is simply too wide and that your company or business is not the right fit for you. When economic times are tough, this can be a pretty daunting prospect. But remember, this is not something that has to change overnight. We’re talking about the sum total of your career, not just your current circumstances.

RISK-TAKER’S TOOL: Closing the Values Gap in Your Wow Career

Now, let’s look at your values gap by determining how closely aligned your values and work actually are. First, go back and put your list of core values in rank order of most to least important. Obviously, all of the items on your list will be important – they’re your core values, after all – but you will soon see that some are more significant than others. Here is the ranked list of values from my client Jana, a senior sales executive for a financial services company who was feeling uncharacteristically stuck in her job.

Jana's Core Values List in Order from Most to Least Significant

1. Be the rainmaker for big deals
2. Outsmart and outsell the competition
3. Think strategically and creatively
4. Maintain a stellar reputation
5. Enjoy a fun workplace
6. Expand my loyal network
7. Lead my team with respect and authenticity
8. Take the blame, share the credit
9. Provide service after sales to customers
10. Follow through on details

Once Jana had identified her core values and put them in a meaningful rank order, I had her go back and quantify each item to see how robustly each value was represented in her work. She then rated each value on a 1-10 scale, 1 being not at all present and 10 being very much present.

Take a few minutes now and put your list in rank order, adding your ratings, as well. Jana's list now looked like this:

Jana's Core Values List Rated on How Actively Her Values are Expressed at Work

1. Be the rainmaker for big deals	6.5
2. Outsmart and outsell the competition	8
3. Think strategically and creatively	8
4. Maintain a stellar reputation	4.5
5. Enjoy a fun workplace	3
6. Expand my loyal network	5.5
7. Lead my team with respect and authenticity	9
8. Take the blame, share the credit	9
9. Provide service after sales to customers	8
10. Follow through on details	7.5

Once Jana quantified her list, she was able to see much more clearly what had been keeping her stuck. The marketplace for her products was worse than it had been in years, so she wasn't able to close the kinds of deals she was used to, though she still felt she was outpacing her direct competition. As usual, her ability to lead and share with her team was a source of great pride and satisfaction. But what struck her were the numbers she'd assigned to her *reputation* and *enjoying her work*.

Jana had recently had a big blow-up with her boss, who she often found very difficult. Though she thought it has been put to rest, once Jana reviewed her self-assigned ratings, it was clear that the disagreement was still bothering her. Her concern showed up in the ratings she gave herself for her reputation, something she had felt was first-rate until this incident unfairly tarnished it. The stress of the event made her work far less enjoyable, though she hadn't consciously realized that before.

At this point, Jana really only had two possible courses of action, since she had no intention of leaving a job she loved. She could ignore the run-in with her boss or talk it through. She decided that had her ratings been a little higher, indicating that she was only mildly concerned, she might have lived with it. But feeling as strongly as she did, especially when she felt her reputation was on the line, she decided to have a heart-to-heart with her boss. After a frank discussion, they were able to clear the air and move on. Jana was extremely glad she had taken the initiative to close the values gap instead of letting the incident linger, possibly spoiling her work experience and relationships irrevocably.

Now it's time for you to assess your core values. Rate yourself, as Jana did, on the 1-10 scale of how closely your core values and professional activities align with one another. Now, take a look at any areas which you rated a five or less. What's the significance of each of those low numbers? Is there some incident or overall feeling behind that rating? What is keeping the values gap in place? Are there steps you can take to close it? Is it even possible in your current job? If not, what's keeping you stuck there?

FINDING YOUR FIT

Graham Weston believes that, just like finding purpose in your profession, finding the right culture fit is critical for both employer and employee success. And sometimes you don't have to leave your company to find the right fit. Sometimes all you need to do is change roles, especially if you're fortunate enough to work for a company like Rackspace that is as committed to finding the right fit for your gifts as you are. Graham cites the example of Larry Reyes, who was hired as employee #14 at Rackspace. In nine years, Larry has served in 18 different positions with more than 25 different bosses. Graham and the management team recognized Larry's embodiment of the Rackspace value of *Fanatical Support* expressed in his willingness to jump in wherever he was needed. In turn, when Larry found his area of true passion, that is, where his skills and personality best served the organization and himself, Rackspace readily supported his new path to success.

Of course, it's much easier to find out where you fit in your company or in the professional world if you understand your own type. At the risk of oversimplifying the complexities of human nature, there do seem to be some basic personality categories into which most people fit. Take a look and see if you can identify yourself, as well as the key people in your professional life, in the list below:

DIRECTOR: A natural leader, the Director likes to take charge of projects and people. Directors have a sense of vision and are comfortable making decisions, even in the absence of all the data and information they'd like. Focused and driven, Directors can be demanding, even dictatorial. But no matter how critical a Director can be when it comes to other people, those standards are nothing compared with the Director's expectations for him or herself.

SUPPORTER: Like the name implies, a Supporter is most at home working in service of others. Hard working, dependable and loyal, the Supporter is an excellent candidate to implement another's vision. Supporters can work independently but are also very collaborative and enjoy working in groups. Just don't ask them to take the lead or make the final decisions. When the right Director and Supporter team up, they can make an unbeatable combination.

THRILL-SEEKERS: Thrill-seekers are easy to spot. They're at the center of the action, soaking up the attention. They're usually charismatic, often creative and occasionally downright annoying. While the Thrill-seeker can definitely get the party started, they're not particularly completion-driven and are apt to move on to the next project when their enthusiasm wanes, regardless of whether or not the job is done.

ANALYST: The Analyst thrives on information, the more the better. Although Analysts are highly skilled at synthesizing data, they can be slow to make decisions, always looking for the next piece of the puzzle before they make up their minds. The Analyst's thoughtful approach can be a great asset to the achievement-driven Director and can even keep the Thrill-seeker in check, as long as her tortoise-like speed doesn't rile the hare.

Ask yourself the following questions to get some insight into your own personality type and that of your colleagues, customers or clients.

- Which describes your dominant personality type?
- What is your secondary type? Rank your third and fourth-level types as well.
- Can you recognize the personality types of the key people in your personal and professional life, including your boss, employees, spouse and kids?
- Can you see why you click with some people and clash with others?

Now, give some thought as to how you communicate with each of these different types and consider if adjusting your style might increase your effectiveness and fit with different people.

In order to find that fit, Graham advises that people discuss their concerns directly with their managers, getting everything on the table and then setting a course of action together. At Rackspace,

Graham says that this may initiate the need for a sort of workplace “walkabout,” where the unsatisfied employee (with their supervisor’s blessing) may go through the organization, discussing potential opportunities in other departments, on different teams, or with new supervisors. Not everyone has the courage to take a professional walkabout, but if they do, it can be quite fruitful, as it was in Larry’s case.

For the past six years, Larry has headed up new employee orientation at Rackspace University. Larry says, “I have found my calling and it lines up with my personality and eagerness to help others understand the culture.” Larry’s success at Rackspace is just one great example of how finding the right fit – for the organization and the individual – is the best possible workplace win-win.

RISK-TAKER’S TOOL: Taking a Workplace Walkabout

If you’re stuck in a job, company or career that doesn’t feel like a fit for you, it may be time to take a walkabout of your own. Whether you work for a corporation, small business or own your own company, a workplace walkabout will give you the opportunity to explore options you might not previously thought were available to you. But it does require that you take some risks.

If you need help dealing with anxiety or chunking down the tasks into manageable pieces, go back and read Chapter 6 on developing your *Escalating Risk Hierarchy*. It will give you the confidence you need to start researching and networking as you explore career alternatives. Here are a few ways you can approach your *Workplace Walkabout*:

Scenario 1- The Internal Walkabout

If your job isn’t a fit for your skills, temperament or purpose, but you want to stay with your current employer, it may be time to do what Larry Reyes did. Talk to your immediate supervisor and let him or her know that you’re concerned that you may not be as well-suited to your position as you’d like. Blaming your supervisor, by the way, is a non-starter so don’t ever go that route. Take responsibility, request the opportunity to look for alternatives and get your supervisor on your side. Chances are if you’re dissatisfied, so are they.

Be aware that not every company has a culture like Rackspace where supervisors are open to helping you grow and change. In some organizations, you could be seen as a complainer or troublemaker, so make sure you take that in account before deciding if you want to go forward. If you’re so stuck that you can’t see any other way out, it will be well worth the risk. Many companies keep internal postings of open jobs and have procedures for hiring from within, so be sure to explore all that’s available to you, including a lateral move or relocation.

Scenario #2 – The Industry Walkabout

If you've concluded that your current job and organization are not a fit for you, it may be time to look outside the company. Be sure you factor in the hiring realities of your industry, your marketability and financial resources before you proceed. You also need to determine if you want to share your search with your current supervisor or keep it to yourself. As long as you have no ethical or contractual obligation to inform your management that you're looking elsewhere, it's a judgment call. However, if you have a good relationship with your boss you may wish to enlist him in your search, particularly if he'll be a strong resource and referral source for you.

Begin your walkabout by scheduling informational interviews with colleagues in your industry to gain knowledge and insight about career opportunities. Remember that while each person you meet may not have any specific job information, they may be able to lead you to others who might. If you've been actively building a network throughout your career, you won't have any problem scheduling meaningful appointments. If you don't have a network, it's time to get started. Connecting with just a few influential people can help you establish credibility with dozens more right away. Just make sure you honor those introductions by being focused, polite, on time and grateful. And always offer to return the favor any way you can, at any time, to anyone in their network.

Scenario #3 – Career Walkabout

Some people (like me) get to a point in their career when they're ready to change directions completely. If that's true for you, follow the guidelines for Scenario #2 above, but broaden your conversations to people in multiple industries. Obviously, you don't need to spend time in any fields where you know your skills and passions are not a fit, but once you open your sights you may be surprised at how many possibilities there are that could be a match for you. Decide how much time you can devote to the process of exploration and let go of all your "I'm not qualified for this," or "Who would hire me?" limiting assumptions. Just explore, ask questions, learn and be grateful. You'll know when it's time to make your move.

A PURPOSEFUL PERSPECTIVE

Remember the attorney in Chapter 6 who became a judge? She went through exactly this walkabout process, first within her firm and then in the legal industry at large before she decided to focus on a judgeship. Even then, it was more than a year before the opportunity presented itself. But because she'd done her core values homework, recognized that she couldn't close the values gap at her current firm, and subsequently went on a walkabout through her industry, she'd not only become clear on what she wanted but had also enlisted a number of supporters. When a seat on the bench became available, she was ready. All it required was a little research and a big shift in perspective.

Leadership consultant and author of *Life's Golden Ticket*, Brendon Burchard believes that when it comes to your career, perspective is everything. Not only does he illustrate this beautifully in his bestselling book, but he teaches groups ranging from college students to business leaders how important maintaining a positive perspective is to reaching your key purpose.

Case in point: Brendon was recently leading a seminar in which participants began bemoaning our bleak economy. That was Brendon's cue to introduce a surprise guest to the group, a teenager from Uganda who'd grown up in a village where economy was truly a foreign concept. Much more pressing issues for him were the lack of access to clean water, food or education.

As if those conditions weren't dismal enough, one day the boy's village was attacked by terrorists and his mother was shot right in front of him. He and his brothers fled, eventually ending up in South Africa where they were exposed to a standard of living unlike anything they'd ever imagined. Seeing firsthand how much more the world had to offer changed the young man's perspective in an instant. But rather than making him bitter for what he'd been denied, he found purpose in what he could give to others. With his perspective shifted and his purpose solidified, the young man returned to his village in Uganda on a mission to bring clean water and education to the place he'd once imagined neither could exist.

RISK REINFORCEMENT: If you had one professional purpose to fulfill in your lifetime, what would it be? Imagine you have just been given a lifetime achievement award for your career accomplishments. Write an article for your industry's trade journal or hometown newspaper, stating all the achievements you've made during your career. Now, determine precisely what you need to do to reach those milestones.