



42TM
Rules
to Jumpstart
Your Professional
Success

2ND EDITION

A Common Sense Guide to
Career Success

BUD BILANICH

"THE COMMON SENSE GUY"




**SECOND
EDITION**

42 Rules to Jumpstart Your Professional Success (2nd Edition)

A Common Sense Guide to Career
Success

By Bud Bilanich

SUPERSTAR
press

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Praise For This Book!

"Bud has captured what is missing throughout corporate America today—his approach is very pragmatic, applicable and a real wake up call. As always Bud has found a way to condense a whole thesis into a very usable daily approach that you can easily share with your entire organization. Outstanding!"

John A. Salvagno, Vice President Operations, Norwich Pharmaceuticals, Inc.

"Bud has a down-to-earth, positive approach and shares his ideas in a most engaging way. His wisdom comes packaged in an entertaining and uplifting presentation. You learn more than you realize because you're having so much fun along the way."

Helen H. Hand, Ph.D., President, Colorado Free University, Inc.

"We have used Bud Bilanich's career books and materials for years. They fit well into our type of community college student services. Our students like the clear, simple, usable advice."

Michael Rusk, Dean of Students, Community College of Denver

"This book is fundamental to generating professional success. Whether your business is into social media or sociology, this book applies to all business professionals and shares gems of advice that both motivate and inspire you. Bud is a renowned expert with an incredible professional history. Learning from Bud's common sense is akin to obtaining a free Masters degree. Quite simply, if you are serious about wanting to 'Jumpstart Your Professional Success,' add this book to your 'must-read' list."

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"Bud Bilanich has proven that knowing the rules of success will lead you to success. He shares his practical guidelines in an honest and entertaining format that will lend insight to creating your own success. This is the how-to book that lays it all out, and one you'll want to share with colleagues, friends and family. Full of wisdom and experience, this book should be in everyone's library."

Bobbi Benson, Creative Strategic Director, Peace Together

"Bud Bilanich's 'Common Sense' column is one of the most popular monthly features in PM 360 because he provides brilliant advice on achieving success by employing simple, thoughtful, consistent practices. His commonsense approach to career and life success shines though in his new book 'Straight Talk for Success.' Bud makes common sense a science. You've got to read this book if you're serious about your professional success."

Anna Stashower, Publisher, PM 360 - the Full Spectrum of Product Management

"Bud Bilanich is a personal inspiration for me. Positive, creative and a true example of success, Bud demonstrates his sincere desire to help others through his writing and work. I love reading the commonsense advice offered on his blog so much that I recently begged him to become a contributor for OfficeArrow. His newest endeavor, '42 Rules to Jumpstart Your Professional Success,' is another outstanding achievement. With his down-to-earth 'Uncle Bud' tone, you can't help but feel empowered and hopeful. Bud makes me believe that I am capable of achieving anything I set my mind to. I think *everyone* has something to learn from Bud and his 42 Rules. I recommend this book highly. Buy multiple copies—one for yourself and several to give away. You'll want to share what you learn! "

Chrissy Scivicque, Managing Editor, OfficeArrow.com

As always, this one is for Cathy
and for my mom
Henrietta Dworkowski Bilanich
1926 – 2009
the two most important women in my life.

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I'd also like to thank the many friends and colleagues who have influenced my thinking over the years. The list is long, so I won't go into it here, but you all know who you are.

Finally, after a long illness, my mom passed away on January 30, 2009. However, her wisdom lives on in my writing. If you like this book, thank her. If you don't like what follows, blame me.

Bud Bilanich
Denver, Colorado
April 2009

Other Books by Bud Bilanich

'Straight Talk for Success'

'Your Success GPS'

'Star Power: Common Sense Advice for Becoming a Career and Life Success'

'I Want YOU...To Succeed!'

'4 Secrets of High Performing Organizations'

'Fixing Performance Problems'

'Using Values to Turn Vision Into Reality'

'Supervisory Leadership and the New Factory'

'Leading With Values'

'Solving Performance Problems'

Praise for Bud Bilanich's Books

Straight Talk for Success

"Bud, The Common Sense Guy, Bilanich, has done it again...put together a roadmap for both career and life success. Bottom-line: this is one of the very best 'how to' success books I've ever read and recommend it highly."

Eric Harvey, Co-author, 'Walk the Talk: And Get the Results You Want'

"This fast-moving book is loaded with practical ideas and strategies you can apply immediately to achieve greater success."

Brian Tracy, Author, 'The Way to Wealth'

"Bud Bilanich's 'Straight Talk for Success' is like having Cliffs notes for success but much more entertaining. He is a pithy writer who tells fascinating stories that illuminate the point he is making. Bud is generous with his advice, sensitive to the reader's time and highly entertaining. This is a must read."

Helen Whelan, CEO & Founder, SuccessTelevision.com

"If you're aiming to succeed at virtually any endeavor, make a beeline to 'Straight Talk for Success,' Bud Bilanich's brilliant book that shows you how to use not smoke and mirrors, but common sense to achieve your goals. When you do read it, you'll realize that common sense isn't very common these days, but Bud has captured its lightning in this book."

Jay Conrad Levinson, The Father of Guerrilla Marketing

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"Elegantly simple."

**Karen Katen, President, Pfizer Global Pharmaceuticals
Executive Vice President, Pfizer, Inc.**

"Full of wisdom that applies to leaders of all types of organizations."

John Arigoni, President and CEO, Boys and Girls Clubs of Metro Denver

"Simple but powerful concepts."

Chase Carey, CEO, Fox Television

"Any leader, from CEO to mail room supervisor, will find easy-to-use ideas in this book."

Ron Guziak, Executive Director, Hoag Hospital Foundation

Using Values to Turn Vision Into Reality

"A simple but powerful book. Read it!"

Ken Blanchard

"Refreshing and useful. Effectively takes important leadership concepts and brings them to life."

Peggy Williams, President, Ithaca College

"An excellent 'how-to' book on turning vision and values into value-added results."

Eric Harvey, Co-author, 'Walk the Talk...and Get the Results You Want'

Supervisory Leadership and the New Factory

"This book is must reading for anyone interested in managing an effective manufacturing organization."

Tony Maddaluna, Vice President Manufacturing, Europe Pfizer, Inc.

Fixing Performance Problems

"Dr. Bilanich has once again provided his readers with an easy to read, practical guide for managing performance. His new book provides simple, commonsense ideas on fixing performance problems. This information is particularly useful in manufacturing environments. It provides an excellent guideline for middle managers and supervisors to use when dealing with difficult performance issues."

J. R. Mulkey, Director of Operations, Adams and Brookhaven Plants, Minerals Technologies, Inc.

"This is a book I wish I had when I was beginning my career as an HR generalist."

Sylvia Montero, Senior Vice President Human Resources, Pfizer, Inc.

"As entrepreneurs, we know firsthand the importance of fixing performance problems. Bud Bilanich's book is full of commonsense advice on this subject. Anyone who owns a small business should read and study it."

Jack Davis and Rob Likoff, Founders, Group DCA

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Foreword by Cynthia Brian

Where is the best place to meet a great guy? At a conference for women, of course!

I was one of the featured speakers on this particular day with a presentation about envisioning the possibilities. After I descended from the stage, a gentleman appeared at my booth with a book in his hand. "Cynthia, I am Bud Bilanich, and we have a lot in common." The confident Common Sense Guy handed me an autographed copy of 'Straight Talk for Success' and our mutual friendship began.

After reading his inspiring book, I invited Bud on my radio show, *Starstyle-Be the Star You Are!* to discuss his secrets for success. With enthusiasm and excitement, Bud shared his optimistic, no nonsense plans for achievement. What impressed me most was his earnest desire to help others succeed. It was obvious that he was a man of integrity, an individual who role modeled responsibility, and enjoyed being a mentor.

His newest book, '42 Rules to Jumpstart Your Professional Success,' is yet another brilliant gift to the world. As a cancer survivor, Bud understands that life is precious and time is to be valued. Although he calls his forty-two suggestions *rules*, they are realistic tools to aid you on your path of excellence. As you tackle each one, you'll find yourself learning to design your own life based on your own guidelines. Why live in the shadow of someone else when you can shine brightly on your own?

As I read and reread Bud's forty-two rules, I attempted to name a favorite. What I discovered is that each one is crucial to defining the person

you want to be. All of the rules summarize commonsense ideas that will never let you down. Once you dream the dream, clarify your purpose, be optimistic, believe in yourself and all the possibilities, you are ready to move forward, living expansively with passion and positivity in both your professional and personal lives.

Make sure to take Bud's advice to break the rules while creating your own. I would never have met this magnificent man had he not attended a "women only" conference. How grateful I am that Bud dares to be different! He challenges you to do the same. His actions accurately demonstrate that '42 Rules to Jumpstart Your Professional Success' truly works in real time.

Start anywhere. The important thing is to begin today. Pick up this book, buy it for a friend, and share the simple strategies knowing that you have the Common Sense Guy, Bud Bilanich, as your guide on the side. Why settle for mediocrity when greatness is probable?

Smile, have fun, take measured risks. You are about to be the star you are!

Cynthia Brian
*New York Times Best Selling Author, Speaker,
Coach, Radio/TV Personality*
<http://www.cynthiabrian.com>

Intro

You deserve to become a professional success.

Are you ready for some commonsense advice that will accelerate your journey to professional success?

If so, you have the correct book in your hands. I've written these 42 *rules* to help you create the successful life and career that you deserve. That's right—you deserve to become a professional success. Everybody does!

I am happy to be joining the 42 Rules book family. I've read almost every book in this series. They are all filled with simple, straightforward advice. That's what you'll find in this book too—simple, straightforward advice on how to take charge of your career and become a professional success.

I've developed these rules over the last 37 years. They've helped me build a great coaching, speaking and consulting business. I'm sure they can help you too, no matter what you choose to do with your life and career.

These rules are broken into five main sections:

- Self Confidence
- Positive Personal Impact
- Outstanding Performance
- Dynamic Communication
- Interpersonal Competence

Outstanding performance is at the heart of these sections, because you can't succeed if you're not an outstanding performer. However, outstanding performance is not enough. It's merely the price of admission to the success game. Outstanding

performance is about *what* you do. But as I've said thousands of times, "It's not just what you do, it's how you do it."

The first, second, fourth and fifth sections of this book provide you with advice on how to conduct yourself as you go about delivering outstanding performance, the focus of Section 3. This should tell you something. One-fifth of the book is devoted to what you do, four-fifths is devoted to how you do it. Some simple math should tell you what I think is most important when it comes to jumpstarting your professional success.

You may already be aware of and practice some of these rules. Others may be new to you. Still others may be strange to you. I ask you to read what I've written in the following pages with an open mind. Think about each rule. If it makes sense to you, use it. If part of it makes sense, use the part that works for you. If you think I'm nuts, think again. If, upon further thought, you still think I'm nuts, take a big black marker and cross out the rule. In other words, use only those rules that make sense to you.

Thanks for reading this book. I hope you enjoy it. Please send an email to Bud@Budbilanich.com with your comments and thoughts. I promise to read and respond to every email I receive.

I hope these 42 rules are the launching pad for the successful life and career you deserve.

1

Rules Were Meant to be Broken

I want you to succeed. If breaking these rules is the best path to success for you, go on and break them with abandon.

Thanks for picking up and reading '42 Rules to Jumpstart Your Professional Success.' As you begin reading, please keep in mind that these are *rules* that I've created for myself. They work for me. They have guided my behavior for the past 37 years and have helped me build a multi-million dollar coaching, speaking and consulting business. These rules have helped me become both a personal and professional success. I think of them as my personal roadmap for professional success—kind of like a success GPS.

But there are many ways of getting from point A to point B. I offer these rules as guidelines to you. Some of them may make perfect sense to you. If so, great; use them to help you grow, prosper and succeed. Others may be just OK to your way of thinking. In that case, take what you want and leave the rest. I urge you to modify any rule in any way you want. Finally, some of these rules may make no sense at all to you. If that is the case, ignore them. Feel free to rip them out of the book, or cross them out with a magic marker.

If you decide to break, ignore or tinker with some of these rules, please send me an email at Bud@BudBilanich.com telling me why you chose to break the rule, what you did and how it worked out. I'm always looking for good ideas. Most likely, your suggestions will make it into the second edition of '42 Rules to Jumpstart Your Professional Success.'

On the other hand, I'm also interested in knowing which of these rules made a lot of sense to you and really helped you. Please send me an email if you found one or more of these rules to be particularly helpful. Tell me how you used it and the results you achieved.

I have created a blog to accompany this book. It is at http://42rules.com/jumpstart_success/. I will publish and discuss your comments there. By writing about your experience with these rules, you will be helping all of the readers of this book. I like to create communities of readers for my books—communities in which we can all learn from one another.

Even if you choose to not share your experiences with these rules, please remember that they are guidelines only. They have worked for me; but you are not me and I am not you. That's why I suggest you read them with a critical eye and adapt them to your unique life and your unique situation.

The commonsense point here is simple. Like most rules, these rules are meant to be broken, tinkered with, ignored or used as is. Do what makes the most sense to you. I want you to succeed. If breaking these rules is the best path to success for you, go on and break them with abandon. If you find wisdom in them, please apply it with equal abandon.

After all, success is a journey, not a destination. I hope these rules will help make your journey smoother and more enjoyable.

2

Clarify Your Purpose

Clarity of purpose and direction is fundamental to your professional success.

In my book, '4 Secrets of High Performing Organizations,' I point out that all successful, high performing organizations have four things in common: clarity of purpose and direction; the sincere commitment of all organization members; skillful execution of the things that matter; and mutually beneficial relationships with important outside constituencies.

Clarity of purpose and direction is also fundamental to your professional success. It all begins with a clear picture of how you define professional success.

When I was 25, if you asked me what I wanted to be doing when I was 50, I would have told you, "Running a one-person consulting, coaching and speaking business from my house." Guess what? I have been running a one person consulting, coaching and speaking business from my house ever since 1988. My clarity of purpose propelled me toward my goal.

I have a friend who is a serial entrepreneur. He started a software business when he was 27. He built it up and sold it to a major computer manufacturer by the time he was 35. He has since started and sold four other companies. His clarity of purpose lies in the challenge of creating something new, building it into a viable sustainable business, and then moving on.

I have another friend who recently retired as the Executive VP of Human Resources for a Fortune 50 company. We were chatting a few days ago.

She told me that when she was in college, she decided that she was going to join a good company and work her way up the ladder. She took an entry level HR job with a company she liked. It took her over 25 years, but she eventually became the most senior HR person in that company. Her clarity of purpose and definition of success was different from mine and the serial entrepreneurs, but she reached her goal.

My second friend told me that her son has yet a different definition of success. He is not interested in climbing the corporate ladder, or in being an entrepreneur. He wants an interesting job where he can contribute, but he doesn't want to spend inordinate amounts of time at work. He wants to spend as much time with his family as he can. His definition of success is different from that of his mother.

All four of us are professional successes—according to our clarity of purpose.

There is no one correct definition of professional success. There are as many definitions as there are people in this world. Your definition of professional success is what's right for you—not anyone else. I would not have been happy building and selling a number of businesses in succession, climbing a corporate ladder or working for a large company in an individual contributor position. However, as you can tell from the stories of the three people above, they were. They knew what they wanted and they went after it.

That's why clarifying your purpose is so important. Your clarity of purpose provides both a foundation and launching pad for your professional success. The old saying, "If you don't know where you're going, you won't know when you get there" is a cliché but true. Getting clear on your personal definition of professional success is the first step to becoming a professional success.

If you haven't already done so, I suggest you take some time and think about your clarity of purpose. How do you define professional success for yourself? Keep that purpose and definition of success in mind as you read the other rules in this book. Think about how these rules can help you reach your purpose.

3

Take Personal Responsibility for Your Professional Success

I am the only one who can make me a success. You are the only one who can make you a success.

It takes five things to succeed in your career and life: self confidence, positive personal impact, outstanding performance, dynamic communication skills, and interpersonal competence. Each of these is a key factor in becoming successful. However, there is one idea that is so fundamental to success that it is the foundation on which all five of these points rest: personal responsibility.

It's simple, really. Success is all up to you, and me, and anyone else who wants it. We all have to take personal responsibility for our own success. I am the only one who can make me a success. You are the only one who can make you a success.

Stuff happens: good stuff, bad stuff, frustrating stuff, unexpected stuff. Successful people respond to the stuff that happens in a positive way. Humans are the only animals with a free will. That means we—you and I—get to decide how we react to every situation that comes up. That's why taking personal responsibility for jumpstarting your professional success is so important.

Personal responsibility means recognizing that you are responsible for your life and the choices you make. It means that you realize that while other people and events have an impact on your life, these people and events don't control your life. When you accept personal responsibility for your life, you own up to the fact that how you

react to people and events is what's important. And you can choose how to react to every person you meet and everything that happens to you.

The concept of personal responsibility is found in most writings on success. Stephen Covey's first habit in 'The 7 Habits of Highly Effective People' is, "Be proactive." My friend John Miller's book 'QBQ: the Question Behind the Question' asks readers to pose questions to themselves like, "What can I do to become a top performer?" John really believes that taking personal responsibility for your life and career is the key to professional success.

The five keys to success—self confidence, personal impact, outstanding performance, communication skills, and interpersonal competence—work only if you are willing to take responsibility for your life and career. Personal responsibility is the foundation on which this model is built.

Personal responsibility means using this material once you learn it. I've written this book to provide you with useful information and knowledge on becoming a professional success. But, as the U.S. Steel pencils my Dad brought home from work used to say, "Knowing is not enough."

When I was a kid, I was really fascinating and puzzled by these pencils. "Knowing is not enough—what the hell does that mean?" I used to think. I spent hours struggling with that idea. I was too stubborn to ask a grown-up.

When I got to Penn State, I took Philosophy 101 my freshman year. We had to read Johann von Goethe. One day, as I was plowing through an assignment, I came across this quote: "Knowing is not enough, we must do. Willing is not enough, we must apply."

Boy was I glad I took that course! It solved one of the profound mysteries of my childhood: "Knowing is not enough." As I take it, you have to take what you learn and use it, or what you've learned isn't very valuable. That's part of personal responsibility, using your knowledge to achieve your goals.

The other rules in this book will provide you with some ideas on what to do to jumpstart your professional success. It's up to you to think about these rules, decide how you are going to use them, and then to put them to work for you. That's what personal responsibility is all about.



Section I

Self Confidence

- Rule 4: Build Your Self Confidence
- Rule 5: Become an Optimist
- Rule 6: Harness the Power of Affirmations
- Rule 7: Face Your Fears and Act
- Rule 8: Surround Yourself With Positive People
- Rule 9: Find a Mentor
- Rule 10: Mentor Others

4

Build Your Self Confidence

If you believe in yourself and your success, you are likely to find ways to make that belief come true.

I love stories. I think they are a very powerful way of making important points. Here's one of my favorites about self confidence.

The business executive was deep in debt and could see no way out. Creditors were closing in on him. Suppliers were demanding payment. He sat on the park bench, head in hands, wondering if anything could save his company from bankruptcy.

Suddenly an old man appeared before him. "I can see that something is troubling you," he said. After listening to the executive's woes, the old man said, "I believe I can help you." He asked the man his name, wrote out a check, and pushed it into his hand saying, "Take this money. Meet me here exactly one year from today, and you can pay me back at that time." Then he turned and disappeared as quickly as he had come.

The business executive saw in his hand a check for \$500,000, signed by John D. Rockefeller, then one of the richest men in the world! "I can erase my money worries in an instant!" he realized. But instead, the executive decided to put the uncashed check in his safe.

Just knowing it was there might give him the strength to work out a way to save his business. With renewed optimism, he nego-

tiated better deals and extended terms of payment. He closed several big sales. Within a few months, he was out of debt and making money once again.

Exactly one year later, he returned to the park with the uncashed check. At the agreed-upon time, the old man appeared. But just as the executive was about to hand back the check and share his success story, a nurse came running up and grabbed the old man.

"I'm so glad I caught him!" she cried. "I hope he hasn't been bothering you. He's always escaping from the rest home and telling people he's John D. Rockefeller." And she led the old man away by the arm.

The astonished executive just stood there, stunned. All year long he'd been wheeling and dealing, buying and selling, convinced he had half a million dollars behind him. Suddenly, he realized that it wasn't the money, real or imagined, that had turned his life around. It was his newfound self confidence that gave him the power to achieve anything he went after.

As nice as this story is, I doubt it is actually true. However, like a lot of fables, it makes a great commonsense point about professional success. If you believe in yourself and your success, you are likely find ways to make that belief come true. Think about it.

If you want to become self confident you need to do five things.

- Become an optimist. Learn from, and then forget yesterday's mistakes. Focus on tomorrow's achievements.
- Face your fears and take action. Action cures fear. Procrastination and inaction compound it. Failure is rarely fatal. Do something—anything—that will move you closer to achieving your goals.
- Surround yourself with positive people. Build a network of supportive friends. Jettison the negative people in your life.
- Find a mentor. A strong mentor will help build your confidence and guide you along the way. Mentors are positive people by definition—because they are willing to share their knowledge and experience to help others grow and succeed.
- Become a mentor. It's never too early to begin helping others. You have learned things that can greatly benefit others. Be willing to share what you've learned to help others from having to learn it the hard way—through personal experience.

5

Become an Optimist

Embrace your mistakes and failures. Learn from them.

Treating your mistakes and failures as learning opportunities is a great way to jumpstart your professional success.

There's an old saying, "Optimists are right, pessimists are too. You get to choose which one you'll be." I choose optimism. Optimism is a great way to jumpstart your professional success.

When I was a young guy, I participated in the Optimist International oratory contest. The topic that year was, "Optimism, Youth's Greatest Asset;" which is hard enough for a ninth grader to say, (Think Joe Pesci in *My Cousin Vinny*.) I let alone to write and deliver a 10-minute talk on. It was a great experience for me; one that gave me some of the confidence I needed to become a professional speaker.

Optimist International is a great service organization. Their mission is to bring out the best in kids and to help them develop to their full potential by providing hope and a positive vision. The Optimist Creed is their touchstone. It is some of the best commonsense advice I've ever seen. I have a copy of it posted in my office. See for yourself....

The Optimist Creed

Promise Yourself:

- To be so strong that nothing can disturb your peace of mind.
- To talk health, happiness and prosperity to every person you meet.

- To make all your friends feel that there is something in them.
- To look at the sunny side of everything and make your optimism come true.
- To think only of the best, to work only for the best, and to expect only the best.
- To be just as enthusiastic about the success of others as you are about your own.
- To forget the mistakes of the past and press on to the greater achievements of the future.
- To wear a cheerful countenance at all times and give every living creature you meet a smile.
- To give so much time to the improvement of yourself that you have no time to criticize others.
- To be too large for worry, too noble for anger, too strong for fear, and too happy to permit the presence of trouble.

The seventh point of The Optimist Creed—forget the mistakes of the past and press on to the greater achievements of the future—is the most helpful for me. I am an active person. I am always looking for new and better ways to do my work and get across my message. I try new things all the time. Some of the things I try don't work out as I planned and hoped. I treat these failures as learning experiences. I use them to help me to create greater achievements in the future.

That's what optimists do; and what you should do too. Embrace your mistakes and failures. Learn from them. Treating your mistakes and failures as learning opportunities is a great way to jumpstart your professional success.

If you follow the commonsense advice in The Optimist Creed you will not only become a more self confident and optimistic person, you will become a professional success.

I believe in The Optimist Creed so strongly that I have created a frameable copy. If you would like to hang it up in your workspace, please go to <http://budbilanich.com/optimist>.

6

Harness the Power of Affirmations

Affirmations work. Decide what you want, visualize yourself as having it, and tell yourself you have it.

Self confidence leads to professional success, which in turn leads to increased self confidence, which leads to higher levels of success.

You might be saying, "That's great, but how do I become self confident if I'm new in my job or career and haven't had a lot of success to bolster my self confidence?" There's an old saying that applies here: "Fake it till you make it." In other words, act as if you're successful. This will help you succeed. Your success will help you build your self confidence.

How do you "fake it, till you make it?" Begin with affirmations. If you're in a new job, tell yourself something like, "I have the skills and desire to succeed in this job," several times a day. If you repeat this to yourself often enough, you will begin to believe it. This will help you perform at the level necessary in order to actually succeed in your job.

Affirmations are positive self talk. The idea behind affirmations is that when you think of the things to which you aspire, like being a professional success, and then tell yourself that you are a professional success, you will believe that you can become successful. More importantly, you will be more likely to do the work it takes to make that aspiration come true.

These 42 rules explain my model of career and life success. This model has five points. I often use a star to depict this model. I sometimes even talk about becoming a career and life star. I like the star metaphor. Daily, I repeat the following affirmation to myself: "Bud Bilanich is a star."

I've done a lot of working in making this affirmation a reality—redoing my websites, developing better promotional materials, speaking, writing books, and blogging.

I've also done something a little unusual. A few years ago, I went to a "Name a Star" website and named a star after myself. Now I can say "Bud Bilanich is a star" and really believe it, because Bud Bilanich really is a star.

Bud Bilanich the star, is Catalog Number TYC868-1011-1 in the constellation Leo. Bud Bilanich has a Visual Magnitude indicator of 11.2. Right Ascension is 11h 58m 21s. Declination is 11 degrees, 43' 18".

I don't have a clue what all of these things mean, except the constellation Leo, which I chose because my birthday is August 14. But I do know one thing. Bud Bilanich is a star!

How's that for an affirmation?

Affirmations work. And you don't have to go to the lengths I did to make them work. Just decide what you want, visualize yourself as having it, and tell yourself you have it. Then do whatever it takes to make your affirmation come true.

Affirmations alone, however, are not enough to guarantee your professional success. You have to do the work. Spend the time necessary to accomplish your goals. Volunteer for projects that will get you noticed. Become an expert on your company, its competitors, and your industry. In other words, bust your butt, and you will succeed.

Self confidence will come with this success. The self confidence → success → self confidence cycle is an upward spiral. You have to enter the cycle somewhere. Most of us don't have a strong track record as we begin our careers, move into a new job, or start a business. Therefore, you have to "fake it till you make it" by finding ways to bolster your self confidence until you have some real successes on which you can build. Affirmations are a great tool for helping you "fake it till you make it."

7

Face Your Fears and Act

A boat that never leaves the harbor is pretty safe. However, it is not doing what it is meant to be doing. The same is true for people.

Fear is normal. Fear is common. Fear is human. However, fear is a success killer. We're all afraid sometime. Successful people face their fears and act. I've learned a few things about fear over the years.

Fear breeds indifference. Indifference breeds self doubt and worry. Often, it's easier to go with the flow and do nothing than attempt to do something of which you're afraid. When you say to yourself, "It's okay, it doesn't really matter anyway," ask the next question—"What am I afraid of here?" Identifying your fear is the first step in dealing with it.

Self doubt is a form of negative self talk. Our words can become self-fulfilling prophecies. Positive self talk leads to success. Negative self talk leads to fear and failure. If you catch yourself saying things like, "I can't do this; I'll never be successful; I'll never get out of this mess," then you never will. If you say things like, "I can do this; I have what it takes to succeed; I can solve this problem," then you will.

Worry and excessive caution will paralyze you. Some people spend so much time worrying about the bad things that *could* or *might* happen that they never take action and actually do something to prove that good things happen too. Worrying too much can bring you and your life to a screeching halt.

A boat that never leaves the harbor is pretty safe. However, it is not doing what it is meant to be doing. The same is true for people. If you never take a risk, you'll never know what you are capable of accomplishing.

Here are my tips for battling your fears.

Identify what you fear. Figure out why you're afraid. Is it fear of failure? Is it fear of making the wrong decision? Is it fear of a lost opportunity? Are you afraid that you aren't up to task? Once you identify the reason behind your fear, you are well on the way to overcoming it.

Admit your fears. It's okay to be afraid. You wouldn't be human if you were never afraid. A common definition of courage is the ability to feel fear and still do what you need to do regardless. In 1988, I faced a very frightening decision. Should I stay in a comfortable but ultimately unsatisfying job with a large corporation, or should I start my own business? I was afraid of failing. Failing meant that I would lose my savings and have to start over again, looking for a job in another corporation. However, once I identified and admitted my fear, I was able to take the next step—acceptance.

Accept your fears. Accepting your fears is important, because it shows that you know you're human. Once I accepted that I was afraid of failing, I was able to start my business and succeed. In fact, I embraced my fear of failure. It made me work harder; it pushed me to work the long hours and learn the entrepreneurship lessons necessary to be successful as a self employed coach, consultant and speaker.

Take action. Action cures fear. It is the most important of these four steps. Do something! The worst thing that can happen is that you'll find it was the wrong thing to do—and you will have eliminated at least one thing from your list of possible actions.

Action is the antidote to fear. In most cases, you'll choose wisely and your fears won't be realized. In the cases when you choose poorly, you'll find that failure isn't as catastrophic as you imagined. Successful people learn from their failures. By taking action on your fears, you win on both counts. You win if you make a good decision and things work out. You even win if you make a bad decision and things go poorly, because you have an opportunity to learn from your decision and the subsequent problems you faced.

8

Surround Yourself With Positive People

Positive people help you feel good about yourself, because they feel good about themselves and life in general.

Successful people surround themselves with positive people—people who are both positive by nature, and positive about success in their lives and careers. Positive people are optimistic, and as I've discussed above, optimism is the first step in building self confidence.

Positive people help you feel good about yourself, because they feel good about themselves and life in general. They help you build your self esteem because they have a strong sense of self esteem. Positive people are there when you begin to doubt yourself. They are not threatened by you or your success. They realize that self esteem is not a fixed pie. There is an unlimited amount of it to go around, so positive people are always giving it away. You can build your self confidence and jumpstart your professional success just by being around upbeat, positive people.

Not too long ago, I did a talk for a local real estate company. This was at the height of the subprime mortgage crisis, not a good time to be in the real estate business. As people entered the room and saw me, most came over, asked if I were the speaker, and introduced themselves. This was great, because it helped put me at ease. Once I knew people's names, it was easier to feel relaxed and enjoy doing my talk.

As the moderator kicked off the session, she recognized several people in attendance, all of whom got a nice round of applause for their ac-

complishments. When she introduced me, the audience also applauded. During my talk, I could see people taking notes and nodding their heads as I spoke. All of this made it easier for me to connect with them as an audience and to do a better job on my talk. In short, my self confidence was buoyed by the positive energy I observed prior to and during my talk.

I'm a professional speaker. I do lots of speeches. And I get a little nervous before each one. I welcome these nerves, because I know they are my body's way of telling me that I am up for the presentation. I worry when I'm not a little nervous, as that is an indicator that I might be a little flat during the talk.

However, because people introduced themselves to me prior to my talk, I knew that this was a positive audience. I still had the positive butterflies, but my nerves were in check and my self confidence high because of the positive energy in the room.

When I got to the part in my talk about surrounding yourself with positive people, everyone in the audience nodded. They got it—they knew exactly what I was talking about. After the talk, a few people came up to me to discuss that very point. They said that being in the company of positive people was one of the most important aspects of their success.

This is a small example, but a telling one. To succeed in sales, you have to be self confident. By its very nature, selling involves a lot of setbacks and rejection. It takes a self confident person to make the sixth call after not getting anywhere on the previous five. Successful salespeople face and deal with their fears of rejection. And they seek out positive people to help them stay motivated to keep doing what it takes to succeed.

This is important in other aspects of life as well. The people around you have an amazing impact on your view of life. When you surround yourself with negative or cynical people, you become negative and cynical. On the other hand, when you surround yourself with positive, self confident people, you become positive and self confident.

The choice is yours. I choose to surround myself with positive people. Not only do they help my self confidence, they are more fun to be around.

9

Find a Mentor

It takes a positive person to give of himself or herself to help another learn, grow and succeed.

The term "mentor" comes from *The Odyssey*. Odysseus entrusted the care of his son, Telemachus, to Mentor when he set out to fight the Trojan War. The best mentors will help you learn and grow by sharing their knowledge and wisdom with you. In this way, you can benefit from their experience without having to suffer the consequences of gaining that experience firsthand.

Mentors are positive people by definition. It takes a positive person to give of himself or herself to help another learn, grow and succeed.

I have been fortunate to have had several mentors in my life and career. All of them shared several characteristics. They all...

- Were willing to share their wisdom, knowledge, skills, and expertise.
- Had a positive outlook on life. They helped me through tough times and showed me how to find opportunity in the difficulties I was facing.
- Were genuinely concerned about me and my success. In addition to being knowledgeable, they were empathic.
- Really knew what they were doing. I respected them for their knowledge and skills.
- Kept growing themselves. All of my mentors were curious and inquisitive. Sometimes the roles were reversed. They asked what I was reading, and then read the books themselves—so they could learn and we could discuss the ideas.

- Gave me direct, constructive feedback. They held me to high standards. They congratulated me when I met their expectations. They corrected me when I failed to do so—but in a manner that I learned what not to do the next time.
- Were respected by their colleagues. People who are highly regarded in their field or company make the best mentors.
- Sought out and valued the opinions of others. My best mentor always told me to listen most carefully to the people with whom I disagreed—in that way I might learn something. He was right.

As the old saying goes, a mentor is someone whose hindsight can become your foresight.

Do you want to find a mentor? Just look around you. Who are the people you admire and want to emulate? Watch what they do, and do the same. I've had several mentors who never even realized they were mentoring me.

I learned how to build a network of solid contacts by watching Maggie Watson. I learned the rules of business etiquette and dressing for success by watching Bill Rankin. I learned how to become a first rate public speaker by watching Steve Roesler. I learned how to become a trusted advisor by watching Don Nelson. I learned how to carry myself with dignity in even the most difficult situations by watching JF and Carol Kiernan. I learned how to become a better conversationalist by watching Cathy, my wife.

The reverse is also true. I've learned plenty about what not to do to build self esteem, give performance feedback and treat people with respect and dignity from observing a few of my managers over the years.

I've found that if you want to have an acknowledged mentoring relationship, all you have to do is ask. Go to the people you admire and tell them that you admire their judgment and would like to learn from them. Ask if you can impose on their time to get answers to questions you have. I have never had anyone turn me down when I've asked this way.

10

Mentor Others

The more you serve others, the more confidence—and success—will come your way.

Just as it's important to find someone you respect to mentor you, it's also important to mentor others. You don't have to be in a formal leadership position or have years and years of experience to mentor someone else. It's never too early to become a mentor. We all have something to give, and the sooner you begin giving, the better. If you're in college, you can mentor high school students. If you're a recent graduate, you can mentor others still in school.

I take great joy in mentoring other people. I love it when I can use my experience to help accelerate the growth of someone else. It takes the sting out of some of the negative consequences I've experienced because of poor judgment. I think to myself, "At least he or she won't have to go through that."

In his great book 'Love is the Killer App,' Tim Sanders tells the story of how he turned one of the people who worked for him from a "mad dog" into a "lovecat." The advice is simple: "Offer your wisdom freely...and always be human."

Tim is right on. Mentoring is a great way to become a lovecat by serving others. The more you serve others, the more confidence—and success—will come your way. Besides that, you'll grow by mentoring. As you reflect on your life experiences and distill them into some nuggets that you can share with others, your knowledge will become wisdom. In addition to

being better able to help others learn and grow, you will be better able to take advantage of what you know. You never learn something so completely as when you teach it to another person.

Any mentoring relationship needs to focus on the person being mentored. While mentoring someone will most often be a satisfying experience for you, remember that it is not about you—it's about the other person. Accept them for who they are. Help them proceed at their own pace.

The best mentoring relationships are guided by the person being mentored.

Mentoring should be a positive experience for both of you. That means that you need to avoid treating a person you are mentoring as incompetent or incapable. Rather, think of him or her as someone lacking in experience and who needs guidance. Don't criticize. Help the other person think through the consequences of his or her behavior and to identify more positive ways of handling difficult or troubling situations.

Hold the person you are mentoring responsible for his or her success. Give him or her small assignments. Don't let him or her off the hook if he or she fails to complete them. Be willing to give of yourself and your time, but make sure the other person is doing so too.

Realize that the relationship will end. If you've done a good job, the person you are mentoring will need to move on at some point. It's all part of the cycle. It can be hard to let go, but feel good about seeing someone move on to bigger and better things—and another mentor.

I've created an acronym to define what it takes to become a good mentor. A good mentor

- M Motivates you to accomplish more than you think you can.
- E Expects the best of you.
- N Never gives up on you or lets you give up on yourself.
- T Tells you the truth, even when it hurts.
- O Occasionally kicks your butt.
- R Really cares about you and your success.

Look for people with these qualities when you are searching for a mentor. Embody them yourself when you are mentoring others.



Section II

Positive Personal Impact

- Rule 11: Create Positive Personal Impact
- Rule 12: Develop and Nurture Your Unique Personal Brand
- Rule 13: Use the Web to Reinforce Your Brand Constantly and Consistently
- Rule 14: Become Active on LinkedIn
- Rule 15: Make Integrity the Cornerstone of Your Brand
- Rule 16: Dress One Level Up
- Rule 17: Manage Your Online Presence
- Rule 18: Always Be a Lady or Gentleman
- Rule 19: Know and Use Proper Business Meal Etiquette
- Rule 20: Business Meals Are Not About the Food

11

Create Positive Personal Impact

To create positive personal impact....You have to be seen by others as a person who is responsive to their needs and requests.

All successful people create positive personal impact. Positive personal impact is like charisma, only more so. People gravitate towards people with positive personal impact. When you create positive personal impact other people want to be around you. They want to work with you. They want to be your friend and colleague.

People with positive personal impact develop and nurture their personal brand. They are impeccable in their presentation of self. They know and follow the basic rules of etiquette. If you master these three keys, you'll be able to create positive personal impact.

I have a model of customer service that I use with my consulting clients. It begins from the premise that after any interaction your customers R.A.T.E. you. The people in your life R.A.T.E. you too. You can use your R.A.T.E.ing to build positive personal impact. It works like this...

- R stands for Responsiveness;
- A stands for Assurance;
- T stands for Tangibles; and
- E stands for Empathy.

If you notice, only one of the four points in the model—tangibles—is what you actually do for, or deliver to, the people in your life. The other three are the emotional measures by which people

judge you. These emotional measures are at least as important as the tangibles you deliver, especially when it comes to creating positive personal impact.

You have to deliver the tangibles. You must produce results. That's the cost of a ticket to the professional success sweepstakes.

However, you have to pay attention to the other three factors—responsiveness, assurance, and empathy—if you're going to make a positive personal impact while you're performing. Let's look at each of these three in detail.

Responsiveness. You have to ensure that the people in your life see you as someone who is willing to help, someone who understands what needs to be done and is willing to do it. Other people need to think that you will give them what they want, when they want it, and in a manner that they can use it.

Assurance. You have to be able to convey trust and confidence. People need to feel that you are going to deliver. To do this, you must be very knowledgeable about the people in your life and their needs and wants. You need to be clear on what you can offer them to help them meet their goals. You need to ensure that they are confident that you will do what you say you will do.

Empathy. The people in your life must perceive you as an individual who understands, cares about, and pays attention to their needs. To do this, you need to be willing to walk a mile in other people's shoes. You have to demonstrate to them that you are aware of and sensitive to their unique and individual needs.

The commonsense point here is simple. To create positive personal impact, you must do more than deliver results, look good, and act graciously. You have to be seen by others as a person who is responsive to their needs and requests. You have to build trust with these individuals, and you need to demonstrate that you understand their needs and issues.

12

Develop and Nurture Your Unique Personal Brand

Your brand is the two or three words you want people to most often associate with you.

What products come to mind when you think of great brands? Coca Cola, Levi's, The New York Times, Apple and Scotch Tape are but a few that come to my mind when I hear the word *brand*. People can be brands too: LeBron James, Oprah Winfrey, Martha Stewart, Tiger Woods are all strong brands. In fact, they are all readily recognizable by their first names.

If you want to become a professional success, you need to brand yourself too. Your personal brand differentiates you from everyone else in the world. My brand is "The Common Sense Guy." Because of my brand, people know that they can rely on me to provide them with commonsense advice that will help them reach their career, life and business goals. They also know that they will get this advice in a straightforward, easy to understand and apply manner, because after all, I'm just a common sense guy.

Spend time crafting your brand. Think of it this way; your brand is the two or three words you want people to most often associate with you. Decide what you want these words to be, and then go about making sure that all of the people with whom you come into contact think of you that way.

This is important because nature abhors a vacuum. If you don't brand yourself, others will. It's better to be in control of your personal brand by creating it yourself, than it is to let others create it for you.

Here's a real life example. I have a very successful friend. He owns a high profile and growing advertising agency. We met when we were both working for a very large Fortune 500 company. My friend is a fun guy, a big sports fan and very witty. Somehow his fun personality got him tagged as "immature." This is ironic because he is one of the most mature and hard working people I know. No matter, his immature brand cost him several promotions. He finally had to leave the company and begin someplace anew where he could establish a more positive brand.

Creating a strong personal brand is simple conceptually. Ask and answer these simple questions:

- How do I want people to think of me?
- What words do I want to people to use to describe me?

Think about these questions. Take your time. Answer them. Then do whatever it takes to make sure that other people think of you that way.

For example, if you decide that "hard working" is a term with which you would like others to associate with you, then work hard. Do your assignments well and on time. When you finish one task, ask for another. Come early, stay late. Ask questions to help you understand the business. Pretty soon, people will begin thinking of you as a hard worker—"someone who does everything we ask, and then asks for more." Once this happens, you'll know that you're on your way to creating your own special and unique personal brand.

You're smart enough to figure out what to do to create the brand you want. The important thing is to choose your brand, then consistently and constantly do the things that will build the brand that is uniquely you.

13

Use the Web to Reinforce Your Brand Constantly and Consistently

If you don't exist online, do you really exist?

Even if you're not in business for yourself, you need to have a web presence to create positive personal impact. These days, I hear the question, "If you don't exist online, do you really exist?" That's a good question. Prospective employers and customers will Google you. You'll be better off if they like what they see. It's much better than if they find unfavorable results or nothing at all. Today when people want to learn about you most of their answers usually come from Google.

This can be pretty scary—if you don't take the time to make sure that you have an internet presence that reflects well on you. The best place to begin is with your unique personal brand. Your personal brand highlights what is special and unique about you—why you are not a commodity.

For my money, the best book on personal branding is 'Career Distinction' by William Arruda and Kirsten Dixson. They stress the importance of the "Three Cs"—Clarity, Consistency and Constancy. You can use the internet to help you with all three Cs.

I'm a big believer in social networking sites to help you build your brand online. LinkedIn, Facebook, MySpace and Twitter are great places to build relationships with like-minded people. Choose the social network where you have the

greatest affinity with the people who are on it. For my money, LinkedIn is the best social network for professional success.

Leaving comments on targeted blogs is another good way to build your brand online. This means that you read blogs that are tied to your field or area of expertise and comment on posts that interest you. I used to be bad about this. I read quite a few blogs, but commented very infrequently. I set a goal to leave at least five comments on blogs per day. That's 25 comments a week. I've stuck to it, and it has paid off. I have raised my web presence by commenting on other people's blogs.

Of course, I am in business for myself, and my web presence is very important to me. You don't have to do 25 comments a week. Start small; one comment a day is a reasonable goal if you have limited time.

Starting your own blog and posting two or three times a week is another good way to build your online presence and enhance your personal brand. This assumes, of course, that you have something to say. And, in my opinion, everyone has something to say.

Online book reviews are another way to build your brand. Do you read a lot? If so, take a few minutes and review books that you like on Amazon.com. Because I blog about books quite a bit, I have started to receive complimentary review copies from major publishing houses—a real bonus and money saver.

A while back, I decided to post only positive reviews. If I don't like a book, I don't do a negative review. I do this because there are enough interesting, well-written books out there. I choose to focus on them instead of bashing those books (however few) I don't like. In this way, I am building a web presence as a kind and helpful guy.

The commonsense point here is simple. Use the internet to build your personal brand by paying attention to your internet presence. Focus on the "three Cs"—Clarity, Consistency, and Constancy when building your brand online.

14

Become Active on LinkedIn

LinkedIn is the best social networking site for professionals.

There are over 35 million professionals on LinkedIn. Chris Muccio, David Burns and Peggy Murrah have written a great 42 Rules book called '42 Rules for 24-Hour Success on LinkedIn.' It is my bible for brand building via LinkedIn. LinkedIn is the best social networking site for professionals. LinkedIn is a place to find people and for people to find you. It provides you with a communication tool that can help you create a platform for your success. '42 Rules for 24-Hour Success on LinkedIn' shows you how to use LinkedIn to do the simple things that will create the opportunity for you to achieve success 24 hours a day. Remember, the internet never sleeps.

Your LinkedIn profile is the place to begin. It can help you build your brand. A good profile will attract others, educate them about you and influence their feelings towards you—even if you've never met in person. Chris, David and Peggy say that you have three seconds to communicate your brand on your LinkedIn profile. Make those seconds count.

LinkedIn provides you with the opportunity to create a "professional description." Prior to reading '42 Rules for 24-Hour Success on LinkedIn,' and speaking with Chris and Peggy, my professional description read, "Bud Bilanich, The Common Sense Guy." Now it reads, "Bud Bilanich: I help individuals, teams and entire organizations succeed by helping them apply their

common sense." I don't know about you, but I think that the second professional description is much stronger, communicates better and makes the most out of my three seconds.

You can leverage your LinkedIn profile in several ways. Invite everyone you know to connect with you on LinkedIn. Use the LinkedIn colleagues and classmates reconnect function. It can be a lot of fun to reconnect with people you used to know. If you use Microsoft Outlook, download the Outlook toolbar. It will let you know the LinkedIn status of everyone from whom you receive an email. Ask your existing LinkedIn connections to introduce you to their connections. In this way, you can build a large network of people who will be exposed to your brand.

Chris, David and Peggy showed me how the LinkedIn "What you are working on now" function can help build your brand. Update it regularly. Post all of the interesting things you are doing—at work and in your life. This will help others get to know you better and it will showcase the depth and breadth of your experience. Think of it as a longer tweet. Twitter limits you to 140 characters per post. Here you can post three or four sentences and go into a little more detail.

And, just like Twitter, people can respond to your LinkedIn "What you are working on now" posts. This creates the opportunity for you to engage in dialogue with the people you meet on LinkedIn, strengthening your relationships.

LinkedIn Groups are another powerful way to leverage the power of LinkedIn. You can find groups by seeing which groups people with interests similar to your own join. You can use the LinkedIn search tool for this. Chris, David and Peggy suggest joining no more than three groups at first. Spend some time in these groups. See if they appeal to you. If they do, become active by participating in conversations, sharing your thoughts and ideas and links that you find helpful. If you don't like a group, drop out and find another.

Participating in groups can be time consuming. Chris, David and Peggy suggest setting your default to receive emails from groups once a week. Then set aside a specific period each week to read recent posts and reply to the relevant ones.

LinkedIn is a great social networking tool—if you leverage it correctly. '42 Rules for 24-Hour Success on LinkedIn' is a great guide to using LinkedIn for building your brand and web presence.

15

Make Integrity the Cornerstone of Your Brand

If you practice situational ethics—doing the right thing only when you're in the public eye—you aren't really a person of high integrity, you're just pretending to be one.

A unique and distinctive personal brand is a big part of creating positive personal impact. Your brand should reflect you and your uniqueness. However, there is one thing that I believe that should be a part of everyone's personal brand—integrity.

According to Wikipedia, "Integrity is consistency of actions, values, methods, measures, and principles." Integrity and consistency are intertwined. People who are consistent in their actions are seen as people with a high degree of integrity.

I once saw a quote from Oprah Winfrey: "Real integrity is doing the right thing, knowing that nobody's going to know whether you did it or not." This is true. If you practice situational ethics—doing the right thing only when you're in the public eye—you aren't really a person of high integrity, you're just pretending to be one.

Besides, it's hard to act one way in public, and another in private. So to be safe, resolve to act like Oprah. Do the right thing because it's the right thing to do—not because you'll get credit, or avoid getting into trouble.

John Maxwell is a well-known business author. One of his books sends the same message. It's called 'There's No Such Thing As "Business" Ethics: There's Only One Rule for Making Decisions.' According to John, that rule is the Golden Rule: "Do unto others as you would have them do unto you." In other words, do the right thing.

There's a practical side to this too. Mark Twain once said, "If you tell the truth, you don't have to remember anything." In other words, if you're always a person of high integrity, it's easy to be a person of high integrity; there are no complicating factors—like remembering what you did or said in a given situation.

Polonius gave similar advice to Hamlet: "To thine own self be true, and it must follow as the night the day, thou canst not then be false to any man." Roy Blackman, my father-in-law, passed away a few years ago. This quote was his epitaph. It was on the program handed out at his funeral. Roy embodied it in how he lived his life. It was the only piece of advice he gave his grandson, Matt, as he went off to college.

Oprah, John Maxwell, Mark Twain and Shakespeare are all in agreement on one commonsense point. If you want to become known as a person of high integrity—and I believe integrity is the cornerstone of any personal brand—act as a person of high integrity all the time—not just when it suits you, or when you think someone might notice.

Here's a story to illustrate this point. Cathy, my wife, was a flight attendant for 36 years. Seniority is a very important thing in the airline industry. It governs how you bid for trips, positions on the airplane and vacations—almost anything important to a flight attendant's quality of work life.

Cathy was very active in her union. And seniority was one of the union's most sacred principles. A few years before she retired, Cathy's airline made a big push into the international market. International flight were plum assignments; they went to people with high seniority. However, the airline realized that it would be to their advantage to have some flight attendants who spoke the language of the country to which they were flying on these international flights. Most flight attendants in her airline spoke English only. The airline proposed putting two "language speakers" on each international flight. Many people, including Cathy, were upset with this arrangement as they felt it violated the seniority concept.

Cathy used to fly from the U.S. to London. One day I said to her, "This whole language speaker issue doesn't really affect you. You fly to London; there are no language speakers on those flights. Why do you care so much?" She said, "I believe in the concept of seniority. It doesn't matter if I'm affected by language speakers. It's the principle of the thing." That's consistency—and integrity in action.

16

Dress One Level Up

Ask yourself, "Will I impress other people with the way I look today?" If the answer is "no," take a few minutes and change before you go to work.

Your appearance says a lot about you. My best advice on to how your attire can help you create positive personal impact is simple and common sense. Dress one level up. In other words, dress a little nicer than you have to. For example, if your office is casual, wear a dress or a suit every once in a while.

Make sure your clothes and shoes are clean and in good repair. Keep your hair clean and well styled. Make sure your shoes are shined. Look in the mirror on your way out the door. Ask yourself, "Will I impress other people with the way I look today?" If the answer is "no," take a few minutes and change before you go to work.

I always get dressed up when I am meeting clients. Many of my clients dress casually. When they tell me, "You didn't need to wear a suit today," I say, "Yes I did. I'm meeting with an important person—you." Show respect for yourself and the people around you by dressing well and looking good.

Accessories are another part of your appearance. In general, you want your accessories to complement, not overpower your clothing. Keep them understated and elegant. Large rings and earrings, or bracelets that jangle every time you move can distract from your look and your professionalism. Save the bling for evenings out, tone it down at work.

Pay attention to your electronic accessories. About a year ago, I saw a Wall Street Journal article about electronic accessories. It made some interesting points about cell phones, PDAs and other electronic helpers—all small enough to tote around with us all the time—and how they can hurt your image as a professional. Look around; you'll see that most senior executives aren't overburdened by electronic accessories.

In *Wildly Sophisticated*, my friend Nicole Williams lays out ten fashion commandments. I think they are invaluable advice for creating a professional look:

Sweat the small stuff. People don't necessarily notice if you're groomed, but they definitely notice when you're not.

Restrain yourself. Never let your accessories wear you.

Know your body. Recognize that every style trend is not designed for you. This isn't a limitation—it's just reality.

Black is your friend. Black staples—pants, skirts and jackets are clean, classic and they always look good. They're flattering, will work with everything else in your closet and will stretch your clothing budget.

Focus on your feet. A great pair of shoes can make all the difference in your look. Make sure your footwear is polished and clean. This is another one of those details that people really do notice.

Welcome the three-way. Clothes that fit well make you look better and help your confidence.

Work it. Style is really a synonym for self-expression. You'll feel and look better when your clothes reflect your personality.

Buy quality. In the long run, quality clothes will actually save you money.

Invest in accessories. Your bag or briefcase is a constant companion. Clients, employers and colleagues will all notice what's draped on your arm. Invest in a quality piece that reflects your style. And in this age of laptops, cell phones and PDAs, a bag that will carry your hardware is a lifesaver.

Relax. Bottom line? It's just fashion. Give it your best shot; know that style matters and that looking groomed and professional are important for your career.

17

Manage Your Online Presence

If you think that people don't Google you, think again. People do use search engines to learn about you before they meet you.

Recently I heard a startling claim: 45% of employers use search engines and social networking sites to research job candidates. I was startled because the number was so low. I would have expected it to be closer to 90%.

As I've mentioned in Rule 13, your web presence can enhance or detract from your image. Successful people use the web to enhance their brand and image. The first step is to see what's already out there about you on the web. Review at least the first five pages of results from search engines including Google, Yahoo and MSN. Clean up your web image. Remove anything on MySpace or Facebook you wouldn't want your mother—or an employer or customer—to see.

If you think that people don't Google you, think again. People do use search engines to learn about you before they meet you. Here's just one example. Before she retired, Sylvia Montero was the Executive VP of HR for Pfizer Inc. She is a friend of mine. I have mentioned her in my blog posts. She once told me that a woman who was booking her to speak at a conference said that she Googled her, and that my blog posts were among the first things to come up.

With ever smaller cameras and recording devices, this situation has taken a different turn. Now you have to pay attention to what others post about you online. I read an op ed piece by a Harvard student who said that these days you have to be careful what you do at parties. He said

that students worry about whether their friends post pictures of them taken at parties. Apparently it's not uncommon for students with cellphone cameras to take photos of their friends who are making out or drinking from a keg, and shout "blackmail photo." Our public and private lives are becoming less distinct. A lot of what can get posted on the web about you is not in your control, so pay attention.

This doesn't mean you should have no fun, but it does mean you need to pay close attention to your behavior at all times. In some ways that's too bad. I know that I wouldn't want to have many of my college, or young adult, exploits posted on the web. Good thing for me that we didn't have cell phone cameras and webcams in those days.

While technology can hinder your attempts to present yourself positively and professionally, it also can help. Many people have a variety of online accounts. I'm an old guy and I have accounts at LinkedIn, Facebook, MySpace, Plaxo, Yahoo 360, Success Television, Jason's Network and Duct Tape Marketing Workbench. I write a blog. I Twitter.

Being in so many places online, I find that I have difficulty managing my online presence. Recently, I discovered <http://www.extendr.com>, a very cool site that can help you with this. Extendr.com offers an easy way to put your links in one place. You can check out my extendr.com page at <http://bb.extendr.com>.

Visual CV (<http://www.visualcv.com>) is another great way to enhance your web presence. Visual CV is an easy to use online resume template. I use it. You can see my Visual CV at <http://www.visualcv.com/bilanich>. I suggest creating both a personal web page and a Visual CV. In that way, you'll be more likely to be found when a prospective employer or partner Googles you.

You not only need to dress for success, you need to have a simple, easy to find, clean web presence. Pay attention to your online presence as much as you do your personal appearance.

18

Always Be a Lady or Gentleman

Manners come from your heart, etiquette comes from your head.

Ladies and gentlemen are both well mannered and follow the rules of etiquette.

All that stuff your Mom told you about being polite is true. You can never go wrong by acting like a lady or gentleman. I try to act as a gentleman at all times.

My friend Sharon Hill, author of 'The Wild Woman's Guide to Etiquette,' makes a great point about the difference between manners and etiquette. Manners are about kindness and caring about other people. Etiquette is protocol, rules of behavior that you need to learn and use. Manners come from your heart, etiquette comes from your head. Ladies and gentlemen are both well mannered and follow the rules of etiquette.

If you know and follow the basic rules of etiquette, you won't look foolish in social situations. You will be admired for demonstrating class and confidence. Proper etiquette can help you get ahead in business because you will create a positive impression. Sometimes, you won't even know that people are watching, but believe me someone usually is.

Manners, on the other hand, distinguish you as a caring person, someone who values every human being. Well-mannered people treat every person they meet with a kindness that reinforces their self worth. You can know and follow all the rules, but still not be well mannered. While I think it's important to know and follow the rules, if I had to choose between manners and etiquette, manners would win every time.

Handwritten thank you notes are a great way to distinguish yourself as a lady or gentleman. They demonstrate both good manners and proper etiquette. Here are three tips for writing great thank you notes.

- Write legibly.
- Always identify the gift you received—be specific. Your note will be more personal this way.
- Always mention how you plan on using the gift. You can create all sorts of positive personal impact with thank you notes.

These days there are companies who will do what I call "faux handwritten notes." They take a sample of your handwriting and then use it to create messages that they will send on your behalf. In my opinion, these cards are better than an email, but they still don't substitute for a handwritten note. Two reasons: first, you still have to compose the message and email it to the vendor; and second, while these cards look pretty good, they still don't have the intensely personal feel of a note written by hand.

As with most things, there is one rule of etiquette that I always follow. I always do whatever I can to help the people around me feel comfortable. Ladies and gentlemen make sure that others feel comfortable.

For example, when you are dining with others, you may know that your water glass is on the right and that your bread and butter plate is on the left. Other people may not know this. So if someone uses your bread plate, don't say, "Hey, that's mine—yours is over there." Just place your roll on your dinner plate. Being right is no excuse for embarrassing someone else.

Remember, friends can help take you where you want to go. Etiquette and manners will help you make those friends.

19

Know and Use Proper Business Meal Etiquette

If you remember that your water glass is to your right, and your bread and butter plate is to your left, you'll be off to a good start.

Business meals provide you with a great opportunity to make a positive personal impact. They also can be disasters waiting to happen. If you know and follow the simple rules of dining etiquette you'll be fine.

Here is some advice on making the best of the opportunity that business meals afford you. First, use your common sense. These rules aren't all that complicated, and your common sense will tell you what to do.

Learn basic table manners and etiquette. Place settings can be a bit of a challenge, especially when there are a lot of people crammed around a small, round table. If you remember that your water glass is to your right, and your bread and butter plate is to your left, you'll be off to a good start. If one of your fellow diners uses your bread plate, don't comment. Use your main plate for your bread. In this way, you won't inconvenience the person to your right, nor embarrass the person to your left.

Your salad fork is the little one on the far left, and your soup spoon is the big one on the far right. If you remember this, and work from the outside in, you'll be unlikely to make any cutlery mistakes. Sharon Hill has come up with a clever way of remembering where things are on a table: BMW. Moving from left to right, you will find your bread plate (B), then your meal plate (M) and finally your water (or anything wet) (W).

There are a few simple courtesies that can help you get through any business meal. Place your napkin in your lap as soon as you sit down. Sit up straight. Keep your elbows off the table. You can rest your wrists on the table.

Cocktails and beer are before dinner. Wine accompanies dinner. Drink alcohol in moderation.

If you choose not to drink wine with your meal, do not turn over your wine glass. Simply say "no thanks" when the waiter is pouring for the table.

Wait until everyone at the table has been served before you begin to eat. If one person's food is delayed and he or she suggests that you should begin eating, feel free to do so. Order things that are easy to eat. It's almost impossible to eat pasta that needs to be twirled and look sophisticated doing it. Lobster, snails, shrimp with the tails on are good things to avoid when you are business dining.

Break—don't cut—your bread or roll. That's why dining is sometimes called "breaking bread." Pass the salt and pepper shaker as a pair—even if someone asks for only one. Spoon soup away from you. This will help you avoid spilling it on you. Sip, don't slurp soup.

When you are finished eating, place your knife and fork on your plate at 4 o'clock. Fold your napkin and place it to the left of your plate. This will indicate to the server that you are finished with your meal.

These are simple rules that should help you get through business meals with grace and aplomb. One final thing to remember: Business meals are not about the food. This is so important that I have devoted an entire rule to it. Read on.

Rule

20

Business Meals Are Not About the Food

Always order something that is easy to eat and won't call attention to you as you eat it.

Business meals are about business, not the food. Remember this the next time you are invited to share a meal—whether breakfast, lunch or dinner—with a business colleague. As I've mentioned above, knowing dining etiquette rules is a good place to start. However, it's also important to pay attention to what you order.

Here's a personal story that really makes this point.

About 30 years ago, I had just accepted a job as the Training Manager for a division of a large company. Our division was located in New Haven, CT, a city with a large Italian population and a lot of great Italian restaurants.

About a month after I began my job, the VP of Human Resources for the corporation was hosting a two-day meeting of all the senior HR people in the company at our location. Since the meeting was at our location, junior people like me were invited to a dinner held the evening of the first day of the meeting. I was looking forward to this dinner. It was an opportunity for me to impress some senior people in other divisions.

One of my junior colleagues was a local woman. She was excited about the choice of the restaurant. Of course it was an Italian restaurant. She had been there on special occasions with her husband. She was very fond of a dish called *zuppa de pesce*, a medley of seafood served

over spaghetti. A couple of days before the meeting she told me about this dish and that it was available for two only and asked if I would be willing to share it with her. I said, "Sure."

We arrived at the restaurant, and sure enough, *zuppa de pesce* was on the menu. My friend and I ordered it. What a disaster!

First the waiters brought lobster bibs for both of us. No one else had ordered this dish, so we were the only ones wearing our bibs. When the food arrived, everyone had a dish of pasta, or some grilled fish, or a steak. The *zuppa de pesce* was served on a silver tray so big that the waiters had to bring a side table for it. There was enough fish and pasta to feed the entire table. My friend dug in and really enjoyed her dinner. I felt like I was a character in 'The Godfather.'

I spent my time trying to carry on an intelligent conversation with people I wanted to impress while I was wearing a lobster bib and working hard to make sure that I didn't spill any red sauce, or "gravy," as the waiter called it, on my suit.

I didn't lose any points that night—but I didn't make any either. It was pretty apparent to most people that I was there for the food, not for the conversation.

I learned a lesson that day. Always order something that is easy to eat and won't call attention to you as you eat it. I try to be a good friend, and in social situations, I will often share an entrée that is available for two only—but I never do that in a business situation. Because business dinners are not about the food. They're about the conversation.



Section III

Outstanding Performance

- Rule 21: Become an Outstanding Performer
- Rule 22: Become a Lifelong Learner
- Rule 23: Set High Goals—and Achieve Them
- Rule 24: Manage Your Time Well
- Rule 25: Live a Healthy Lifestyle

21

Become an Outstanding Performer

Outstanding performers are tenacious in pursuing their goals. They do what it takes to be successful.

All successful people are outstanding performers. It's the price of admission to the success club. However, don't make the mistake of thinking that performance alone will get you where you want to go. Performance is but one of the five characteristics of successful people. Performance is important, but it alone will not guarantee your success.

There are several commonsense points associated with outstanding performance. Outstanding performance is critical to career and life success. You can't succeed if you're not an outstanding performer. You need to do three things to become an outstanding performer. First, become a lifelong learner. Keep learning and growing. You will be surprised at how much there is to learn about business and life. Second, set high goals—and then meet or exceed them. Use milestones to breaking your goals into manageable chunks. They'll be easier to achieve this way. Third, get organized. This will help you manage your life, time and stress. Figure out an organizing system that works for you and stick with it.

Louis Pasteur was the inventor of the pasteurization process and is considered to be the father of modern microbiology. I really like what he has to say about tenacity and high performance: "Let me tell you the secret that has led me to my goal: my strength lies solely in my tenacity."

Here's a story about a tenacious person who is very close to me. My wife, Cathy, is a volunteer reading tutor at one of Denver's public schools. She's been doing this for several years now. She enjoys the children, and she feels that she is making a difference through her volunteer work.

As August turns into September, she always gets excited about another school year and another group of kids. This past year, the school where she volunteers lost its Volunteer Program Coordinator, so they were a little slow getting volunteer assignments done.

This didn't stop Cathy. She made a few phone calls to the school asking when they wanted her to begin. She got some vague promises but nothing definite. Finally, she went to the school and basically arranged her own assignment. As usual, she loved the kids and was happy to be back at *her school*.

The point of the Pasteur quote and Cathy's tenacity in her volunteer work is simple. Outstanding performers are tenacious in pursuing their goals. They do what it takes to be successful. In Cathy's case, it took driving to the school and being willing to seem like a bit of a pain in the butt to an administrator. However, she was willing to do that because her desire to succeed as a reading volunteer was strong. The third graders with whom she reads are better off for it.

The Dalai Lama has some interesting things to say about outstanding performance and hard work. "One can be deceived by three types of laziness: the laziness of indolence, which is the wish to procrastinate; the laziness of inferiority, which is doubting your capabilities; and the laziness that is attached to negative actions, or putting great effort into non-virtue."

This quote drives home an important point about personal responsibility and outstanding performance. The Dalai Lama doesn't let us off the hook by saying, "I didn't think I could do it." Instead, he says that doubting our abilities is a form of laziness. That's some tough love!

And he is right. All too often, we let ourselves off the hook by saying, "I'm not going to try that, because I don't think I can do it." This is being lazy.

"I can't do it, so I won't even try." As I read these words out loud, they sound pretty lame. Agree? If you do, you'll stop using lack of self confidence as an excuse for not doing the work it takes to become an outstanding performer.

22

Become a Lifelong Learner

If you don't keep learning, you won't even keep up, you'll fall behind in the knowledge that you need to become an outstanding performer.

Outstanding performers are technically competent. They stay technically competent because they are lifelong learners. I believe that my love of learning, and my lifelong pursuit of knowledge, is one of the keys to my personal and professional success. I am always learning, and I always welcome opportunities to learn new things—whether directly related to my work or not.

You probably have spent a lot of time in college—maybe graduate school too. You might be tempted to think that you needn't keep learning. After all, isn't learning what you need to know to function in the world of work, the whole point of going to college? Not really. You just learn the basics in college.

Your education really begins when you start working. Thomas Carlyle said, "What we become depends on what we read after all of the professors have finished with us. The greatest university of all is a collection of books."

Thomas Carlyle lived in the 19th century. If he were alive today, he might have amended his statement to say, "The internet is the greatest university of all." It's true. So many of the great books, as well as other career and life success information, are now available online. The important thing is to keep learning—how you do it and where you get your information is secondary.

When I speak to graduating college students, I always tell them that the best thing about graduating from college is that you finally get a chance to begin learning—for yourself, not your professors. I have a huge collection of books on a variety of subjects. These books are the first place I turn to when I am looking for information to post on my blog, when I am working with my executive coaching clients, when I am preparing a speech or when I am designing a training program. If I don't find what I want or need in my books, I go to Google.

The half life of knowledge is getting shorter and shorter. If you don't keep learning, you won't even keep up; you'll fall behind in the knowledge that you need to become an outstanding performer.

As you've probably guessed, my best commonsense suggestion for becoming a lifelong learner is simple. Read. Read technical journals. Read trade magazines. Read business publications like 'The Wall Street Journal,' 'Business Week,' 'Fortune and Forbes.' If you think they're too stodgy, read 'Fast Company.' Read your company's annual report. Read your competitors' annual reports. Read your local newspaper and 'The New York Times.' Read news magazines like 'Newsweek' and 'Time.' Read business and industry blogs. Read books. Reading is the best way to stay up with what's happening in business, in your industry and in the world.

There are other things you can do to keep learning. Attend seminars. Join the major groups or trade associations for your industry. Attend their meetings and participate. Volunteer for committee work. Become known locally in your field. Take a class at your local university. Use your company's tuition reimbursement program to get a free Master's degree.

If you want to become a professional success, your education should never stop. There are many ways to keep learning. Decide which ones work for you, and then follow through.

23

Set High Goals—and Achieve Them

Outstanding performers set goals. Then they meet or exceed them. They do this day after day, week after week, month after month, year after year.

Set high goals for yourself—and then achieve them. Set goals that are S.M.A.R.T. (Specific, Measurable, Achievable, Results Oriented, and Time Bound). Develop milestones for accomplishing your goals. Milestones are steps along the way to goal achievement. They keep you on track and they motivate you by giving you reason to celebrate when you accomplish them.

All outstanding performers set goals. Then they meet or exceed them. They do this day after day, week after week, month after month, year after year. I am 58 years old, and have been in business for myself for over 20 years. I set goals every year and develop quarterly milestones for those goals. I measure myself against these goals and milestones. It's a habit I developed when I was first out of college. It's served me well over the years.

Here are some easy steps to accomplish any goal.

Get focused. Make sure your goals are specific and measurable. The best goals are tightly focused. They are also measurable. For example, when I was writing this book, I set a goal for completing the first draft by a certain date. As you can see, this goal is very specific—finish a first draft of a book by a certain date. It is also measurable. I had a first draft completed by the date I set. Setting a date is a very good way

of measuring your goal achievement. It is a very clear measure. You have either accomplished your goal by that date, or you haven't.

Ask why. Ask yourself, "Why do I want to accomplish this goal?" The answer to this question will provide you with the focus and motivation you need to keep plugging away when you encounter setbacks.

Get help. It's difficult to do everything by yourself. Identify friends and co-workers who can help you accomplish your goals. Most people are very willing to help, if you ask them.

Make a plan. Develop an action plan for accomplishing your goals. By their very nature, goals have some complexity. Accomplishing them takes more than a few steps or actions. List all the things you'll need to do to accomplish your goals. Focus on the critical few things you need to do, not the trivial many. Break your goals into pieces; set milestones, or mini goals. Accomplishing these milestones will give you the motivation to continue working toward accomplishing your ultimate goal of professional success.

Prepare for the worst. Ask yourself, "What can go wrong?" and "What obstacles am I likely to encounter along the way?" If you identify these potential problems and make some tentative plans for how you will deal with them before you begin work on your goals, they will be less jarring and upsetting when they happen. You'll be able to take them in your stride and keep moving forward.

Take action. Like the Nike ads say, "Just do it!" You've planned your work; now work your plan. Begin with step one and continue until you've accomplished your goals.

Adapt. Make adjustments on the fly. As you work towards your goals, focus on making sure that the actions you are taking are actually moving you closer to achieving them. You may find that your original plans were off target. If so, revise your plans and keep on working.

Reflect. When you have successfully completed all of the steps in your plan for a particular goal, take a minute to reflect. Go back to the first step, your specific and measurable goal. Review your results. Ask yourself if you actually accomplished what you set out to do. If so, great. If not, consider revising your goal, or developing a new plan to get you to your original goal.

24

Manage Your Time Well

Not important and urgent activities can become time traps.

If you're like most people, you always have more to do than there is time to do it. I'm pretty good at managing my time, but I do get stressed and overwhelmed occasionally. Time is a very precious and non-renewable resource. When a moment is gone, it's gone forever.

In '7 Habits of Highly Effective People,' Stephen Covey presents a great time management framework. It goes something like this. When you think of your time, all activities fit into one of four categories:

- Not Important and Not Urgent
- Not Important and Urgent
- Important and Urgent
- Important and Not Urgent

Unfortunately, a lot of people spend a lot of time engaged in not important and not urgent activities. Surfing the web is one of the biggest culprits in this area. I am pretty disciplined, yet I can get caught up following interesting links when I am researching something on the internet. Following links after you've found what you're looking for is a not important and not urgent activity. It is a waste of time and a productivity killer.

Not important and urgent activities can become time traps. These are the kinds of things that you have to do, but in the greater scheme of things, they are not likely to do much for your professional success. These are things like expense

reports and weekly staff meetings—the types of things you have to do, but don't contribute to your larger goal. Get these activities done in a timely manner, but don't spend a lot of your time doing them.

Important and urgent activities are just what they seem. I write a blog five days a week. Check it out at http://42rules.com/jumpstart_success/. My blog is a very important marketing tool. It increases my awareness in a very crowded market. It positions me as an expert. And it reinforces my Common Sense Guy brand. Writing and posting my blog is an important and urgent activity. It's important because of the reasons stated above. It's urgent because I have committed to my readers to do it every day. I do it first thing every day. I'm sure that you have several important and urgent activities on your to-do list too. Do them, and do them well.

Important but not urgent activities are where you get the real professional success payoff. For example, it's important to become a lifelong learner. That's why you need to read, join professional organizations and volunteer for projects in your company. You probably don't need to read every day and join all of the professional organizations in your field and industry. These activities are just not that urgent. However, you have to make time for them over the long run. If you don't, you'll find that you are falling behind, not getting ahead or standing still.

Another example—my books serve much the same purpose as my blog. They increase my awareness in a very crowded market; position me as an expert and reinforce my Common Sense Guy brand. Writing books is an important but not urgent task for me. I manage this by budgeting at least three hours per week to write. As one book goes into the editing and production process, I get busy writing another. In that way, I never find myself without a forthcoming book.

It can be hard to budget time for important but not urgent activities because they are, well, not urgent. However, important but not urgent activities left unattended will soon become important and urgent and may even become career crises. My best advice is to focus on your personal set of important but not urgent activities and build some time into your daily or weekly schedule to work on them.

25

Live a Healthy Lifestyle

A reasonable level of fitness will help you deal with the inevitable stress that accompanies creating a successful life and career.

You have to be in reasonable shape if you want to become a professional success. A reasonable level of fitness will help you deal with the inevitable stress that accompanies creating a successful life and career. Diet and exercise are key to living a healthy lifestyle. You don't have to be a fitness fanatic, but you do need to get some exercise and pay attention to what you eat.

I'm not the best role model when it comes to a healthy lifestyle. I've battled weight my entire life. However, as I've gotten older, I've become more serious about living a healthy lifestyle. I exercise more and pay attention to what I eat.

I have found that the U.S. Government revised food pyramid provides great guidance on how to eat healthy. Here are some of the highlights. I try to follow these guidelines. If you follow them, you will be doing well from a nutrition standpoint.

Eat at least three ounces of whole grain bread, cereals, crackers, rice or pasta every day. Look for the word *whole* before the grain name on the list of ingredients.

Eat lots of vegetables every day. I'm lucky here. I love vegetables—even brussels sprouts. Dark green and orange vegetables are the best for you. Dry beans and peas are also good for you.

Fruits are good for you. Raw fruit is the best. On the other hand, it's best to limit your intake of fruit juice. It's often very high in calories and sugar.

Milk is a great source of calcium—something we all need for strong bones. However, whole milk is very high in fat, so it's best to drink low-fat or fat free milk. Yogurt and cheese are also good sources of calcium.

Eat protein (meat, fish and poultry) in small quantities. Bake, broil or grill—don't fry—your protein.

The Mayo Clinic suggests eating at least three fruits, four vegetables, four to eight servings of grains and pasta, three to seven servings of protein or dairy, three to five servings of fat and no more than 75 calories of sugar a day.

In general, you can eat healthy by eating more fruits, vegetables and whole grains. Reduce your intake of saturated fat, trans fat and cholesterol. Limit sweets and salt. Drink alcoholic beverages in moderation, if at all. Control portion sizes and the total number of calories you consume.

Exercise is the other important component of a healthy lifestyle. It's best if you can exercise for at least 30 minutes five times a week. Fitness experts suggest that of the 30 minutes 20 should be spent in some form of cardio exercise, five in stretching and five in resistance training.

I find that it's best to choose a time to exercise and build your daily schedule around it. Some people like first thing in the morning. Others like the evening. I prefer midday. I find that if I exercise around noon, I am less hungry and consume fewer calories at lunch.

Hydration and circulation are important too. Drink plenty of water. It keeps you hydrated and helps combat hunger. If you spend a lot of time at your desk, take a few minutes every hour to get up and stretch. You can do leg lifts and stomach squeezes at your desk. A little bit of activity can give you a burst of oxygen that will energize you and keep you feeling good.

You don't have to become a fitness fanatic to be a high performer. However, eating well and exercising will keep you sharp and on top of your game. It will keep your stress in check. And while a little stress is a good thing, too much stress can knock you out of the game.



Section IV

Dynamic Communication

- Rule 26: Become a Dynamic Communicator
- Rule 27: Questions Make for Good Conversation
- Rule 28: Listening and Responding Appropriately Makes for Better Conversation
- Rule 29: Clear Writing Is Fundamental to Dynamic Communication
- Rule 30: Choose Your Words Carefully
- Rule 31: Presentations Are Opportunities to Shine
- Rule 32: Stories Make Presentations Come Alive
- Rule 33: Make Your Nerves Work for You

26

Become a Dynamic Communicator

My talents, your talents, everyone's talents will be recognized and rewarded if we develop and use our communication skills.

The life of a business traveler, especially one like me who travels to New York City regularly, appears glamorous at first glance. People always ask me if I've eaten at famous restaurants like 21 or the latest hot spot they've read about in 'Travel and Leisure.'

Most often when I'm in New York and don't have a business dinner, I dine on Chinese food delivered to my hotel room from a local takeout place. Once my fortune cookie read, "Your talents will be recognized and suitably rewarded." I was happy with this fortune, but it made me think.

My talents, your talents, everyone's talents will be recognized and rewarded if we develop and use our communication skills. There are three types of communication skills critically important for career and life success:

- Conversation skills
- Writing skills and
- Presentation skills

You need to develop each of these skills if you want to have your talents recognized.

There are a few commonsense points associated with becoming a dynamic communicator.

Become a good conversationalist by listening. Take an active interest in other people and what they're saying. Show them you're listening by asking appropriate follow up questions to what they say.

Conversation skills enhance your networking ability. Networking is an important but often overlooked communication skill. It is helpful when you are looking for a job, but it is even more important when you are happy with your situation. All people who are professionally successful build and nurture strong networks.

Networking is an important skill. Successful people have large networks. They have people they can call to help them. They know they can call on these people because these people know they can call on them. That's the real secret of networking—look to help others, not just to find out how they can help you.

Write in a manner that communicates well. In general, this means, being clear, concise and easily readable. The best way to make sure your writing is readable is to read it aloud before sending it.

When I was in high school, I was the editor of my yearbook. To raise funds to cover the cost of our yearbook, we sold ads. There were a lot of factories in the town where I grew up. In the past, the yearbook staff had never approached these factories to place ads in the yearbook. I wrote sales letters to all of the plant managers. We got several full-page ads from those letters.

One of the plant managers wrote back, asking if I would come to see him. When I walked in to his office and introduced myself, he was surprised. He told me that my sales letter was so well written that he thought I was the teacher who was the yearbook sponsor. Two years later, I was looking for a summer job after my first year of college. The market was tight. I called this man. He remembered me, and I got a job.

Preparation is the most important key to good presentations. You have to analyze your audience, prepare a talk that gives them what they want, and practice your talk out loud if you want to be a great presenter.

Presentation skills may present the biggest opportunity for getting your talents noticed. Just a few months ago, I did a talk for a local chamber of commerce. As it so happens, the Sheriff's Department is a member of this chamber. The Sheriff himself happened to be there that day. He liked my talk. About a week later, I got a call from his training office. The Sheriff asked to get in touch with me to conduct some supervisory training for their sergeants. I never would have gotten this business if it weren't for the attention I received from a talk at that chamber meeting.

27

Questions Make for Good Conversation

Ask questions, listen to what people have to say and respond appropriately. Then file away what you've learned.

Effective communication, especially conversation, is an up close and personal endeavor. All of the great communicators I know are great conversationalists. As with most things, I have one great piece of commonsense advice on how to become a great conversationalist. *Listen more than you speak.* When I am in a conversation, I try to spend about one-third of my time speaking and two-thirds listening. I have found that this ratio works well for me.

Most people like to talk about themselves. The best way to get people speaking about themselves is to ask a lot of questions. When you meet people for the first time, ask "get to know you" questions. You know the kind of questions I'm talking about here. "What do you do?" "Where do you live?" "Are you married?" "Do you have children?"

Listen to the answers and file away this information for future use. The other day I called on an old client. Before seeing him, I spent time thinking about what I knew about him from our previous conversations. Here's what I remembered: We know several people in common. His son is a music major at Ithaca College. His company was recently acquired.

I prepared myself for our meeting by coming up with four questions.

- How is your son doing at Ithaca?

- Have you spoken to Jo (our mutual acquaintance) lately?
- I saw Tom (another mutual acquaintance) the other day, have you spoken to him recently?
- How are things going with your new company?

By asking these questions, listening, and adding follow up comments and/or questions, I was able to keep things moving for an hour. At the end of that time, I was in a good position to ask the two questions that were my main reason for the conversation. "How are things going with your team? How can I help you?" This was a sales call, after all.

My friend Debra Fine, author of the bestseller 'The Fine Art of Small Talk' calls this "going deeper." A couple of years ago, I interviewed her on my internet talk radio show. Here is what she had to say:

"Don't be afraid to dig deeper. When you say to someone, 'how's work' they're going to say 'pretty good' or 'good' or 'great' or whatever. Dig in deeper, let them know you're sincere with one more question. Say something like, 'So, what's been going on with work, Bud, since the last time we talked?' Or if you say to somebody, 'how were your holidays,' and they say 'great,' you can follow up by saying, 'What did you do over the holidays that you enjoyed the most?' Let them know you are sincere."

"If you say to your friend, 'How are you, Bud?' and get a one word answer like 'great,' you've got to follow up with something like 'Bud, bring me up to date—what's been going on in your life since the last time I saw you?' Now Bud knows that you really want to know how he is, otherwise 'how are you' will end up meaning 'hello.' That's all it means."

"By the same token you don't want to become what I call an *FBI agent*. That's why one follow up question is important, but no more after that."

Debra makes some great points about the power of questions in conversation. The key here is to ask questions, listen to what people have to say and respond appropriately. Then file away what you've learned. I recommend writing it down so you won't forget. Review what you know about a person prior to visiting with him or her. This will help you prepare for the conversation by choosing the questions you want to ask.

28

Listening and Responding Appropriately Makes for Better Conversation

Listening, not imitation, may be the sincerest form of flattery.

Listening is the key to becoming a great conversationalist. Dr. Joyce Brothers makes an interesting point about listening.

"Listening, not imitation, may be the sincerest form of flattery."

She's right!

When you really listen to someone, really listen, giving him or her your complete and undivided attention, you are showing that you care about him or her as a human being. What could be more flattering?

The U.S. Department of Labor suggests several reasons for developing your listening skills. Developing your listening skills will help you:

- Better understand assignments and what is expected of you.
- Build rapport with co-workers, bosses and customers.
- Show support for others.
- Work better in a team-based environment.
- Resolve problem with co-workers, bosses, and customers.
- Answer questions completely.
- Find the underlying meaning in what others say.

There are some generally accepted ideas about what it takes to be a good listener:

- Maintain eye contact with the person with whom you are speaking.
- Don't interrupt—except to ask a clarification question.
- Use non verbal cues—nod your head, lean toward the other person, sit still—that indicates you are listening.
- Repeat what the other person says—to be sure you understand, and to get clarification.

I have worked out a listening-to-speaking ratio for effective conversations. Listen two-thirds of the time. Speak one-third of the time. In this way, you are giving the other person more time to share his or her thoughts and ideas with you. You will be flattering him or her by your willingness to listen.

Listening is more than just not talking. To listen well, you need to mentally engage with the other person. You need to focus on what he or she is saying, and you need to respond in a manner that indicates that you are paying attention.

You should listen the most diligently when you find yourself disagreeing with what the other person is saying. It's easy to tune out someone with whom you disagree. When you really listen to what he or she has to say, you are not only demonstrating respect for him or her as a person, you put yourself in a position to learn something new.

The people who host many of the television political talk shows are terrible listeners. They invite people who hold opposing views to be on their show. They ask provocative questions. And they begin to argue with their guest as soon as he or she begins speaking. This may be good TV, but it is a poor example of how to truly listen and engage with another person.

The commonsense point here is simple. Successful people have well developed communication skills. They are good conversationalists. They write clearly and succinctly. They present well. If you want to become a good conversationalist, you need to learn to listen well. Focus your attention on the other person; pay attention to what he or she says. Respond appropriately. Listen more than you speak. Show people that you value them and what they have to say.

29

Clear Writing Is Fundamental to Dynamic Communication

Write in short, simple sentences.

Good writing will set you apart and put you on the road to professional success. I have found that most people are poor writers. They are unclear. They ramble. Their emails, letters and reports are a series of long sentences filled with big words that don't really say anything. That's why you can catch people's attention by writing in a clear, crisp, concise manner.

I try to write like a journalist. I use short sentences with a simple subject-verb-object structure. My writing may seem a little staccato, but it communicates. People can understand my points and the reasoning behind them.

Your objective in writing at work is to communicate—not to impress others with your vocabulary. When I was speaking with my niece about my book 'Straight Talk for Success' at her graduation party, I said that I tried for an *avuncular hip* writing style. She said, "What does that mean?" I replied, "Avuncular means uncle-like. I wanted to sound like a hip uncle to people reading the book." She came back with a great question, "Why didn't you just say so?" She was right. Everybody knows what *uncle-like* means. A lot of people, including *cum laude* graduates, don't know the word *avuncular*. I was just showing off my vocabulary by using that word. As a result, I didn't communicate effectively. This was a verbal example, but the same thinking applies to writing.

Write in short, simple sentences. Use the simplest words you can to get across your point, while still being accurate. Write fast. Get your thoughts on paper or the computer screen as quickly as you can. Then edit and rewrite until you've said exactly what you want to say. One of my first bosses always told me that rewriting is the secret to good writing.

Write with the reader in mind. I like a conversational style. It communicates better and engages the reader. Stilted, overly formal writing doesn't communicate. In fact it tends to put off the reader. Read aloud what you've written to get a feel for how it will sound in your reader's mind. If it sounds clear and inviting, you've done a good job.

I have worked very hard to make each of these 42 rules clear and inviting. I hope you think they are.

Spelling does count. Correct spelling does two things for you. First, it shows that you have a good command of the language. Second and more important, correct spelling demonstrates that you respect both yourself and the reader. Misspelled words stand out like sore thumbs to readers.

Don't just spellcheck your documents. Proof them. Spell check often won't pick up improper usage in words like *your* and *you're*, *hear* and *here*, and *their* and *there*.

The same holds true for punctuation. Make sure that you know how to properly use periods, question marks, commas, colons, semicolons, exclamation marks, quotation marks and apostrophes. If you're not sure about punctuation rules, spend a little time on the internet learning proper usage.

I like the Poynter Institute for good information about writing. While the information on their site <http://www.poynter.org> is aimed at journalists, there is a lot of very helpful information about writing and editing there—especially in the article in "Tip Sheets" which can be found by clicking on the "Reporting and Writing" button.

30

Choose Your Words Carefully

In conversation, writing and presenting, use simple, straightforward language that is likely to be understood by the person or people with whom you are communicating.

I remember reading a column in an airline inflight magazine on jargon. Even though it's been several years, I still remember this column. The author began by saying that he has a folder of memos with obtuse language that he has collected over the years. He shared one memo that a friend sent to him. I was so struck by the language that I saved it on my hard drive. The guy who wrote the memo said he was going to "map the handoffs and all processes in a combined swim lanes uber-process." I'm pretty hip to a lot of business jargon as I see it every day. However, I must admit that "swim lanes uber-process" is a new one on me.

As I'm writing this, I'm reminded of an IBM commercial I saw recently. A guy walks into a large, dimly-lit conference room where he sees no tables and chairs and about twenty people lying on the floor. He says, "What are you guys doing?" Someone answers, "We're ideating." He says, "What's that?" Someone responds, "Coming up with new ways of doing things." He says, "Why don't you just call it that?"

Interestingly enough, the word ideating sounds a lot like a made up word to me. I expected spell check to flag it. It didn't. So I guess I am behind the times on some of my business jargon. Even so, I think saying that "coming up with new ways of doing things," is much more clear than saying "ideating." But what do I know?

This brings me to the Bafflegab Thesaurus. I first saw the Bafflegab Thesaurus back in the 1970s. It's made a comeback lately, only this time it's called "Buzzwords for Business Writing." Whatever you choose to call it, it's very clever, and it points out just how much jargon has taken over business communication.

Here's how it works. When you're stuck in your writing, this quick guide helps you create phrases that will make you sound as if you know what you're talking about. It's simple. Think of any three-digit number, then select the corresponding buzzword from each column. Voila! You're done.

I		II		III	
1	Integrated	1	Management	1	Options
2	Heuristic	2	Organizational	2	Flexibility
3	Systematized	3	Monitored	3	Capability
4	Parallel	4	Reciprocal	4	Mobility
5	Functional	5	Digital	5	Programming
6	Responsive	6	Logistical	6	Scenarios
7	Optional	7	Transitional	7	Time-phase
8	Synchronized	8	Incremental	8	Projection
9	Compatible	9	Third-generation	9	Hardware
0	Futuristic	0	Policy	0	Contingency

Here's an example. The three-digit number 257 produces "systematized logistical projection." You can drop this phrase into almost any report. It has a ring of decisive, knowledgeable authority. Of course, no one will have the remotest idea of what you're talking about. But that's okay. The important thing is, they are not about to admit it.

Realize that I'm joking here. While "systematized logistical projection" may sound good, it really means nothing. The best writers use small words, simple sentences, and the active voice. Never use this buzzword generator in your business communication.

There is a commonsense point here. In conversation, writing and presenting, use simple, straightforward language that is likely to be understood by the person or people with whom you are communicating. Put yourself in the place of the other people. Use words and language that they are likely to understand.

31

Presentations Are Opportunities to Shine

Presenting is like any other process. It can be broken down into a series of manageable steps.

Many careers has been built on one good presentation. Presentations give you an opportunity to shine. Unfortunately many people are afraid of standing before an audience and presenting. Their fear stops them from taking advantage of the opportunities presentations afford.

Don't let this happen to you. Presenting is like any other process. It can be broken down into a series of manageable steps. Master the following steps and you'll become a great presenter.

Determine your message. Begin by determining what you have to say. Get crystal clear on the message you have for the audience.

Analyze your audience. Why are they there? How much do they know about your topic? Are they familiar with any jargon you might use? What is their general attitude towards you and the information you will be communicating?

Organize your information for impact. I always start at the end. I write my closing first. I use this closing to help me choose the information I am going to include in my talk. I ask myself, "Does this information add to my main point?" If the answer is yes, I leave it in. If the answer is no, I take it out. Then I write my opening. I design my opening statements to do two things—get people's attention, and then tell them what I will be talking about. Once the closing and opening are written, I simply fill in the content.

Create supporting visuals. Once I've decided what I want to say, and how I want to say it, I develop my visuals. Your visuals should support your presentation—not drive it. There is nothing more boring than watching and listening to someone read his or her slides.

Practice out loud. This is the most important point of all. As an early mentor told me, "Bud, preparation makes up for a lack of talent." It also enhances your natural talent. Never skip this step. If you do, you will be likely to do a poor talk. And while a poor presentation generally is not a career killer, it is a missed opportunity.

32

Stories Make Presentations Come Alive

Help people see and learn the importance of using stories to make a key point.

Stories are a powerful way to communicate. We all learn through stories. I've come up with a simple three-step formula that anyone can use to create powerful stories that will help you make your point.

First, identify your truth—something that in your heart of hearts you know to be *true*. Second, think of the critical experiences you've had that have led you to this *truth*. Third, shape those experiences into a story that you can tell at the drop of a hat.

Here's an example of how I have used this formula. It's a real story I often tell in my talks.

One of the things that I know to be true is that if I am going to be a good communicator, I must meet other people where they are, not where I would like them to be. Let me tell you how I know this.

Several years ago, I was assigned to conduct a team-building session for a manufacturing plant manager and his staff. The client was a friend of mine. I knew him well.

I arrived at his office about 5:00 p.m. the day before our session. He said, "Do you have an agenda for tomorrow's meeting?"

I said, "Well, first we'll do A, then B, followed by C. We'll finish up with D."

He said, "Do you have an agenda?"

At first, I thought he hadn't been listening to what I just said, so I repeated myself: "First we'll do A, then B, followed by C. We'll finish up with D."

He said, "Yes, I know. That's what you just said. Do you have an agenda?"

At that point, it dawned on me that he was looking for a printed agenda. I said "No, but we really don't need one. I've done a lot of meetings like this. It will go fine."

He said, "I'm not comfortable winging it." So we created an agenda using PowerPoint.

The next day, the meeting went off without a hitch. We followed the agenda that I had in my head and he had on the PowerPoint slide. Everyone agreed that it was one of the best meetings of this type that they had ever attended.

My client said, "It was a great meeting, but I still think we were lucky because we were winging it."

On the flight home, I thought about what happened. He thought we were winging it, and I thought we were following a well thought-out plan. The difference—he needs more structure than me. The piece of paper with the agenda was very important to him and his sense of order. To me, the paper wasn't necessary, because I knew in my head what to do and how to do it.

It became clear to me that if I want to influence not just this client, but anyone, I need to adapt my communication style to theirs. From that day on, I modify my communication style to meet the needs of the other person.

As you read the story, you can see how I used my 1-2-3 formula to construct a story that I can use any time I want to help people see and learn the importance of using stories to make a key point.

33

Make Your Nerves Work for You

There are only two people in the room: you and a single listener.

Presentation anxiety—stage fright—can be the death knell for an otherwise great talk. We all get nervous before a talk, but being nervous doesn't have to mean you'll do a bad talk.

Presentation anxiety is a response to fear of doing a poor talk. It shows up in a number of ways: blushing, shaking, stuttering. It will lead you to feel as if you're not making sense, or worse yet, to lose the thread of your talk.

I'm sure you know that old story about the survey that asked people to name their greatest fear. Public speaking came in first, by a large margin. Death was fourth. So, if we are to believe the results of this survey, most people would rather die than stand up and give a talk.

I make speeches for a living, and I get nervous. In fact, if I'm not a little nervous, I start to worry that I will be flat and deliver an unenthusiastic talk. Over the years, I've developed a few tricks that I use to calm my nerves before a big presentation:

Practice your talk out loud. This will help you get comfortable with your material and your delivery.

Think good thoughts. Imagine yourself succeeding beyond your wildest dreams. Imagine that you will get a standing ovation for your talk.

Get there early. In this way, you'll be able to set up your computer and run through your slides one last time.

Greet people as they arrive; exchange a few words with them. This will help you make a good first impression with members of the audience. It will also help you get control of your nerves, because you'll feel more comfortable speaking to a group of people you know rather than a group of strangers.

Take a deep breath before you begin. This will calm you, help center you and give you enough air to get through your opening sentences.

Move. When you begin your presentation, move around. Use body movement to help release some of your nervous energy.

Just chat. Think of your presentation as a conversation. There might be 10, or 25, or 100 people in your audience. But in terms of real communication, there are only two people in the room: you and a single listener.

Ask questions during your talk. This will help you build a dialogue and a participatory feeling. I try to make at least one quarter and as much as one half of my talk a discussion with the audience. In this way, it's less of a speech and more of an expanded conversation with every person in the room.

Don't worry if you make a mistake. To begin with, most people won't realize that you made a mistake. Second, realize the audience is with you. They've all been there and know that presenting can be nerve wracking. Most people in the audience will be pulling for you to do a good job.

Presentations are an opportunity to shine. Don't let stage fright rob you of this opportunity. The tips above should help you deal with presentation anxiety. However, there is one piece of advice that is paramount here: practice, practice, practice!



Section V

Interpersonal Competence

- Rule 34: Become Interpersonally Competent
- Rule 35: Get to Know Yourself
- Rule 36: Strong Relationships Will Enhance Your Professional Success
- Rule 37: Make Regular Deposits to Your Emotional Bank Accounts
- Rule 38: Resolve Conflict Positively
- Rule 39: Be Assertive, Not Aggressive
- Rule 40: Be Generous

34

Become Interpersonally Competent

Treat people with kindness and respect. Help them enhance their feelings of self esteem.

Interpersonal competence is the fifth key of career and life success. No matter how self confident you are, how good you are at creating positive personal impact, how great a performer or dynamic a communicator you are, you will not succeed if you are not interpersonally competent.

Pat Wiesner is a friend of mine. He is the publisher of 'ColoradoBiz' Magazine and writes the "On Management" column. A couple of years ago, he wrote a great column called "The Biggest Management Sin of All: How to Lose Your Job or at Least Deserve to Lose It."

The biggest sin? Demeaning people. Pat says, "My belief is that if we get caught shouting at people, demeaning them in any way, we should be fired. On the spot."

I agree. And this holds for everyone—not just people in leadership and management positions. Raising your voice and demeaning people is not only poor leadership, it is one of the hallmarks of interpersonally incompetent people.

Belittling, intimidating, or otherwise demeaning people is not only nasty, it is destructive to their self esteem and self confidence. Pat says, "Once you have made someone feel really negative about himself, how long would it take to reverse that feeling? Pretty tough to do." I believe that interpersonally competent people help others build—not destroy—their self confidence.

Interpersonally incompetent people often seem to feel that the best way to feel good about themselves is to make others feel bad about themselves. That's why they often engage in demeaning and bullying behavior.

This is simply not true. The title of one of the first self-help books I ever read—published by Thomas Harris in 1969, 'I'm OK, You're OK'—says it best. Interpersonally competent people come from an "I'm OK, You're OK" place. Bullies and demeaning people come from an "I'm OK, You're Not OK" place.

Interpersonally competent people realize that we're all okay. They work hard to meet people where they are and to build strong relationships with all the people in their lives.

Treat people with kindness and respect. Help them enhance their feelings of self esteem. Do what you can to build their self confidence. If you do, you'll be known as an interpersonally competent person—and interpersonally competent people are welcome wherever they go.

Interpersonal competence will help you create rich relationships that last a lifetime. In 'The Little Black Book of Connections,' Jeffrey Gitomer offers the best piece of commonsense advice I've ever seen when it comes to relationships:

"Everyone wants to be rich. Although most people think being rich is about having money, rich is a description for everything but money. Rich relationships lead to much more than money. They lead to success, fulfillment and wealth."

As you probably expect, there are a few commonsense points associated with interpersonal competence too. Understand yourself. Think about what makes you tick. When you are working with someone else, think about what makes them tick. If they are different from you, decide what you need to do to be better able to communicate with them. Second, do things for other people—and don't keep score. Good things will come your way, often from unexpected sources. Build relationships by being willing to do for others whether or not they are willing to do for you. Finally, when you are in conflict, look for where you agree with the other person. Use these small places of agreements to build a mutually acceptable resolution to your conflict.

35

Get to Know Yourself

While it's important to know yourself, it's more important to know how you are similar and different from others, and to use this knowledge to help you become more influential with them.

Interpersonally competent people understand themselves. They use this self understanding to better understand others and to build and maintain, long term, mutually beneficial relationships with the important people in their lives. You have to understand yourself if you want to understand others and build strong relationships. Take a few minutes and answer these questions.

- When I need to recharge my batteries, do I like to prefer to be around other people, or do I prefer to be by myself?
- Do I like to take in information in a structured step by step manner, or do I prefer getting a lot of information all at once and figuring out the connections for myself?
- Do I make decisions with my heart or head?
- Do I like to resolve things quickly, or do I like to wait until the last minute to commit to a course of action?

You probably lean to one or the other of the choices in the four questions above. Once you know your answers to these questions, think about the people around you. How are they similar to you? How are they different?

Let's take a Friday night for example. You and your partner or spouse are invited to a party. You've both had a long, tough week and you're both tired. If you are the type of person who recharges your batteries by engaging in solitary

activities, make sure you find time for yourself. If your partner is the opposite, let him or her go to the party on his or her own. Your partner won't even miss you—there will be enough people at the party to recharge his or her batteries, and you'll get the precious solitary time that you need.

If you take in information in a highly structured step by step manner, you will have a difficult time dealing with people who are big picture thinkers and make intuitive leaps. You like to have information presented in a 1, 2, 2a, 2b, 3, 3a, 3b, 3c...manner. On the other hand big picture people, those who make intuitive leaps, will be all over the place...1, 4a, 3b, 2, 2d. You will be frustrated with them because of what you'll perceive as a lack of structure and discipline. They are likely to be frustrated with you because of what they perceive as a lack of imagination on your part. Both of you need to adapt your communication styles to best communicate with one another.

If you make decisions with your heart, you will have a difficult time convincing someone who makes decisions with his or her head to do something because "it is the right thing to do." Instead, you'll need to figure out the rational, logical reasons for what you want to do if you are going to convince a *head* person to go along with your ideas.

If you like to resolve things quickly, you will be frustrated by someone who waits till the last minute to commit. If you want to build a strong relationship with this type of person, you'll need to help this type of person understand the urgency in committing to a course of action. On the other hand, you might find it beneficial to take a step back and see if you are creating artificial deadlines merely to satisfy your own needs.

While it's important to know yourself, it's more important to know how you are similar and different from others, and to use this knowledge to help you become more influential with them. The more you can understand your style and needs, the better you will be able to understand others' styles and needs. The more you can adapt your preferred style to another person, the better able you will be to build relationships and resolve conflict.

36

Strong Relationships Will Enhance Your Professional Success

When you do something nice and unexpected for others and expect nothing in return, you'll be on your way to building strong relationships with them.

Interpersonally competent people are good at building strong, lasting relationships. My best advice for relationship building is to "give with no expectation of anything in return."

I know that it seems that the world works on quid pro quo. People expect it. That's why when you do something nice and unexpected for others and expect nothing in return, you'll be on your way to building strong relationships with them.

Here's an example. In a recent blog post, I featured an article from Self Improvement Magazine by Tricia Molloy called 'CRAVE Your Goals.' I featured it because I thought Tricia presented an interesting and unique way of looking at goals that would be beneficial to my readers. I also hoped to give Tricia some exposure to an audience she might not normally reach. I didn't know Tricia at the time.

The day after the post went up I got this comment from Tricia:

Hi, Bud:

Thanks for sharing my 'CRAVE Your Goals!' system with your readers. I enjoyed reading your comments about each step.

Tristan's comment about common sense not equaling common practice is so true. People often think these practices are too easy to work. They assume achieving goals always takes hard work and a bit of suffering. What I

suggest is to start with the one CRAVE step that resonates the most—like cleaning out some clutter or using an affirmation—and that will give you the energy and clarity to try another step until all five steps become a habit.

To more common sense!

Namaste,
Tricia

Tricia and I are friends now—all because I took a little of my time to feature her article on my blog. This was a win/win/win/win. My readers benefited; Tricia benefited, Tristan, the publisher of Self Improvement Magazine benefited and I benefited—all because I took a little step and did something with no expectation of anything in return. It's karmic really, it seems that very often you get things back when you least expect to.

Strong relationships have no quid pro quo. In a strong relationship, all parties do things willingly for one another, for the benefit of the individuals involved and for the benefit of the relationship. It's similar to the idea behind the hit movie 'Pay It Forward.'

When you pay it forward in a relationship you are demonstrating that the relationship, and the other person or persons, is important to you. You build goodwill by being the one who is willing to go first. In my coaching, speaking and consulting business I have found that paying it forward has helped me build solid, long term relationships with clients. Try it; it will work for you too.

Interpersonally competent people build relationships by doing for others. They don't keep score. They know that in the long run, good things will come back to them if they do good things for others.

I am a member of the Creating WE Institute, a group of people with multidisciplinary expertise who are working together to create new forms of engagement and innovation in the workplace. Look for our book '42 Rules for Creating WE' later this year. I'm contributing three rules. One is called "There is No Quid Pro Quo in WE." I believe this. Giving with no expectation of return is the best way to build strong, lasting, mutually beneficial relationships.

37

Make Regular Deposits to Your Emotional Bank Accounts

Make regular deposits to the emotional bank accounts you have with all of the important people in your life. Keep your balances high.

Paying it forward is one way to make regular deposits into your various emotional bank accounts. I first became aware of the concept of an emotional bank account about 20 years ago when I read Stephen Covey's great book, 'The 7 Habits of Highly Effective People.'

Interpersonally competent people make regular deposits in the emotional bank accounts they have with all of the people in their lives.

In the Spring of 2008, a major league baseball team made a huge deposit into the emotional bank account it has with several different groups of people.

The New York Yankees traveled from Florida to Virginia to play an exhibition game against the Virginia Tech baseball team. They did this to support the Hokie Spirit Memorial Fund that was created to cover grief counseling, memorials and other costs for the victims and families of the Virginia Tech shootings. If you recall, in 2007, a Virginia Tech student killed 32 people in two campus buildings before committing suicide.

I'm not a Yankee fan, but I'll remember this game the next time George Steinbrenner, their owner, does something stupid that ends up in the press. The emotional bank account I have with the Yankees got a major deposit that day.

The emotional bank account that the New York Yankees have with the Virginia Tech community got an even bigger deposit that day. The Yankees helped raise a lot of money for a very sad and deserving cause. They brought some happiness and light to a campus struggling with the memory of the shootings.

Finally, the Yankees made a big deposit into the emotional bank accounts of anyone who is a baseball fan. Compassion and a willingness to pitch in and help goes a long way in filling emotional bank accounts.

Most of us don't get to make such grand gestures. However, we can choose to make regular deposits into the emotional bank accounts we have with the people in our lives. There are six ways you can make deposits into the emotional bank accounts you have with people important to you.

Make a sincere effort to understand other people. Figure out what's important to all of the key people in your life. Make what's important to them, important to you.

Pay attention to the little things; because little things are big things in relationships.

Keep your commitments. Every time you do what you say you'll do, you'll be making an emotional bank account deposit. Every time you fail to keep your word, you'll be making a withdrawal.

Be clear on what you want and expect from another person. When you're clear on what you want, it makes it easier for others to give it to you. When you take the time to gain clarity on what others want, it's easier for you to keep your commitments.

Be honest. Make sure your words and actions are congruent. Remember what Mark Twain said. "Always tell the truth. That way you don't have to remember anything."

Apologize when you make a withdrawal. Often, a sincere apology will be enough of an emotional bank account deposit to offset the withdrawal you made. However, this works only for the occasional withdrawal. You can't continually break your word or miss your commitments and think that an apology will keep your emotional bank account full.

The commonsense point here is simple. Make regular deposits to the emotional bank accounts you have with all of the important people in your life. Keep your balances high. In that way, you won't be overdrawn when you have to make the occasional withdrawal.

38

**Resolve Conflict
Positively**

When you're in conflict with someone, instead of focusing on where you disagree, focus on where you agree.

Interpersonally competent people resolve conflict in a positive manner. No matter how interpersonally competent you are, or how easy going you are, you will inevitably find yourself in conflict. People will not always agree with you, and you will not always agree with others.

My favorite method for dealing with conflict is counterintuitive. By definition, conflict is a state of disagreement. When I'm in conflict with someone however, instead of focusing on where we disagree, I focus on where we agree.

This is a great way to not only resolve conflict positively, but to strengthen relationships. And, as we all know, conflict often leads to a deterioration of relationships. So to me this approach is a no brainer. First, you get to resolve conflict positively. Second, you strengthen your relationships.

I look for any small point of agreement and then try to build on it. I find that it is easier to reach a larger agreement when I build from a point of small agreement, rather than attempting to tear down the other person's points with which I don't agree.

Most people don't do this. They get caught up in proving their point. They hold on to it more strongly when someone else attacks it. If you turn around the discussion and say, "Let's focus on where we agree, and see if we can build something from there," you are making the situation less personal. Now the two of you are

working together to figure out a mutually agreeable solution to your disagreement. You're not tearing down one another's arguments just to get your way. Try this. It works.

President Obama demonstrated this in his first speech to a joint session of Congress. As he was winding up his talk, he said...

"I know that we haven't agreed on every issue thus far, and there are surely times in the future when we will part ways. But I also know that every American who is sitting here tonight loves this country and wants it to succeed. That must be the starting point for every debate we have in the coming months, and where we return after those debates are done. That is the foundation on which the American people expect us to build common ground."

"And if we do—if we come together and lift this nation from the depths of this crisis, if we put our people back to work and restart the engine of our prosperity, if we confront without fear the challenges of our time and summon that enduring spirit of an America that does not quit, then someday years from now our children can tell their children that this was the time when we performed, in the words that are carved into this very chamber, 'something worthy to be remembered.' Thank you, God bless you, and may God bless the United States of America."

Regardless of your political views, the President is right on with this one. When you come together with the people with whom you are in conflict by identifying some small point on which you agree, you are putting yourself in the position to begin building a resolution to the conflict—one that is likely to be better than either side's opening position. And, by working together, you'll be strengthening your relationship. This will facilitate even more effective conflict resolution down the road. Look for common ground. When you find it, build on it. You'll find that this is a great way to resolve conflict in a manner that enhances, not destroys, relationships.

39

Be Assertive, Not Aggressive

Assertive people stand up for their rights, but do it in such a way as not to offend other people. Aggressive people get what they want, but at the expense of others.

Frontier flight 862, Denver to Phoenix. I get on late because I'm on standby for an earlier flight. I have a middle seat, 14B. When I arrive at row 14, there are women sitting in seats A and C. I say hello, stow my bags, and get into my seat.

The woman in 14A smiles at me, looks at the book I have in my hand, and says, "That looks like an interesting book." I'm reading Laura Lowell's book '42 rules of Marketing.' We chat a minute about the book and then lapse into some general conversation.

Her name is Cheryl Munsey, and she is an associate for Isagenix, a health and nutrition company. As it turns out, Cheryl and I know a few people in common. And she's very personable. We chat the whole time the plane is taxiing and through take off.

As soon as the plane is in the air, the woman in 14C rings the flight attendant call button. The flight attendant comes on the loud speaker and says, "We are still in our ascent. Will the person who rang his or her call button turn it off until we reach our cruising altitude? Leave it on only if it's a real emergency."

14C leaves the light on. I'm worried that she might be ill. The flight attendant struggles down the aisle. When she arrives at our row, 14C says, "I need a pair of headphones. These people are talking too much and driving me crazy." As she is saying this, she is removing earplugs.

I feel bad. I tend to speak softly in crowded, enclosed places like airplanes and was surprised that our conversation was annoying her—especially when she was wearing earplugs. I say to 14C, "I apologize if we were annoying you. I didn't realize we were speaking so loudly." She says, "I was trying to sleep," and puts on the headphones that she got from the flight attendant.

Less than a minute later, she rings the call button again. When the flight attendant comes back, she says, "I need another pair. These earphones aren't drowning out these people." I thought this was kind of peculiar, as Cheryl and I were stunned by what happened and really hadn't said anything since her original comment that we were speaking too loudly.

All of this should just go into one of those irritating, bizarre moments in life files and be forgotten. However, it makes a point about personal responsibility and interpersonal competence.

The woman in 14C never told Cheryl and me that we were disturbing her sleep. Instead, she chose to complain to the flight attendant about our conversation. It came across to both Cheryl and me as a pretty hostile gesture. We both wondered why she just didn't ask us to speak more softly. That's what an interpersonally competent person would have done. That's what someone who was taking responsibility for herself and her needs would have done.

It's called being assertive. Assertive people stand up for their rights, but do it in such a way as not to offend other people. Passive people let others trample on them and don't stand up for their rights. Aggressive people get what they want, but at the expense of others. In this case, 14C was being aggressive.

Two commonsense points here: one, take responsibility for yourself. Tell people how you feel. Don't let others do things that make your life unpleasant. And two, stand up for yourself in an assertive, not aggressive, way.

40

Be Generous

Being nice to others without expecting anything in return is the best and quickest way to become a truly interpersonally competent person.

I'm a Pittsburgh guy. I grew up in Ambridge, PA, just 15 miles from where the confluence of the Monongahela and Allegheny Rivers forms the Ohio River. Growing up there, I am a lifelong Pittsburgh Steeler fan.

Displaced Pittsburgh guys like me have a love affair with their hometown and its football team. A while back, a friend of mine sent me an article about Art Rooney, the founder of the Pittsburgh Steelers. He's gone now, but he is remembered fondly by the people in Pittsburgh.

The story happens in a funeral home. Kathleen Rooney, Art's wife of over 50 years, had just passed away. A guy by the name of Dan Lackner, who worked in the Steelers' office when he was in high school, went to pay his respects.

While he was there, he ran into another friend of his whose father, a retired Pittsburgh fireman, had just passed away. He paid his respects to his old friend's father. There were no people or flowers in the old fireman's visitation room. The son said that his dad had outlived all of his friends. He wasn't surprised that very few people had come to pay their respects. In fact, he wasn't even sure if it made any sense to have a viewing.

You have to understand that in Pittsburgh, everybody goes to viewings at funeral homes. When my grandmother passed away, I saw people whom I hadn't seen since I graduated from high school 40 years ago. They read the obituaries and showed up. She spent the last 15

years of her life in Florida. Nevertheless, members of her church in Pittsburgh came to pray for her the night before her burial. So, in Pittsburgh, an empty visitation room with a casket and no mourners is an especially sad thing.

As the story goes, Art Rooney, who was in mourning for his wife, noticed Dan Lackner coming out of the other room. He asked who was there. Lackner told him the story. Mr. Rooney was a generous man. He immediately went to the room to pay his respects to a man he had never met.

As you might imagine, there was no shortage of flowers for Mrs. Rooney. Mr. Rooney began telling the delivery men to take them to the Lackner family's room. They ended up with quite a collection of bouquets.

When the famous Steelers, Joe Greene, Terry Bradshaw, Mel Blount, came to pay their respects to Mrs. Rooney, Art Rooney sent them to the other room to pay their respects to the fireman. He told them to be sure to sign the guest book. Pete Rozelle, the NFL Commissioner, was sent back to pay his respects, as were Al Davis, the owner of the Oakland Raiders, and Pete Flaherty, then mayor of Pittsburgh.

The article ended with these words: "Everybody who was anybody in the National Football League had signed the fireman's guest book. That's just the way Art Rooney was. That visitor's book might be worth something these days."

That was the way Art Rooney was—a man who did things for others, even if they could do nothing for him. Interpersonally competent people do this. They are kind and generous. They know that generosity is the secret to relationship building.

As Ralph Waldo Emerson said, "You cannot do a kindness too soon, for you never know how soon it will be too late."

41

Knowing is Not Enough

Knowing is not enough, we must do. Willing is not enough, we must apply.

Rule number 3 in this book is about personal responsibility. I want to revisit that idea here. Personal responsibility means using this material once you learn it. I wrote this book to provide you with useful information and knowledge on becoming a success in your career and life. But, as the U.S. Steel pencils my Dad brought home from work used to say, "Knowing is not enough."

I've tried to present this material in such a manner that it provides you with some ideas of what to do to become a success in your life and career. It's up to you to think about what's here and decide if and how you are going to use it. That's what personal responsibility is all about.

'A Message to Garcia,' an inspirational essay written by Elbert Hubbard in 1899, is one of the best-known writings on the idea of personal responsibility. It has been made into two movies, reprinted as a pamphlet and a book, translated into 37 languages, and was well known in American popular and business culture until the middle of the twentieth century. It was originally published as a filler without a title in the March 1899 issue of 'Philistine' magazine.

'A Message to Garcia' celebrates the initiative of a soldier who was assigned to and accomplished a daunting mission. "He asked no questions, made no objections, requested no help, and accomplished the mission." The soldier was Andrew Summers Rowan, a class of 1881 West Point graduate.

The essay suggests that the reader should apply this attitude to his or her own life as an avenue to success. Its wide popularity at the time was reflective of the general appeal of self-reliance and energetic problem solving in American culture. Its "don't ask questions, get the job done" message was often used by business leaders as a motivational message to their employees. It was given to every United States Sailor and Marine in both World Wars and was often memorized by schoolchildren.

The essay is about an event in the Spanish-American War in 1898. As the American army prepared to invade the Spanish colony of Cuba, they needed to contact the leader of the Cuban insurgents, Calixto Iniguez Garcia. Garcia had been fighting the Spanish for Cuban independence since 1868 and sought the help of the United States.

Here are some selected excerpts from 'A Message to Garcia:'

In all this Cuban business there is one man who stands out on the horizon of my memory like Mars at Perihelion. When war broke out between Spain and the United States, it was very necessary to communicate quickly with the leader of the Insurgents. Garcia was somewhere in the mountain fastnesses of Cuba—no one knew where. No mail or telegraph could reach him. The President must secure his co-operation, and quickly.

What to do!

Someone said to the President, "There is a fellow by the name of Rowan who will find Garcia for you, if anybody can."

Rowan was sent for and given a letter to be delivered to Garcia....

McKinley gave Rowan a letter to be delivered to Garcia; Rowan took the letter and did not ask, "Where is he?"

By the Eternal! There is a man whose form should be cast in deathless bronze and the statue placed in every college of the land. It is not book-learning young men need, nor instruction about this or that, but a stiffening of the vertebrae which will cause them to be loyal to a trust, to act promptly, concentrate their energies: do the thing—"Carry a message to Garcia...."

Knowing is not enough. You have to do. We all have to do. Be like Rowan. Treat all of your tasks as "a message to Garcia." If you would like to have the full text of A Message to Garcia, go to <http://BudBilanich.com/garcia>.

Rule

42

These Are My Rules. What Are Yours?

I am hoping to use this book and blog to start a community of success seekers—one in which we freely exchange ideas, helping one another to learn, grow and succeed.

I've enjoyed writing this book. It was fun to look back on my career and to distill the nuggets that have become my personal rules for success.

But as I mentioned in the first rule, these are rules that I have found helpful in my personal journey to professional success. Now that you've had a chance to read them, I suggest you make a list of success rules that work for you. Feel free to borrow any of my rules. But feel equally free to add your own.

I have created a blog http://42rules.com/jumpstart_success/. Please visit often. When you're there, comment on any of my 42 rules for professional success; add a rule of your own, or to suggest modifications to what I've written.

I am hoping to use this book and blog to start a community of success seekers—one in which we freely exchange ideas, helping one another to learn, grow and succeed. It takes more than one person to create a community. That's why I welcome your active participation on the 42 Success Rules blog. I will post there, and respond to comments five days a week.

While I encourage open discussion of ideas on the blog, you can email me at Bud@BudBilanich.com if you have any questions you would like me to answer in private.

I am offering a free 30-minute coaching session to readers of '42 Rules to Jumpstart Your Professional Success.' If you are interested in taking me up on this offer, send me an email with your phone number and a good time to call you.

Finally, I publish a free weekly ezine called 'Common Sense.' You can subscribe and get some other success gifts from me by going to <http://BudBilanich.com/42rules>.

About the Author



Bud Bilanich, The Common Sense Guy, is an executive coach, motivational speaker, author and blogger. He is the Official Guide for Executive Coaching at SelfGrowth.com, and the Careers Group Coordinator at FastCompany.com. He is a member of the USA Today Small Business Advisory Panel. He writes the popular blog (<http://www.SuccessCommonSense.com>) to which he posts five days a week. Dr. Bilanich is Harvard educated but has a no nonsense approach to personal and professional success as a result of over 35 years of business experience, 10 years of research and study of successful people and the application of common sense. Bud is the author of seven other books, including 'Straight Talk for Success: Common Sense Ideas That Won't Let You Down.'

His clients include Pfizer, Glaxo SmithKline, Johnson and Johnson, Abbot Laboratories, PepsiCo, AT&T, Chase Manhattan Bank, Citigroup, General Motors, UBS, AXA Advisors, Cabot Corporation, The Aetna, PECO Energy, Olin Corporation, Minerals Technologies, The Boys and Girls Clubs of America and a number of small and family owned businesses.

Bud is a cancer survivor and lives in Denver Colorado with his wife Cathy. He is a retired rugby player and an avid cyclist. He likes movies, live theatre and crime fiction.

A

Books to Read

There are zillions of books on personal and professional success. I have bought and read a lot of them. Here is a list of books (arranged alphabetically by author) to which I find myself returning over and over. They are a good resource for anyone interested in personal and professional success—and my gift to you. Check them out; you'll be glad you did.

This isn't a real bibliography, as it contains only the book titles and author's names. However, in this day of Amazon.com and Barnes and Noble.com, I think that's all you'll need to find what you're looking for.

'Ouch! That Stereotype Hurts;' Leslie Aguilar

'Listening;' Madelyn Burley-Allen

'Career Distinction;' William Arruda and Kirsten Dixon

'Difficult People at Work;' Arthur H. Bell and Dayle M. Smith

'Executive Charisma;' D. A. Benton

'The Job Search Solution;' Tony Beshara

'Basic Black;' Cathie Black

'Goal Setting for Results;' Gary Ryan Blair

'The One Minute Apology;' Ken Blanchard and Margret McBride

'Ten Things I Learned from Bill Porter;' Shelly Brady
'As a Gentleman Would Say;' John Bridges and Bryan Curtis
'How to Be a Gentleman;' John Bridges
'High Impact Public Speaking;' William T. Brooks
'First Break all the Rules;' Marcus Buckingham and Curt Coffman
'Now, Discover Your Strengths;' Marcus Buckingham and Donald O. Clifton
'The Secret;' Rhonda Byrne
'How to Win Friends and Influence People;' Dale Carnegie
'The Excellent 11;' Ron Clark
'Soar With Your Strengths;' Donald O. Clifton and Paula Nelson
'Rules for Renegades;' Christine Comaford-Lynch
'Daily Reflections for Highly Effective People;' Stephen Covey
'The 7 Habits of Highly Effective People;' Stephen Covey
'The 8th Habit;' Stephen Covey
'Write to the Top;' Deborah Dumaine
'The Fine Art of Small Talk;' Debra Fine
'Getting to Yes;' Roger Fisher and William Ury
'Poor Richard's Almanac;' Benjamin Franklin
'The Law of Achievement;' Kathleen Gage, Lori Giovannoni
'101 Ways to Captivate a Business Audience;' Sue Gaulke
'The Little Black Book of Connections;' Jeffrey Gitomer
'The Little Gold Book of YES! Attitude;' Jeffrey Gitomer
'The Little Green Book of Getting Your Way;' Jeffrey Gitomer
'The Little Platinum Book of Cha-Ching!' Jeffrey Gitomer
'The Little Red Book of Selling;' Jeffrey Gitomer
'The Little Teal Book of Trust;' Jeffrey Gitomer
'Creating WE;' Judith Glaser
'Social Intelligence;' Daniel Goleman

'A Grammar Book for You and I...Oops, Me!' C. Edward Good
'A Gentleman's Guide to Appearance;' Clinton T. Greenleaf III
'A Gentleman's Guide to Etiquette;' Clinton T. Greenleaf III
'I'm OK – You're OK;' Thomas Harris
'Face to Face Communication for Clarity and Impact;' Harvard Business School Press
'You Can Excel in Times of Change;' Shad Helmstetter
'Hermanisms;' John Herman
'The Innkeepers Tales;' John Herman
'Think and Grow Rich;' Napoleon Hill
'Radical Careering;' Sally Hogshead
'The Nibble Theory;' Kaleel Jamison
'The Little Book of Confidence;' Susan Jeffers
'Stress Breakers;' Helene Lerner and Roberta Elins
'The Six Fundamentals of Success;' Stuart R. Levine
'We Are Smarter Than Me;' Barry Libert and Jon Spector
'Make Peace With Anyone;' David J. Lieberman
'Conversations With Millionaires;' Mike Litman and Jason Oman
'How to Be a Master Networker;' James Malinchak and Joe Martin
'Success Starts With Attitude;' James Malinchak
'Turbo Charge Your Career;' James Malinchak
'The 17 Essential Qualities of a Team Player;' John C. Maxwell
'There's No Such Thing as "Business" Ethics;' John C. Maxwell
'On Being;' Peggy McColl
'The Proven Secrets to Smart Success;' Peggy McColl
'Your Destiny Switch;' Peggy McColl
'Talk Ain't Cheap...It's Priceless;' Eileen McDargh
'I Wish You Would Just...;' Todd McDonald and Kyndra Wilson
'Be Your Own Brand;' David McNally and Karl D. Speak

'Effective E-Mail Made E-Z;' Verne Meyer, Pat Sebranek and John Van Rys

'Flipping the Switch;' John G. Miller

'QBQ: The Question Behind the Question;' John G. Miller

'The Brand Called You;' Peter Montoya

'The Personal Branding Phenomenon;' Peter Montoya

'Please Just Don't Do What I Tell You;' Bob Nelson

'Cool Careers for Dummies;' Marty Nemko

'212;' S. L. Parker

'Crucial Conversation;' Kerry Patterson, Joseph Grenny and Ron McMillan, Al Switzler

'The Power of Positive Thinking;' Norman Vincent Peale

'The Brand You 50;' Tom Peters

'Essential Manners for Men;' Peter Post

'C and the Box;' Frank A. Prince

'Manners That Sell;' Lydia Ramsey

'You're Hired;' Bill Rancic

'How Full is Your Bucket?' Tom Rath and Donald O. Clifton

'101 Great Ways to Improve Your Life, Volumes 1, 2 and 3;' David Riklan

'Business Etiquette;' Ann Marie Sabath

'Love is the Killer App;' Tim Sanders

'Fierce Conversations;' Susan Scott

'The Little Instruction Book of Business Etiquette;' Valerie Sokolosky

'How Outstanding People Manage Time;' Erika Steffen and R. James Steffen

'Difficult Conversations;' Douglas Stone, Bruce Patton and Sheila Heen

'The No Asshole Rule;' Robert I. Sutton

'The Rules of Life;' Richard Templar

'The Rules of Work;' Richard Templar

'The Power of Nice;' Linda Kaplan Thaler and Robin Koval
'The Top Performers Guide to Change;' Tim Ursiny and Barbara A. Kay
'The Top Performers Guide to Conflict;' Tim Ursiny and Dave Bolz
'Start Right, Stay Right;' Steve Ventura
'Start Right, Lead Right;' Steve Ventura
'Working Relationships;' Bob Wall
'From Day One;' William J. White
'The Angel Inside;' Chris Widener
'Wildly Sophisticated;' Nicole Williams

B**Online Resources**

In Appendix A, I shared some of my favorite books on personal and professional success with you. Here is a list of web resources, blogs, e-zines and websites that I find myself returning to over and over again. I guarantee that you will find interesting and helpful career and life success guidance on each one of them.

<http://www.GetMotivation.com>,

published by Josh Hinds

<http://www.SuccessTelevision.com>,

published by Helen Whelan

<http://www.AudioMotivation.com>,

published by Andy O'Bryan

<http://www.GMarketing.com>

<http://www.GuerrillaMarketingAssociation.com>

<http://www.gmarketing.com/radio>,

all published by Jay Conrad Levinson

<http://www.Powerfull-Living.biz>,

published by Lorraine Cohen

<http://www.JimRohn.com/ezines.asp>,

published by Jim Rohn

<http://www.MikeLitman.com/ezines.php>,

published by Mike Litman

<http://www.Destinies.com>,
published by Peggy McColl

<http://www.BrianTracy.com>,
published by Brian Tracy

<http://www.KevinEikenberry.com/uypw/archive.asp>,
published by Kevin Eikenberry

<http://www.simpleology.com>,
published by Mark Joyner

<http://www.justsell.com>
<http://www.salesdog.com>
<http://www.WritingHelpTools.com/blog.html>,
published by Shaun Fawcett

<http://www.naphill.org>,
published by The Napoleon Hill Foundation

<http://www.ThinkRightNow.com>,
<http://www.InstantInnerPower.com>,
both published by Mike Brescia

<http://www>YourSuccessStore.com>,
published by Ron White

<http://www.KnowMoreMedia.com>
<http://www.VitalSmarts.com/CrucialSkillsArchive.aspx>,
published by Vital Smarts

<http://www.WalkTheTalk.com>,
published by the Walk the Talk Company

<http://www.EverythingCounts.com>,
published by The Goals Guy

<http://www.MrPositive.com>,
published by Dave Boufford

<http://www.ThinkTQ.com>
<http://www.SalesCaffeine.com>,
published by Jeffrey Gitomer

<http://www.RonKarr.com>,
published by Ron Karr

<http://www.CorporateClassInc.com>,
published by Diane Craig

<http://www.SelfGrowth.com>,
published by David Riklan

<http://www.DaveNavarro.com/Wealthblog>,
published by Dave Navarro

<http://www.MindTools.com>,
published by James Manktelow

<http://www.ReachCC.com>,
published by William Arruda

<http://www.DebraBenton.com>,
published by Debra Benton

<http://www.DebraFine.com>,
published by Debra Fine

<http://www.MannersThatSell.com>,
published by Lydia Ramsey

<http://BobSutton.typepad.com>,
published by Bob Sutton

<http://www.emilypost.com>,
published by The Emily Post Institute

<http://www.goalsguy.com>,
published by Gary Ryan Blair

http://www.ThePowerOfNice.com/index.php?/nice_blog/,
published by Linda Kaplan Thaler and Robin Koval

http://SandersSays.Typepad.com/sanders_says/,
published by Tim Sanders

<http://www.SusanJeffers.com>,
published by Susan Jeffers

<http://www.RWUniversity.com>,
published by Joe Martin

<http://www.essentialmessage.com>,
published by Michel Neray

<http://www.Peace-Together.com>,
published by Bobbi Benson and Joseph Bernard (I like their message)

<http://www.Chipotle.com>
(I like their food and their philanthropy)
and of course,

<http://www.SuccessCommonSense.com>,
<http://www.CommonSenseCoach.com>,
http://42rules.com/jumpstart_success/,
published by Bud Bilanich

You've read the book.

You have your questions.

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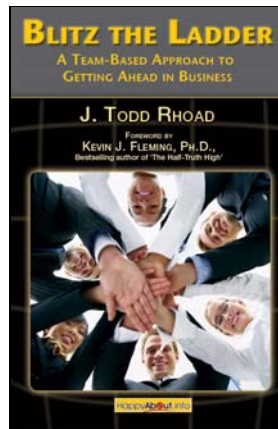
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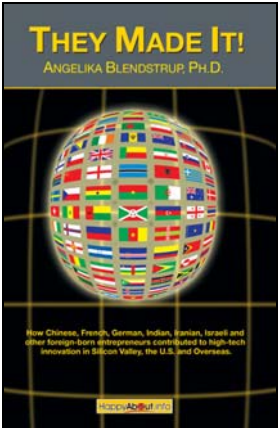
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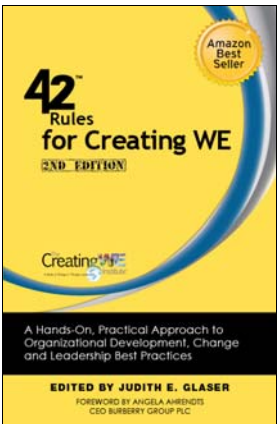


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