

DO YOU HAVE A CAREER WORTH LOVING?

Do you want to become the most powerful, valuable, fulfilled version of yourself? If so, you're a careerist. Advertising and entrepreneurial rockstar Sally Hogshead reveals how to close the gap between your current reality and your utmost potential with 100 Radical Truths, including:

- Nº 15: ASPIRE TO BE THE DUMBEST PERSON IN THE ROOM
- Nº 31: YOU CAN BE COMFORTABLE, OR OUTSTANDING, BUT NOT BOTH
- Nº 67: MISTAKES ARE TUITION
- Nº 96: EXPRESSING YOUR TRUEST SELF IS THE ULTIMATE COMPETITIVE ADVANTAGE
- Nº 100: MAKE YOUR MEMOIRS WORTH READING

With groundbreaking research and startling new ideas for success, *Radical Careering* will become the indispensable owner's manual to your future. Get ready to turbocharge your career with smarter goals, higher market value, and killer results.

"*Radical Careering* is a jolt to the old way of thinking about careers; a handbook of new thinking that will help you survive, strive, and thrive in the radically new world of work."

Jeff Taylor, founder and Chief Monster, Monster.com

"An innovative how-to manual for anyone wanting to be more successful and satisfied in their career."

Andy Spade, CEO and co-founder, Kate Spade

"Take inventory of your strengths, identify your passions, then do everything in your power to carve your career toward them. Only then will you, and everyone else, see the best of you. Want to know how? Read this book."

Marcus Buckingham, author of *The One Thing You Need to Know* and *Now, Discover Your Strengths*



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RADICAL CAREERING

SALLY HOGSHEAD



GOTHAM BOOKS

RADICAL CAREERING

100 TRUTHS TO JUMPSTART
YOUR JOB, YOUR CAREER,
AND YOUR LIFE

SALLY HOGSHEAD

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THE 10 CHAPTERS OF CAREERING

- 1. DEAL WITH REALITY
 - 2. MASTER THE WORKPLACE
 - 3. OWN YOUR CAREER
 - 4. REJECT MEOCRITY
 - 5. COLLECT PORTABLE EQUITY
 - 6. LEAD FROM WITHIN
 - 7. FAIL SUCCESSFULLY
 - 8. REINVENT YOURSELF
 - 9. BALANCE WITH INTENTION
 - 10. REMEMBER WHO YOU ARE
-

THE OWNER'S MANUAL TO YOUR CAREER



OPEN BOOK
AND PUSH DOWN

Do you have a career worth loving?

Do you cringe at the idea of a mindless job spent shuffling papers and sneaking out at 4:59? Do you want joy and meaning from work? Do you want to kickstart momentum, attack bigger possibilities, and get excited about Monday mornings?

If so, welcome. You're among friends.

To help you create a career worth loving, this book doesn't function like other career books. It doesn't bother with the standard "hang in there, kitty" motivation, or the superficial niceties of your handshake grip. Instead, it's about something infinitely more powerful: building the ultimate version of yourself.

Radical Careering, like careering itself, is visceral. Intuitive. And at times, unreasonable. It's a red-blooded undertaking that you can't intellectualize your way through. Too often we spend hours formatting our resumes, but very little time contemplating what we truly want next in our lives.

The reality is, you already have everything you need to become great. That isn't in any book, only in yourself. This book helps you visualize your no-compromises future, so you can start to build it, piece by piece.

WARNING: This book will automatically self-destruct if left unattended to gather dust on a shelf.

I call those pieces “Radical Truths.” Some Truths might reverberate in your mind, giving words to your most personal aspirations and anxieties. Some might become your rallying cry. Some might piss you off. Some might feel brilliant one day and useless the next, depending on your mood. That’s fine. If you’re the type who dislikes reading books cover-to-cover, use this book like a Magic 8-Ball. Flip to a random page, and see what serendipity has in store for you at that particular moment. Then open the Toolbox and pull out the tool to put that Truth into action.

Maybe you’ll find your own personal anthem in here. If that happens, tear it out. Or scrawl it on a stickie note and post it on your computer. Or photocopy the page and tape it to your mirror. Or whatever else you need to feel inspired on a cold winter’s night.

It’s not practical to put all the Truths into action at once, so this isn’t all or nothing. Go one by one. Piece by piece. Truth by Truth.

While this is a career book, you’ll find that many Radical Truths seem unrelated to your career. That’s because, for the careerist, life and work feed off each other. Work is personal. Work touches all aspects of our lives. When you’re excited about work, it’s easier to be excited about all else in your life. And when you’re operating as your best self, work is only one of the many areas in which you’ll be your best.

One last thing: in modern business, there are no right answers.

Should you wear a suit to the meeting? Who knows. Is it proper to fax a resume? Depends. So the Truths in this book are called “Truths” for a reason. They’re not rules. Not gospel. Not absolutes. In fact, there’s only one absolute in this whole book: Be the you that you want to be.

You may discover entirely different answers for creating a career worth loving, and I applaud you for finding your own path. When you do, I hope you’ll tell me about it, at www.your-radical-path.com.

DON'T JUST READ THIS BOOK.
USE IT.



THE RADICAL 1000 RESEARCH

Remarkably little up-to-date research exists on the attitudes, priorities, and beliefs of professionals right now. Clearly, tectonic shifts in the corporate arena have led to mass discouragement and uncertainty as the world of business reinvents itself daily. But what about the people who work in this world? What are their deeper issues? What drives them, discourages them, inspires them? What do today's professionals truly want out of their careers?

Less obvious than corporate changes, yet no less dramatic, are the changes in these professionals themselves. Today's rising stars have a different mindset about success. Instead of being motivated by simplistic perks or immediate responsibilities of a JOB, these professionals are driven by an individualistic vision for a lifelong CAREER. They represent a new breed of professionals who adapt to rules that change every morning, and again by lunchtime.

Enter the rise of a new **entrepreneurial class***: the careerists.

How, and why, do careerists succeed?

To develop and execute a proprietary study, I enlisted brilliant strategist Linda Jeo Zerba. Linda's research company, Deputy Consulting, deployed researchers to perform in-person interviews in New York, Atlanta, Portland, San Francisco, D.C., Seattle, and Austin; they also conducted phone and email interviews in metropolitan areas such as Chicago, Los Angeles, Houston and Denver. In all, over 1,000 interviews.

To focus our sample, we targeted the 25-to-45 age bracket: Generation X. Hardly a niche, Gen X represents over a third of the workforce, with 65,000,000 workers. Born 1960 to 1980, the youngest are well into their careers, the oldest are approaching middle age. They're post-college, but pre-Boomer.

***ENTREPRENEURIAL CLASS:** The emerging class of professionals within companies who take responsibility for their performance, rather than blindly following bureaucratic norms

IMPORTANT NOTES ABOUT THIS RESEARCH

- First, this study wasn't intended to define absolutes. Is this a bulletproof quantitative survey? No. It's a very telling snapshot of current attitudes around work and what it means to succeed.
- Originally we'd intended to cull the careerist subset from the overall sample with differentiating questions. But we didn't need to. To our surprise, careerists were not a subset of the whole; they *were* the whole. In fact, throughout the survey, answers were more extreme than expected. Many questions hit a nerve with 85:15 responses.
- No matter where respondents lived or worked, no matter what their job title, their answers were remarkably similar.

Conclusions of the Study

CAREERISTS BELIEVE SUCCESS IS A CHOICE.

Throughout the study, without exception, respondents chose the path of personal control over passive acceptance. They work hard not because they "should," as previous generations did, but because they believe their actions make a difference.

Which is the most important in determining success:

Natural talent: 8.8%
Hard work: 91.2%

Which has had the greatest influence on your success:

Luck: 2.3%
Skill set: 15.6%
Reputation: 15.8%
Daily actions: 29.2%
Attitude: 37.1%

Would you rather have a job with:

Security: 15.6%
Opportunity: 84.4%

CAREERISTS VALUE RESPECT OVER CASH.

Refusing to be content with merely a paycheck, careerists value acknowledgment, support, and room to do their best work.

Which is more important to get from your employer:

Fat paycheck: 11.2%
Respect: 88.8%

Which is your idea of professional hell:

Long hours: 3.8%
Low pay: 4.7%
Being micromanaged: 15.6%
Disrespectful boss or coworkers: 75.9%

CAREERISTS THINK IN A REVOLUTIONARY WAY.

They actually consume information differently. Raised with Nintendo and MTV, they mentally juggle and multitask with ease, preferring a nonlinear format to rigid patterns. This makes their minds perfectly suited to the Internet, and other forms of unstructured content. (Incidentally, that's why this book functions less like a traditional business tome, and more like a magazine or website.)

Which describes your approach to your career:

Linear thinker (one thing at a time): 27.8%
Lateral thinker (multiple ideas at once): 72.2%

Do you prefer to work:

Within an established structure: 18.7%
In an entrepreneurial environment: 81.3%

Do big changes make you feel:

Stressed about the unknown: 11.4%
Excited about new opportunities: 88.6%

CAREERISTS OPERATE IN A REVOLUTIONARY WAY.

They fiercely value independence, and refuse to allow their employers to define their futures for them. This isn't sullen rebellion; it's a conscious decision to pursue the smartest option rather than blindly follow the majority.

Which best describes your approach to your career:

Wait for results over time: 13%
Create daily momentum: 87%

Which do you prefer:

Being managed: 4.5%
Working autonomously: 95.5%

CAREERISTS POSSESS OPTIMISM AND INTEGRITY.

Unlike the Gordon Gekkonian "greed is good" version of success, careerists seek joy and meaning from work. And while they'll compromise short-term goals for long-term success, they refuse to compromise principles.

Which would you do to boost your long-term chances of success:

Lie about where you went to college: 13.8%
Work every weekend for a year: 26.4%
Take a big pay cut: 29%
Learn a new language: 92.6%

At the peak of your career, what do you realistically expect to earn (assuming 2005 dollars) per year:

Over \$300,000: 11.8%
\$50,000—\$100,000: 15.3%
\$100,000—\$200,000: 23.1%
\$200,000—\$300,000: 49.8%

ABOVE ALL, CAREERISTS WANT A CAREER WORTH LOVING.

Which would you choose:

A job I HATE but make three times the money I do now: 13%
A job I LOVE and make half the money I do now: 87%

Power is:

Fame: 2.8%
Making a lot of money: 12%
Access to most important people: 16.3%
Freedom to say no and walk away: 32.3%
Having complete control over your schedule: 36.7%

For careerists, "entrepreneurial" isn't a buzzword. It's a way of life.

Unfortunately, conventional corporations often underutilize their careerists. They tend to interpret entrepreneurialism as disloyalty, independence as defiance, and innovation as lack of focus. However, smart companies realize this talent is their most precious resource. They provide careerists with strategy and parameters, but avoid layered micromanagement. Because careerists seek momentum from both themselves and their companies, employers cannot retrofit them into dusty standardized systems.

The results of this study have expansive implications for anyone interested in hiring, managing, or retaining high-performing talent.



INFO TO GO

What are the implications of The Radical 1000 study for you? Your company? Your industry? Read the full report, available for free, at www.Radical1000.com

BREAK OUT THE NUNCHUCKS AND LET THE STREETFIGHTING BEGIN.

Victories are no longer civilized affairs won by following the rules. Not in the boardroom, and not on the squash court. Today, success is won in the streets with your cunning and instinct. You have to roll up your sleeves. You have to figure out how to get to the sales meeting to present your work, even if all flights out of O'Hare are delayed because of a blizzard.

Are you willing to push harder, work faster, and think smarter no matter what obstacles arise?

Yes?

**THEN GET UP OFF THE FLOOR,
WIPE YOUR BLOODIED CHIN,
AND GET BACK IN THE FIGHT.**



**BEING IN A CRAP
JOB ISN'T YOUR FAULT.
STAYING IN A CRAP
JOB IS.**



This one hurts and I say it gently. So many people are just trying to survive in their jobs. But here's the thing: Your career belongs to you, and only you. Even in a loathsome job, even if you're paying private school tuition for two kids, you're not without options. A job can control your time and paycheck. But it cannot control your future. Unless you allow it to.



INFO TO GO

If your job limits your potential or your happiness, it's time to exit. But how to exit with your integrity and reputation intact? Learn more at www.outta-here.com

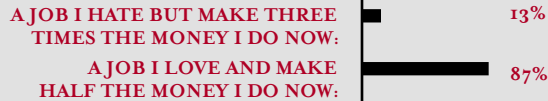
MONEY FOLLOWS GREAT WORK, NOT THE OTHER WAY AROUND.

There's an expression: "If you take a job for the money, you always pay." In the long run, the point isn't to make more money. The point is to consistently create work that makes you fulfilled and proud. That's how to reclaim your career.

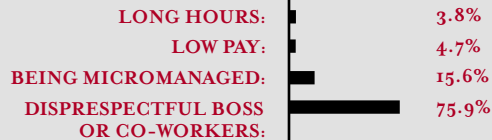


Consistently throughout our study, we found that what people really want is challenging work, a supportive supervisor, respectful colleagues, and the promise of growth.

Which would you choose:



Which is your idea of professional hell:



**INSIDE
HOT TIPS**

"IS THAT OPPORTUNITY KNOCKING? OR THE REPO MAN?"

These questions will help you intelligently evaluate a prospect before starting a bargain basement sale.

- Is this an "I'd-sell-my-firstborn" opportunity? Is it a primo company, with visionary plans, and brilliant co-workers? Are you being offered greater control and potential?
- If the job isn't well paying, is it inversely rewarding you in other ways? It's a sliding scale. The less money there is, the greater the opportunity must be to justify it.
- Are you just giving away the milk for free? Is it an investment, or charity? Is this offer fair, or just a bunch of cheap bastards low-balling you?

EXPRESSING YOUR TRUEST SELF IS THE ULTIMATE COMPETITIVE ADVANTAGE.



Traditional corporate culture induces mind-numbing homogeny. Success requires fitting in. The game is to get the “right” suit, the “right” handshake, the “right” letterhead. Hundreds of books tell you how to be right.

*But “right” is standard. Boring.
And frankly, beneath you.*

Being a careerist means being the biggest, best version of yourself.

Never dumb yourself down,
or think less interesting thoughts.

Never compromise your innate advantages.

Never confuse a cubicle with a pigeonhole.



INFO
TO GO

What is your truest self? Find it at
www.ultimate-competitive-advantage.com.