



**Mojo**  
**How to Get, How to Keep It,**  
**How to Get It Back**  
**If You Lost It**

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**Author's Bio:** Marshall Goldsmith is recognized as one of the world's leading executive educators and coaches. Dr. Goldsmith's 30 books *include What Got You Here Won't Get You There*.

**Author's big thought:** In his follow-up to the New York Times bestseller *What Got You Here Won't Get You There*, executive coach Marshall Goldsmith lays out the ways that we can get—and keep—our Mojo, Our professional and personal Mojo is impacted by four key factors: identity (Who do you think you are?), achievement (What have you done lately?), reputation (Who do other people think you are—and what have you done lately?), and acceptance (What can you change—and when do you need to just “let it go”?).

Mojo is: that positive spirit—toward what we are doing—now—that starts from the inside—and radiates to the outside. Mojo is at its peak when we are experiencing both happiness and meaning in what we are doing and communicating this experience to the world around us. The Mojo toolkit provides fourteen practical tools to help you achieve both happiness and meaning—not only in business, but in life

## **SECTION I You and Your Mojo**

### **Chapter I: Mojo, You, and Me**

- Mojo is the moment when we do something that's purposeful, powerful, and positive, and the rest of the world recognizes it. This book is about that moment—how we can create it in our lives, how we maintain it, and how we recapture it when we need it again.
- The word “Mojo” originally referred to a folk belief in the supernatural powers of a voodoo charm, often in the form of a piece of cloth or a small pouch.
- Over time the word has evolved to describe a sense of positive spirit and direction, especially in the shifting tides of sports, business, and politics.

- To other people, Mojo is a more elusive sense of personal advancement through the world. Goldsmith's definition of Mojo spins off from the great value he attaches to finding happiness and meaning in life.
- Mojo plays a vital role in our pursuit of happiness and meaning because it is about achieving two simple goals: loving what you do and showing it. These goals govern his operational definition:
- Mojo is that positive spirit toward what we are doing now that starts from the inside and radiates to the outside.
- Your vital ingredients need to be combined in order for you to have great Mojo. The first is your identity. Who do you think you are? How do you perceive yourself?" (Without a firm handle on our identity, we may never be able to understand why we gain—or lose—our Mojo.
- The second element is achievement. What have you done lately? These are the accomplishments that have meaning and impact. We often underrate or overrate our achievements based on how easy or hard they were to pull off:
- The third element is reputation. Who do other people think you are? What do other people think you've done lately? Although you can't take total control of your reputation, there's a lot you can do to maintain or improve it, which can in turn have an enormous impact on your Mojo.
- The fourth element to building Mojo is acceptance. What can you change, and what is beyond your control?
- When Mojo fades, the initial cause is often failure to accept what is—and get on with life.
- Mojo appears in our lives in various guises. Some people have it for almost everything they do, no matter how unpleasant the activity may seem to others. Some have it, lose it, and can't seem to get it back. Some lose it and recover it. And then there are those who have it in some parts of their lives but not in others.
- In Mojo Goldsmith focuses on our internal workings—and our personal definitions of meaning and happiness. In this book Goldsmith will be focused on what people can start doing in order to achieve more meaning and happiness in their lives. His goal is to provide an extended answer to the most frequently asked question he hears in his work: "What is the one quality that differentiates truly successful people from everyone else?"
- Nearly all of the challenges dealt with here have simple—although not easy—solutions. You'll find these solutions in the book's third section, in "Your Mojo Tool Kit."

## Chapter 2: Measuring Your Mojo

- Mojo is not merely about the rush we feel when we're on a winning streak. It's not only about the direction we're heading in, nor is it about the pace of change we're creating around us. Mojo is an expression of the harmony—or lack of harmony—between what we feel inside about whatever we are doing and what we show on the outside.
- *Mojo is that positive spirit toward what we are doing now that starts from the inside and radiates to the outside.*
- *Positive spirit* is unambiguous. It's a feeling of optimism and satisfaction. It conveys both happiness and meaning.
- *Toward what we are doing* focuses us on the fact that we're dealing with an activity or a task—as opposed to a state of mind or a situation.
- *Now's* meaning is obvious, though its importance cannot be overstated. When we are measuring our Mojo, we do so in the immediate present, not in the recent past or vague future. We are finding happiness and meaning in the *present*.

- *That starts from the inside* is Goldsmith's reminder that measuring Mojo is an exercise in self-assessment. Only you know what you're feeling. Only you can score yourself.
- *And radiates to the outside* is Goldsmith's nod to the cause-and-effect dynamic between what we feel inside, how much of it we show, and how it is perceived by others.
- The unifying element is *radiates to the outside*. To everyone who has to deal with you, this is the part that makes all the difference.

#### The Mojo Scorecard

- We all have two forms of Mojo in our lives: *Professional Mojo*, which is a measure of the skills and attitudes we bring to any activity, and *Personal Mojo*, which is measured by the benefits that a particular activity gives back to us.
- Five qualities that we need to bring to an activity in order to do it well are: motivation, knowledge, ability, confidence, and authenticity. Likewise, five benefits we may receive from the activity after doing a job well are: happiness, reward, meaning, learning, and gratitude.
- Rate yourself on each of the ten questions on a scale of 1 to 10, with 10 being the highest. A perfect Mojo score would be 100.\* See page 26 to do so. This is a fairly simple test: ten questions that you can answer in a short period of time.
- Step back and ask yourself if your colleagues would award you the same score.
- This is not a one-time test. When we score ourselves, we learn that all of us *have more than one role during the day*.
- If an activity matters to you, whether it's your primary breadwinning activity or something you do "after hours," get it on your Mojo Scorecard. It cries out for assessment. Your Mojo at home is just as important, if not more important, than your Mojo at work!
- A benefit of the Mojo Scorecard—it causes us to question the elements of our lives that are just not working.
- We can learn a lot about ourselves from our Mojo Scorecard. We can learn where we may need to spend more time—and where we should try to find others to help us. We can learn where we may need to "adjust our attitude" in situations where we may have to do something that we don't normally enjoy.
- Everyone's day requires different skills and produces different levels of Mojo. That's why the first step in establishing or recapturing your Mojo is this test to determine what you bring to each activity in your day—and what each activity brings to you. Without the test, you might never pinpoint all the daily tasks that gobble up your time, or realize whether these tasks actually matter to you. Also, you might never appreciate that each activity, in some form or another, represents a different facet of you, a different part of your life. Once you add up the numbers on your Scorecard, you might finally be forced to pause and ask yourself, "Is this really what I should be doing?"

### Chapter 3: The Mojo Paradox

- Mojo will focus on two other ingredients for a truly successful life: happiness and meaning.
- As much as we all claim to want happiness and meaning in our lives there's a paradoxical catch that thwarts us at every turn. This is the Mojo Paradox:
  - Our default response in life is not to experience happiness.
  - Our default response in life is not to experience meaning.
  - Our default response in life is to experience inertia.
- The thing we do more often than anything else—is continue to do what we're already doing. The most reliable predictor of what you will be doing five minutes from now is what you are doing now.

- Once you appreciate the Mojo Paradox, you become aware of its paralyzing effect on every aspect of your life, not just the mindless routines of eating or watching TV, but also things that really matter—such as the level of happiness and meaning in your life—and you become more thoughtful about turning things around.
- *Very few people achieve positive, lasting change without ongoing follow-up.* They usually don't change their behavior, and as a result, they don't become more effective. On the other hand, if they know their coach, their coworkers, or their manager, is watching—in the form of paying attention to them, or caring about them, or evaluating them with follow-up questions—they're more likely to change. The key is measurement and follow-up, in all their myriad forms.
- Simply record the activities that make up your day, both at work and at home, and then evaluate each activity by applying these two questions.
  - #1. How much long-term benefit or meaning did I experience from this activity?
  - #2. How much short-term satisfaction or happiness did I experience in this activity?
- If you journey through life knowing that all of your activities will be evaluated on these two simple questions, you will tend to experience more happiness and meaning in each activity and, in aggregate, you will have a happier and more meaningful life.
- We're more alert to how we behave, perform, and appear to others when we know someone is judging us. The mere act of evaluating an activity forces you to break the pattern of inertia enveloping that activity.
- That's the power behind this exercise in self-directed follow-up. It not only tells us what's working after the fact, but it also makes us think about our actions before the fact.
- One simple questioning activity is to breathe before speaking and acting, then ask yourself, "Is what I am about to say or do in the best interest of myself and the people that I love?" If the answer is "no," think hard before saying or doing it!
- This simple "two question" discipline can be applied to any activity. All you're doing is changing how you approach any activity. You are changing your mindset. You're no longer defaulting to inertia—i.e., continuing to do what you've been doing. You're electing to be more mindful, more alert, and more awake. Remember this is how we can overcome the pernicious effects of inertia, or mindless activity.

## **SECTION II: The Building Blocks of Mojo**

### **Chapter 4: Identity: Who Do You Think You Are?**

- Before you can assess your Mojo—that positive spirit—toward what you are doing now—that starts from the inside—and radiates to the outside—you have to determine who "you" are. How do you define yourself? At its core, our identity is determined by two dynamics complementing and competing with one another.
- One vector represents the interplay between our past and our future. The other vector tracks the tension between the image others have of us and our self image. It's the different weight we assign to what others say about us and what we tell ourselves.
- Each of the four boxes created by this matrix represents one of four different sources of our identity. Each of these four sources of our identity combines to influence our Mojo.
- 1. *Remembered Identity* in the lower-right-hand corner is where self and past collide. How do you know who you are? Because you remember events in your life that helped form your sense of self. The trouble is, the further you go back into your past, the greater the chances that your Remembered Identity doesn't match up with who you are today. Remembered Identity can cheat us in establishing our Mojo. There's nothing wrong with

harkening back to the past to sort out our strengths and weaknesses. But cling too tightly and you might be getting it all wrong, creating a dark blurry picture of someone who doesn't exist anymore.

- 2. *Reflected Identity* in the lower-left-hand corner, where the past and other people's opinions meet, is *Reflected Identity*. Other people remember events in your past and they remind you of them, sometimes constantly. There's value in paying attention to your Reflected Identity—but healthy skepticism is called for here as well. At its worst, your Reflected Identity may be based on little more than hearsay and gossip. It may enhance your reputation or it may tarnish it. But either way, it's not necessarily a true reflection of who you are. Even if your Reflected Identity is accurate, it doesn't have to be predictive. We can all change!
- 3. *Programmed Identity*: In the upper-left-hand corner is *Programmed Identity*, which is the result of other people sending messages about who you are or will become in the future. Even in its most extreme forms, there can be a lot that is positive about Programmed Identity. For example, the Marine Corps excels at forging new identities for its recruits. That's how they've been trained. The Corps is at the core of their identity. Your Programmed Identity has many sources. It can be influenced by the profession you enter, or the culture you grew up in, or the company you work for, or the entire industry you work in, or the people you select as your trusted friends. Each of these can shape your opinion of yourself. Some more vividly than you may realize. We can't lay all our problems on our programming. That's when we stop turning to the past and to others for our sense of self and look to ourselves.
- 4. *Created Identity*: In the upper-right-hand corner of our matrix, where self and future meet, is your *Created Identity*. Our Created Identity is the identity that we decide to create for ourselves. It is the part of our identity that is not controlled by our past or by other people. The most truly successful people that Goldsmith met created identities to become the human beings that they chose to be—without being slaves to the past or to other people. This concept is the beating heart of Mojo. Our Created Identity allows us to become a different person. We can change to fit changing times. We can change to achieve higher goals.
- When we define ourselves by saying we are deficient at some activity, we tend to create the reality that proves our definition. When we tell ourselves that we can't sell, or are awful at speaking in public, or don't listen well, we usually find a way to fulfill our prophecy. We literally groom ourselves to fail.
- In summary, how do we know who we are? Our identities are remembered, reflected, programmed, and created. The author's suggestion is simple. First, review the various components of your current identity. Where did they originate? Then, review the matrix in the context of how you see yourself today—and who you would like to become in the future. If your present identity is fine with you, just work on becoming an even better version of who you are. If you want to make a change in your identity, be open to the fact that you may be able to change more than you originally believed that you could. Assuming that you do not have "incurable" or unchangeable" limitations, you can create a new identity for your future, without sacrificing your past.
- Your Mojo is that positive spirit toward what you are doing now that starts from the inside and radiates to the outside. To understand how you are relating to any activity, you need to understand your identity—who you are. To change your Mojo, you may need to either create a new identity for yourself or rediscover an identity that you have lost.

## Chapter 5: Achievement: What Have You Done Lately?

- Our achievements are the second component in creating our Mojo.
- We tend to gauge our achievements by using two differing criteria. On the one hand, there are the accomplishments that make others aware of our ability and result in their recognizing us. This is what most people think about when they discuss achievement. On the other hand, there are the accomplishments that only we are aware of related to our own abilities that make us feel good about ourselves. Both are legitimate in their own way.
- Professional Mojo is what we bring to the job. If we have the motivation, ability (or skill), understanding (or knowledge), confidence, and authenticity needed to excel, we will be “winners” in terms of achieving goals.
- Our Personal Mojo is what the job brings to us. If we find happiness, meaning, reward, learning, and gratitude in what we are doing—we will define ourselves as “winners.”
- Both Professional and Personal Mojo are connected to achievement - just two different types of achievement.
- In the “best of all worlds,” the two types of achievement could be the same—what we do that impresses others makes us feel great about ourselves.
- The metrics to determine “What have you done lately?” are all around us.
- For some people, meaning and happiness revolve around financial security. Other people find meaning in helping others. If people pursue either of these goals with clarity of purpose—in other words, they know exactly what they’re doing and they’re not pretending otherwise—they will have all the Mojo they need.
- A Mojo crisis can sometimes arise when there is a disconnect between the two criteria we use to measure our achievement—when what others feel about our accomplishments is not in sync with what we feel about them ourselves.
- Every day the author encounters people who feel trapped. They are high achievers as defined by the world, but not by themselves. Two examples illustrated two sides of the same coin. One person’s Mojo is challenged because the world sees him as a high achiever and recognizes him for it. He is trapped because he discounts his own achievement—and does not believe that what he is doing is meaningful.
- A second person’s Mojo is challenged because the world sees her as a low achiever and does not give her the recognition she thinks she deserves. She is trapped because she cannot discount the world’s opinion in spite of the fact that she believes what she is doing is truly meaningful.
- Are we kidding ourselves? One of the biggest mistakes high achievers make is in overestimating our contribution to a success, thus crediting ourselves with an achievement that does not rightly belong to us.
- People also go too far back in time, digging up an achievement that happened so long ago that it’s no longer relevant and may even qualify as ancient history.
- The opposite is also true. A lot of us tend to cite our most recent achievement, as if an event has more weight or significance because it is freshest in our minds. Psychologists call this “recency bias.”
- By increasing our understanding of achievement—what it means to you and what it means to the world—we can increase our Mojo. We can look at ourselves more objectively. We can determine what really matters in our lives. We can strive for achievement that really matters to us—and let go of achievement that does not create happiness and meaning in our lives.

- If we want to increase our Mojo, we can either change the degree of our achievement—how well we are doing—or change the definition of our achievement—what we are trying to do well.

## **Chapter 6: Reputation: Who Do People Think You Are?**

- Reputation is the third element in establishing your Mojo. Your reputation is people's recognition—or rejection—of your identity and achievement. Sometimes you'll agree with the world's opinion. Sometimes you won't. But many times you may not even be aware of it.
- You cannot create your reputation by yourself (the rest of the world, by definition, always has something to say about it). But you can influence it—and in this chapter we'll discuss how you can do that and how it affects your Mojo.
- We often want to believe that we have “character” that is different than reputation. We define our character as “who we really are” and our reputation as “who other people think we really are.” In situations where their assessment is different than our own, we generally define the assessment of others as “wrong.” It takes courage to realize that, in some cases, other people's view of us may be just as accurate—or even more so—than our view of ourselves.
- We often do not know what our reputation is. We may have no clue about what other people are saying about us behind our back, and therefore no opportunity to correct falsehoods.
- Goldsmith does one-on-one coaching work with executives who want to change their behavior. The first thing he does is conduct a 360-degree feedback assessment of the executive's behavior on the job (in some cases, this is the first time the executive has ever been “reviewed” by people below rather than above him or her). His “polling” results on their reputation are often an eye-opener for them.
- The likely truth is that unless you're a celebrity, politician, or other kind of public figure—people whose reputations are constantly being assessed, elevated, and diminished in the media—you've never codified your reputation at work.
- It's taken the author a while to figure out why so many of us neglect our reputation. It's not that we don't care. We care a lot. It's that we confuse our need to consider ourselves to be smart with our need to be considered effective by the world. The two are not the same thing, and one often overwhelms the other.
- One of the most pernicious impulses among successful people is our overwhelming need to prove how smart we are. We want our bosses and colleagues to admire our brainpower. The need to be “the smartest person in the room” often leads to some incredibly stupid behavior.
- It's one of the reasons so many of us are such poor listeners. We're so invested in presenting ourselves as smart that we believe we don't need to hear everything that people tell us; we're smart enough to tune out people and still succeed.
- Smart or effective? When you have to choose and your reputation is on the line, opting for the latter may actually cement the former.
- Many of us are clueless about our reputations, so it makes sense that even fewer of us think about the long-term reputational impact when we make a decision. We're thinking short-term needs instead.
- Choosing to be effective rather than smart ultimately pays off in our reputation, our achievement, and our Mojo.

- The connection between your reputation and Mojo should be self-evident. After all, what people think of you affects how you feel about yourself.
- This transparency may not be the same when people have a bad opinion of us. A negative opinion is usually left unexpressed rather than shared. So we're often not aware what people really think of us— and therefore unaware of the many ways that our reputation is being formed through misinformation or misinterpretation.
- In forming an opinion of you, people usually bring their own agenda to any interpretation of your actions.
- We cannot predict with perfect certainty how people will respond to us or what we do. If we could, we'd never have to employ the apologetic phrase "I was only trying to help."
- Our actions are also distorted by people's acceptance of the "conventional wisdom" about us - through what they've heard or casually observed firsthand.
- If people have heard bad things about you, they'll be looking for signs of bad behavior.
- These nuances of interpersonal dynamics—mostly other people's preconceptions—help mold our reputation. Taken in small doses, their impact is limited. But if we allow them to accumulate unchecked over time—through our ignorance or neglect—they inevitably become a "reality" we have to deal with.
- Can you form or change your reputation? The short answer is yes. But it's not easy and it takes time.
- Reputations are formed by a sequence of actions that resemble one another. When other people see a pattern of resemblance, that's when they start forming your reputation.
- What's really puzzling about this is how little thought many of us give to the power of *repeat* behavior in our own actions? We're always on the lookout for it in others, scanning for patterns in how they respond to us.
- We're shrewd, alert, sometimes insightful in the mini-reputations we assign to the people we work with. But we rarely apply that insightfulness to ourselves.
- Because we don't keep track of our repeat behavior, we never see the patterns that others see. These are the patterns that shape our reputation and yet we're largely oblivious to them and, in turn, to our reputation.
- On page 74 there is a questionnaire that is a useful tool. When you take it, it may be the first time you've ever spent time really thinking about the things you do that create a reputation. And if you get the people you work with to comment on your answers, you may be alarmed at the gap between how you see yourself and how others see you. But until you take this test and find out how others perceive you, you may never have a clue.
- The truth is, reputation doesn't happen overnight. In the same way that one event can't form your reputation, one corrective gesture can't reform it either. You need a sequence of consistent, similar actions to begin the rebuilding process. It's doable, but it requires personal insight and, most of all, discipline.
- Just as people's negative impression of them was formed over a period of months or years—for example - a time when they were delivering a steady diet of sarcasm—they'll need months of steady non-sarcastic behavior to undo that impression.
- You have to be consistent in how you present yourself—to the point where you don't mind being "guilty of repeating yourself". If you abandon that consistency, people will get confused. The reputation you're trying to form gets muddied by conflicting evidence and eventually loses its sharp focus.
- Being "on message" is one of the easiest, most effective way to seize control of the impression you're trying to make—and maintain it.

- Without that consistency, we'd never see the pattern they're creating. Chances are that that consistency is not accidental. It's something they chose and articulated to themselves.
- Repeat behavior gives people an unambiguous way of viewing someone—which is what happens when you're disciplined about your objectives and follow through on your actions. After a while, people are locked into one way of interpreting your actions—because you have locked into it by choice—and your reputation falls neatly into place.
- That's the best thing about creating a reputation for yourself: Do it right the first time and you may never have to change your ways. By impacting our reputation we can impact our Mojo. Having a reputation that others find bothersome can make keeping your Mojo as easy as “pushing a big rock up a steep hill.” It is theoretically possible, but practically challenging. Having a great reputation—in an area that matters in your life—makes Mojo maintenance more of a joy than a chore.

### **Chapter 7: Acceptance: When Can You Let Go?**

- “I'll be happy when . . .” is a very Western way of thinking. We believe that achieving a goal will somehow make us happy, conveniently ignoring the fact that the goal line always moves slightly beyond our reach.
- The Great Western Disease is that we fixate on the future at the expense of enjoying the life we're living now.
- Worrying about the past and being anxious about the future can easily destroy our Mojo. It upsets us emotionally. It clouds our judgment. It fills us with regret. And it can lead to self-punishment. This sort of thinking afflicts the high and the low, the rich and the poor, the achievers and the struggling.
- When we cannot accept a situation for what it is and we refuse to forgive people for causing that situation, who do we ultimately hurt? The answer is always the same: ourselves. By carrying around anger and negative baggage, we weigh ourselves down. We limit our opportunities to find meaning and happiness. We kill our Mojo.
- That's what makes acceptance as important as identity, achievement, and reputation in building our Mojo. It's the element that liberates us from toxic emotions. When everything around us seems confusing, acceptance reminds us what matters.
- The next time you find yourself engorged with anger at someone who has disappointed or hurt you., just accept them for being who they are.
- When you can do that, you can forgive them for being who they are—and forgive yourself for being who you are.
- Change what you can and “let go” of what you cannot change.

### **Chapter 8: Mojo Killers**

- When people go from Mojo to Nojo, it's usually because of a series of simple, hard-to-spot mistakes that lead up to the humiliating result—mistakes like these:
  1. *Over-Committing*
    - People with high Mojo tend to be assaulted with opportunities.
    - It's even easier to see how self-employed people fall hard for this. In a faltering economy, that wolf-at-the-door feeling is even more intense. So you say yes to everything.
    - If we chronically over-commit, our sagging spirit inside may well become manifestly obvious to everyone. Our formerly enjoyable job can become rote, our execution sloppy and halfhearted. The irony of all this—that our habit of over-committing (in time) has

produced the unintended consequence of making us appear under-committed (in spirit) — is rarely appreciated by our customers or our colleagues.

- Before replying with an enthusiastic “yes” to that next request. Think of the long-term impact on your Mojo. Are you doing what is right for the long-term? Or just saying what make others happy in the short-term? Is what you are about to commit to going to increase the long-term happiness and meaning that you experience in life?
2. *Waiting for the Facts to Change*
- Waiting for the facts to change—instead of dealing with the facts is when people wait for discomfiting facts to change into something more to their liking, they’re basically engaging in wishful thinking. It’s the opposite of over-committing because it leads to under-acting (or under-committing and not acting at all). Instead of doing something, you’re frozen in place while you wait for a more comforting set of facts to appear. In a world that’s constantly rushing forward, this is akin to moving backward. That’s a Mojo Killer.
  - When the facts are not to your liking, ask yourself, “What path would take if I knew that the situation would not get better?” Then get ready to do that. If the world changes in your favor, you haven’t lost anything. If the facts do not change, you are more ready to face the new world.
3. *Looking for Logic In All the Wrong Places*
- Humans, in fact, are profoundly illogical. Yet we devote many of our waking hours to trying to find logic in situations where no logic exists.
  - Our minds need order and fairness and equity and justice. But much of life is neither fair nor just. That’s a problem for many of us—and a Mojo killer.
  - Once we “logical thinkers” make peace with the fact that all decisions are made by real people—not logical computers—life gets easier, we make more of a positive difference, and we are happier. That’s just the way it works.
  - Many of us, as spouses and partners, lose Mojo at home because of persistent need to use our logic to prove that our partners are wrong in pointless arguments.
  - Sometimes, we hope that logic will prevail against all odds to reveal to all that we are in the right, and we stick to our guns—until the bitter, bitter end.
  - If you’re looking for your own view of logic to win the day, you may be looking in the wrong place. If you focus on making a positive difference, instead of just being satisfied with feeling “objective,” you will benefit both your company and your career. You may ultimately increase, rather than damage, your Mojo.
  - The next time you pride yourself on your superior “logic” and damage relationships with the people you need at work—or the people you love at home—ask yourself, “How logical was that?”
4. *Bashing the Boss*
- Nothing constructive will come out of it. You won’t build a better boss with your jibes. You’ll only tarnish your reputation and lower your Mojo.
  - More than anything, boss bashing is unproductive. Imagine what you could accomplish if you dedicated those fifteen hours to something of consequence.
  - The next time you start to bash the boss, think about what you may be doing to your own Mojo and the Mojo of the people around you. If you really have a problem with bosses, talk to them about it. If you feel that you cannot talk with them, leave. If you cannot talk with them, and cannot leave, revisit our chapter on “acceptance” and make the best of it.
5. *Refusing to Change Because of “Sunk Costs”*
- A sunk cost is a cost that cannot be recovered once incurred. The concept rears its head in many of our daily decisions, big and small.

- When an investment loses half its value, rather than cut our losses and get out now, we hang on until the investment is worth practically nothing. We persist in error because we cannot admit error.
  - People make excuses for their poor behavior. After living with their dysfunctional behavior for so many years (a sunk cost if there ever was one), people become invested in defending their dysfunctions rather than changing them.
  - We all have sunk costs in our lives—because if we’re remotely successful it wasn’t all by luck. We had to invest a big piece of ourselves in our work. That “investment” may have stopped paying off without us being aware of it.
  - Take a look around you. Are your decisions based on what you might lose or what you have to gain? If it’s the former, your devotion to sunk costs might be costing you more than you know. It may cost you your Mojo,
6. *Confusing the Mode You’re In*
- Successful people operate in two modes: professional and relaxed. In professional mode, we’re at our image-conscious best. We pay attention to what we say, how we look, whom we must serve, and whom we can’t afford to displease. In relaxed mode, we’re less guarded.
  - Our Mojo is at risk when we shift from professional to relaxed mode without making everyone aware of the shift—probably because we’re not aware of it ourselves.
  - In professional mode, people almost never make mistakes. In relaxed mode, judgment is weakened. The higher up you are, the bigger the megaphone. When you’re in a leadership position, everything you say is gossip fodder. And you can’t control that.
  - Helping an executive with this issue to change is easy. Help the person see that in professional mode, he/she almost never made mistakes. In relaxed mode, he or she will almost always made mistakes. Avoid operating in relaxed mode. Assume that people are always paying attention and that you, a top executive, need to be a consistent role model as a leader.
  - If you look around your company, you’ll see that the executives you most admire tend to be those who, with consistent discipline, never drift out of professional mode. They have clear ideas about their identity, achievement, and reputation. They have chosen a role for themselves, and they rarely go off - script. They are professionals. That’s why they have Mojo.

## Chapter 9: Four Pointless Arguments

- In many cases, our Mojo is at risk because of forces beyond our control.
  - Our proclivity to get into pointless arguments is something that we can control. What the author is discussing here is arguing about perceived injustices that usually say more about our own egos than the “cause” that we are championing. By recognizing classic argument traps, we can better determine which battles to fight—and which battles to avoid.
1. *Let Me Keep Talking*
- Sometimes we just go too far. Sometimes we just can’t stop. Sometimes the final-decision-makers have heard all they are going to hear and believe that it is time to “move on.” It can be very hard for smart, committed people—especially stubborn people—to just “let it go.”
  - “Be quiet already” comes in many guises. No matter how well disguised the tactic, the net result is the same. We’ve lost the argument.
  - When we think we’re not being heard, we tend to shout even louder—which is about the time others cover their ears or run out of the room.

- One of Goldsmith's favorite clients has a great slogan called "Challenge up and support down." This company encourages every employee to express their opinion. It encourages every manager to listen. It also recognizes that there is a time and place to end the argument, to shake hands and move on as a team.
2. *I Had It Rougher Than You*
    - All you're doing is creating a contest of competing memories. Except for its limited self-entertainment value, what's the point of that?
  3. *Why Did You Do That?*
    - This is a perennially pointless argument—because we never really know what other people's motives are for doing something that affects us.
    - In almost all cases, negative attributions are met with hostility. Since you can never "prove" the other person had ill intent, you can never really "win" this pointless argument.
  4. *It's Not Fair*
    - A decision has been made that we disagree with. What's worse, we believe that we are not getting a good explanation—although that doesn't stop us from re-asking, which is the same as arguing over it. And when we do get another explanation, it's not good enough for us.
    - Whatever the reasons we are given, they will not satisfy us. Decision-makers make decisions. It doesn't mean they are right, or fair, or deeply care about our feelings. It only means that some other person decides—and we don't. Arguing that inequity won't change the outcome.
    - These four "losing" arguments all have the same end result. We don't change the outcome. We don't help our organizations or our families. We don't help ourselves. We only lower our Mojo.

## Chapter 10: That Job Is Gone!

- That's the cold water to throw in the face of every man or woman who thinks his or her future can be understood by looking nostalgically to the past.
- This is the new reality not only for blue-collar workers, but for all workers, young people just entering the workforce in rich countries as well as veteran professionals.
- The forces that created this new high-stress environment are not mysterious.
- The biggest factor is *globalization*. Westerners not only compete with other Americans and Europeans for the best jobs, they have to compete with a wave of smart, highly motivated candidates from India, China, and Eastern Europe. You only have to count the number of foreign students in America's most prestigious graduate programs to appreciate this.
- Another factor is the dramatically *increased gap in compensation* between the top people in an organization and everyone else. With more people competing at the narrow top of the pyramid, everyone works harder and longer.
- A third factor is *decreased job security*. Along with the carrot of increased rewards, managers and professionals live with the stick of losing their jobs. Nonperformance can bring severe and immediate punishment. The shortage of mid-level jobs has only widened the gap between society's economic winners and losers.
- Another factor is the steady erosion in the past twenty years of *company-funded guaranteed health-care and retirement security*. This affects professionals as well as wage earners, meaning that everyone worries more about long-term security. The result: People are not only working much harder, they're facing the prospect of working much longer.

- The fifth factor is the *global financial crisis* that began in 2008. It has heightened the already-present fear in the workplace—fear of losing a job, or a home, or of ever finding high-quality professional work again.
- The sixth and perhaps most lethal factor, ironically, is *new technology*. It seems ridiculous now that people believed new technology would lead to more leisure time and fewer hours at work. Instead, new technology, hand in hand with globalization, has created a 24/7 world where work never seems to stop.
- The result is a new breed of professional employee, more driven and hardworking yet more insecure than ever before. For employees who lack Mojo, the world of work can begin to resemble a “new-age professional hell.”
- In this new world, Mojo is both harder to attain and more important to keep. When your competition is already responding to a tough new environment by working harder and longer, you need unique tools to separate yourself from the throng. Mojo will not be an option for professionals. It will become more and more of a requirement.

## **SECTION 111: Your Mojo Toolkit**

### **Chapter 11: Change You or Change It**

- If you step back, you’ll discover that you’re still in control of your life and destiny. You have the power to create significant positive change.
- Which begs the next question: What can you change? The answer is simple: You can change either You or It.
- By You, Goldsmith means how you think, how you feel, what you say—basically everything about you that’s under your control.
- It, on the other hand, refers to any influencing forces in your life that is not you. It could be another individual, or a group of people, or a job, or a place, or a relationship, or the results of a choice you made in the past that needs undoing. It is everything that’s not You.
- We all know a few people who hate their companies. It is interesting to watch how people deal with this emotion. Some people do nothing. They stoically endure the situation. But doing nothing is not much of an option if your aim is to elevate your Mojo. You’re choosing the status quo. You’re electing to stay miserable rather than try to be happy.
- Some people find another job. They remove themselves from the offending employer and seek out a new environment.
- Some people alter their attitude toward the company. They assess why they feel the way they do and try to find a new way to interact with their coworkers.
- Some people positively and proactively change their work environment.
- Many people do none of the above. Instead they whine and complain about their employers, as if voicing their resentment will miraculously inspire the company to change.
- Changing You is not inherently preferable or easier than changing It (and vice versa). The best approach depends on the situation.
- Mojo is a function of the relationship between who you are (i.e. You) and your situation (i.e. It). If you cannot change You, Mojo is influenced by your relationship to It. If you cannot change It, Mojo is influenced by your relationship to You. It’s your choice
- Hundreds of thousands of recent graduates are sitting at desks or at home confused about what they want to do in life. They have time to make mistakes and recover from them. They’re young enough that they can not only change It, but they can handle a

complete You makeover. They can change how they think, communicate, feel; they can develop skills that they never considered, build a network of new friends, and create a new identity.

- It's not as easy for people past age forty, with at least two decades of work under their belt, with families, debts, responsibilities, and a bunch of behavioral habits that may be hard to break. They can't make radical changes—to You or It—without considering the costs and consequences to the people who depend on them.

## Chapter 12: Identity: Making Sense of Who You Are

- In this chapter we begin with four tools that can help reshape or refine the “you” that you present to the world.
  - Tool #1 stresses the importance of criteria for how you choose to live your life.
  - Tool #2 will help you define the short-term satisfaction and long-term benefit that you're pursuing.
  - Tool #3 is about shedding pessimism (one of the classic challenges in any identity change).
  - Tool #4 offers a playful (and serious) exercise about whom you would be if you removed one feature.

**Tool #1: Establish Criteria That Matter to You** - Setting ground rules for your life can start you on the path toward great Mojo.

- If we work for other people rather than for ourselves, we may have forgotten that we have the choice to set our own goals. The best thing about having criteria is that it forces you to be precise—in what you do and how you hold yourself accountable afterward.
- When you articulate a criterion for leading your life, it dictates many of the major choices that follow, closing some doors but opening others.
- If you're unhappy in your job, list a few qualities of a job that would make you happy. If you're unhappy with your boss, list some qualities of your ideal boss. If you don't like where you're living, establish the criteria of your ideal place to live. If you don't like the people around you, picture the attributes of people you would like to have as friends.

**Tool #2: Find Out Where You're “Living\* - Where”** is defined by how we balance short-term satisfaction and long-term benefit at work and at home.

- Goldsmith and his daughter Kelly developed a Mojo Survey to help understand how respondents experience meaning and happiness (at work and home). (To complete this survey, just go to [www.MojoTheBook.com](http://www.MojoTheBook.com))
- *Surviving* is their term for activities that score low on short-term satisfaction and low on long-term benefit. Typically, these are activities that we feel we have to do in order just to get by.
- *Stimulating* describes activities that score high in short-term satisfaction but low in long-term benefit.
- *Sacrificing* describes activities that score low in short-term satisfaction but high in long-term benefit.
- *Sustaining* is for activities that produce moderate amounts of short term satisfaction and lead to moderate long-term benefits. Responding to professional emails might be a classic sustaining activity in the Internet age.
- *Succeeding* describes activities that score high on both short-term satisfaction and long-term benefits. These are activities that we love to do and get great benefit from doing. We simultaneously find happiness and meaning.

- Two people engaged in the same activity can have completely different perceptions of what the activity means to them.
- Research from the Mojo survey has provided a clear message. People who find happiness and meaning at work tend to be the same people that find happiness and meaning at home!
- For the majority of people, the only way to increase overall satisfaction with life (both at work and outside work) is to increase both happiness and meaning.

**Tool #3: Be the Optimist In the Room** – There’s power in “going for it” and not being afraid to look foolish.

- Why do people give up?
  - It takes longer than we thought.
  - It’s more difficult than we thought.
  - We have other things to do.
  - We don’t get the expected reward.
  - We declare victory too soon. We lose a few pounds and order pizza.
  - We have to do it forever.
- What’s going on here is not a merely a failure of discipline, or an unrealistic vision of our future, or being overwhelmed by distractions or frustration. It’s a crisis of optimism.
- You lose your initial burst of optimism, and optimism is the fuel that drives the engine of change.
- Optimism bias inflates our self-confidence.
- In regarding ourselves, successful people tend to be optimists. But something happens to our optimism when we stop evaluating ourselves and begin evaluating our peers’ chances of succeeding. We’re not as optimistic when we take ourselves out of the equation.

**Tool #4: Take Away One Thing** – How would life look if you eliminated something big from your daily schedule?

- We don’t change unless we’re compelled to change. Until then, most of us are prisoners of inertia, trapped in the status quo, rarely questioning our choices, never doing anything about it.
- Here we are talking about subtracting something that is a “big deal.” In a world where addition is the customary method of rewarding ourselves—more money, more things, more friends, more productivity, more fun—subtraction is not the most obvious success strategy, or the first tool we reach for in our Mojo Tool Kit. But it can reshape our world in ways we cannot imagine.
- The untapped power of subtraction is within your grasp. It’s as easy as saying to yourself. My life might actually be better if I took away\_\_\_\_\_, And filling in the blank.

### **Chapter 13: Achievement: Making It Easier to Get Things Done**

- This chapter offers courses of action that put our achievements in sharper relief.
  - Tool #5 attacks your greatest challenge: getting started.
  - Tool #6 references the value of doing the little things that aren’t so little.
  - Tool #7 encourages you to get beyond incremental improvement and start innovating.

**Tool #5: Rebuild One Brick at a Time** - A wall is built one brick at a time. So’s your Mojo.

- When we feel that we've lost our Mojo, the thought of restoring it can seem a daunting task,
- You're aiming for serial achievements. In order to show people who you are now, you can't rely on one-off gestures. They end up looking like stunts. If you provide people with continuity, however trivial or feeble, they will notice. When they see a pattern of repeat positive behavior, they begin to understand what you're doing—and they accept a new you. This is how reputations are rebuilt.
- These are some rules to consider so you finish what you've started and people take note.
  - *First rule: Stop trying to be an oracle.* Stop waiting for more information or for better circumstances before you get started. Stop straining to see into a future that is beyond your vision. We never have all the information we need; circumstances are rarely perfect.
  - You may not think you have all the tools and information you need to effect a change, but you have enough to get started and you'll pick up whatever you need along the way if you keep going.
  - *Second rule: Move quickly.* The smaller the gap between your serial achievements, the easier they are to notice.
  - *Third rule: Say two no's for every yes.* Saying yes to the wrong idea can do harm to the reputation you're trying to rebuild. You've broken your carefully constructed string of achievements—and sown confusion.
  - *Fourth rule: It pays to advertise.* People have preconceptions about you. They not only filter everything you do through those preconceptions, but they are constantly looking for evidence that confirms them.
  - At little tweak in perception, created solely by telling people that you're trying to change, can make all the difference.

**Tool #6: Live Your Mission In the Small Moments Too** – Small moments in our lives can make big statements about who we are.

- You cannot figure out where you're going or how to get there until you articulate what that destination looks like.
- You don't write a mission statement. You live it and breathe it.
- Consider what your mission is by asking: What do you want to achieve and how do you want to achieve it?
- When you have a mission, you give yourself a purpose—and that adds clarity to all the actions and decisions that follow.
- There's an underestimated value to articulating your mission: It focuses you, points you in a new direction, alters your behavior, and as a result, changes other people's perception of you.
- Once you define a mission, you have to act on it consistently, not selectively.
- The so-called little moments are precisely when we reinforce the value of our mission in the biggest way.

**Tool #7: Swim In the Blue Water** - A new way to win can be to change the game!

- There's some appeal in the idea that we can find a "blue water" alternative as we shape our personal aspirations. If everyone we know is looking one way, it makes sense for us to consider another way.
- Seek our opportunities and invest our personal resources in the neglected or uncontested areas of a business, where the competition is neither crowded nor stiff.

- Resist direct competition. Seek a niche that's untapped and unclaimed. Successful people don't deny this impulse to differentiate themselves; they embrace it. It can appear in all we do, in how we do our job, how we think, how we interact with others, even how we communicate.
- We can't all be transformative geniuses who see the world in a paradigm-shifting light. We can't all be inventors of the PC in a mainframe world. But we can all find a way to differentiate ourselves, however minimally, from the thundering herd—and in doing so, we achieve a small slice of singularity in our world.

## **Chapter 14: Reputation: Taking Control of Your “Story”**

- Tool #8 is a reminder that we control whether we choose to stay in a situation, or go.
- Tool #9 is about protecting our reputation in that fraught moment when we make our departure.
- Tool #10 helps us measure what we mistakenly believe is un-measurable: how others see us.
- Tool #11 introduces a simple but valuable interpersonal diet.

### **Tool #8: When to Stay When to Go** - It's better to jump than be pushed.

- A tough decision is when the status quo is okay—neither so great (or you wouldn't be thinking of going) nor so miserable that bailing out is a no-brainer.
- This is where the Mojo Scorecard can work for you—because in distinguishing between our Professional and Personal Mojo, it clarifies what you need to change. It's either You (based on what you bring to the job) or It (based on what the job brings to you).
- When you're clear about what created the decision to stay or leave—was it something about You or was it the job (i.e., It)?—the decision often becomes obvious.
- That's the value of dividing your Mojo into Professional and Personal categories. No matter how high your score is in one area, you can be derailed by your lowest score. And if you're experiencing low Mojo in what the job is bringing to you, then you might need to change the job.
- Consider your long-term Mojo. Can you find more happiness and meaning by changing the situation? Can you find more happiness and meaning by changing yourself? What are your real alternatives?
- Conduct a Mojo analysis—make your decision—accept the tradeoffs—and get on with life.

### **Tool #9: Hello, Good-bye** – How to say “hello” and prepare for “good-bye.”

- We all know that how we arrive at a new job is a good predictor of how we will be received in that job. We act with one eye on our actual job and the other eye on the impression we're making. Much of this self-consciousness fades in a few weeks, as we find our bearings, settle into a routine, and become our more “natural” selves. But our success is more likely if we make a heroic effort at the start.
- If only people paid as much attention to their departure as they do to their arrival. Few events create more immediate damage to your Mojo than having to depart from a job that you love. Whatever the cause of a departure, it's not only the dings and bruises to your psyche that you have to account for, but also the potential damage to your reputation.
- Instead, employ one or more of these exit strategies:
- *Have a Pre-Exit Strategy:*

- There's no excuse for not seeing bad news coming or not being prepared for the worst. Basically, when we take our leave of a job, we do it under two types of locomotion: either we jump or we are pushed. And we do it either on our way up or on our way down. These forces—jump vs. push, up vs. down— create an interesting dynamic that lays out our options when we're feeling less than secure at work.
- You want your career to be in ascendance. That means you're desirable to other employers. It means you have the option to jump to a better job.
- A key element in protecting your reputation is taking "preventative medicine" to ensure it doesn't get damaged. Deciding whether to stay in an organization or go is usually tough. Deciding to "jump" rather than be "pushed out" is easy!
- *The Three Envelopes* - Do your best to "read the tea leaves." Don't panic when you are new, yet don't get lost in your own ego. It can be tough out there. If you think your time may be coming to an end, it probably is. Leave the company (on positive terms)—before the company leaves you (on negative terms).
- *Stop the Identity Theft:*
  - What upsets many laid-off employees is not the loss of personal income or the sense of betrayal by their bosses or the blunt fact that they didn't have a job anymore. Yes, those are powerful consequences of losing a job. But the biggest hurt for many people is the loss of a clear identity.
  - It's easy to forget that the majority of people in the workforce don't think of themselves as free agents.
  - Accept that your identification with your vanished job is pointless, and move quickly to transfer your affections to something else.
  - Anything is better than bitterness, anger, or pining for old times that are not coming back.
  - When you look for a new position, focus on what you can contribute to the new firm—not just what you did at the old firm.
  - If you believe that you can start at where you were, you might end up with nothing.
- *How Much of Your Reputation Is Really Yours?*
- The flip side of having your identity so indelibly linked to your job is overestimating how much of your good standing among people is due to who you are rather than who you work for.
- It can disappear the moment we leave the organization. It's amazing to me how many otherwise smart and accomplished people don't appreciate this.
- Keep this in mind when you plan a hasty or angry departure—and you currently have a good job. Ask yourself: How solid is my reputation? And is it solid because of what I've done or who I work for? The answer can make all the difference.

**Tool #10: Adopt a Metrics System** – How personally created stats reveal what you need to know.

- A personal metric is any set of data or information that we assemble to help us understand a situation. Customarily we think of "metrics" as numbers that explain the state of our business affairs—hard data for traditional measurements like cash flow, market share, revenue growth, employee retention rates, return on investment, and so on.
- Personal metrics are warmer and fuzzier data, coming into play when we need to understand emotions and feelings and relationships. We don't usually apply numbers to

these aspects of our lives, or at least it's not as easy to do and therefore not as common. But we should.

- We love the data when they deliver good news. We ignore them when the news is not to our liking. Giving up on metrics is always a part of giving up on change.
- Measuring the “bad numbers” is precisely what we need to do more often.
- Applying personal metrics when the numbers may be depressing not only tells us where we are failing but also how to change our luck.
- The obvious value of personal metrics is that they give us concrete feedback in areas where we usually rely on hunches, impressions, and casual scraps of evidence.
- The real beauty of our personal metrics is that not only may they reveal a painful truth that we're avoiding, but they can also provide us with a portal of entry into a delicate subject. With numbers in hand, we can broach any topic. Sometimes they allow us to confront a tough situation without being confrontational.
- To make a personal metric a key part of your Mojo Tool Kit, begin by asking yourself what “bad news” is affecting your Mojo. Then ask yourself whether you're avoiding it or willing to confront it.
- Once you have your personal metric, no matter how alarming the data, you'll know what to do next. The only question you have to deal with now is: What's holding you back?

**Tool #11: Reduce This Number** – it's the percentage of time we spend on boasting or criticizing—by ourselves and others.

- One of the major causes of Mojo loss in the workplace involves how much of our interpersonal communication is spent on pointless, nonproductive topics,
- What percent of all interpersonal communication time is spent on (a) people talking about how smart, special, or –wonderful they are—or listening while someone else does this, plus (b) people talking about how stupid, inept, or bad someone else is—or listening while someone else does this?
- The average number is 65 percent of our time. This means that according to thousands of respondents from around the world, two-thirds of the “stuff” we discuss with our coworkers involves –either boasting or criticizing, by us or someone else. It addresses an issue that most of us tend to ignore: how much productivity we lose each day in meaningless or destructive communication.
- This is the easiest-to-do productivity tool you'll find in this book. It costs nothing, it will save you time and it will make your work and home life more positive: *Reduce this number.*

## **Chapter 15: Acceptance: Change What You Can, Let Go of What You Can't**

- The tools in this chapter will help you deal with some elements of life that you may not be able to directly control.
- Tool #12 shows how to more effectively influence your manager.
- Tool #13 explains how to better understand a situation by giving it a name.
- Tool #14 teaches the power of forgiveness

**Tool #12: Influence Up as Well as Down – Turn** important decision makers into your best customers.

- Every decision in the world is made by the person who has the power to make that decision—not the “right” person, or the “smartest” person, or the “most qualified” person, and in most cases not you. If you influence this decision maker, you will make a positive difference. If you do not influence this person, you will not make a positive difference.

Make peace with this. You will have a better life! And, you will make more of a positive difference in your organization and you will be happier.

- Start treating your boss like a customer. Focus on influencing up the same positive way you focus on influencing down,
- The higher you climb up the ladder and the closer you approach the pinnacle of power, the more tempted you may be to resent others who have even more power than you.
- What I'm suggesting is that you should neither take your manager for granted nor resent his or her position as your boss. In every transaction, there's a buyer and a seller, a vendor and a customer. It's the same in the interpersonal transactions you conduct every day with your manager. In many interactions, you're the supplier; your manager is the customer. The moment you learn to accept that, everything changes for the better.
- Readers who can sell and effectively "influence up" are much more likely to get the resources and support that their direct reports need for successful goal achievement. You will also be teaching your direct reports, by example, an important lesson—do what you can to achieve the mission and make a positive difference; don't get lost in our own ego.

**Tool #13: Name It, Frame It, Claim It** – Naming what we do can help us enhance how we do it.

- If you want to improve your understanding of a situation, give it a name. Naming helps us learn, make sense, and take control.
- Imagine if you could attach a name to every aggressive or threatening deceptive tactic you had to deal with in the workplace or in your civilian life.
- By saying the name to yourself puts you on high alert and in a combative mood. It instantly brings up all your past experiences with similar tactics by similar people. You know exactly how to respond, almost without thinking.
- All of us could be a little more imaginative in how we name things—and it would dramatically improve our understanding of the world around us.
- For one day or for a whole week, try this: Assign a name to every meaningful activity you do and every person that comes your way.
- Naming not only provides us with some private understanding of a situation that we keep to ourselves. We can also share the names we give things. It has the potential to part the clouds of darkness for others as well.

**Tool #14: Give Your Friends a Lifetime Pass** – friends can be more forgiving than we deserve—give them a break.

- We accept and forgive slights and misdemeanors when they involve a blood relation. Members of our family get a lifetime pass.
- The author is recommending this tool of acceptance. If we can be that forgiving with family members, why can't we extend the same level of acceptance to people who, when all is said and done, have demonstrably made our lives better? All we have to do is ask the Ronald Reagan Question—and accept the answer. *Is my life better off or worse off because this fellow is in it?*
- It forces us to confront the humbling fact that we have not achieved our success on our own. We had help along the way. In that sense, the lifetime pass does double duty. It not only reminds us to keep our friends close (even when they sometimes let us down), but it also provides a perspective that we often forget, the one where we see that we're not alone.
- To maintain great Mojo, make a list of all of the people who have significantly helped you have a great life. Let them know that your life is better off because you have known them. Give them a lifetime pass!

## **SECTION IV Connecting Inside to Outside**

### **Chapter 16: Going Beyond Self-Help**

- The most critical piece of advice within these pages: You should not feel obligated to do any of this alone! If you want to improve your performance at almost anything, your odds of success improve considerably the moment you enlist someone else to help you.
- We don't just have to rely on self-help! Pairing up provides us with a discipline that we cannot summon as readily working solo.
- We believe any achievement of ours is somehow diminished if we don't do it entirely by ourselves. If there's credit to be had, we want it all to ourselves.
- Don't let your ego block you from your goals. Start seeing every challenge as a choice between (a) *I can do it by myself* and (b) *I may be able to do it better with help*.
- Once you accept that you are judged more on the result than on how many hands played a part in achieving it, you'll make the right choice.

**Recommendation:** This is another thought provoking book by Marshall Goldsmith, *Mojo* moves us to define who we are in a new and illuminating way. Marshall provides wonderful perspectives and tools for each of us to use to get, keep or get back our personal and Professional Mojo.



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**About the reviewer: Frumi Rachel Barr, MBA, Ph.D**

Frumi is the trusted advisor to go to if you are feeling stuck. She has a passion for helping leaders and their teams. She helps leaders emerge from overwhelm and find clarity out of chaos, communicate effectively with their teams, and accelerate their business results. Frumi is a former CEO and CFO herself and has an MBA and a PhD in business administration. She is known as a catalyst for change and when Frumi shows up with dynamite and band aids, change is bound to happen!



## frumi's book club

Dear Fellow Reader,

I know how much time it takes to read a book and how many books are sitting on the pile, ready to be read. I don't know about you, but after a while they started to make me feel guilty. I wondered when I would read all the books that I knew would make me feel better informed.

There was also another challenge that I encountered with reading a lot - all the books I read started to blend together in my mind and I couldn't remember what I read in which book. That's why I thought book summaries were a good idea. I could read many more book summaries than I ever could books. I started writing summaries on the books that I read so I could revisit them and remember what I read and where.

Then I started sharing my book notes with all the people I knew. My clients love to hear about what I have read so that they too can learn. That's how a joint journey of learning about leadership, making difficult decisions, knowing how to have tough conversations and many other things began.

I was inspired to start a community of learning and that's when sharing my book notes and starting a book club by teleconference was born.

Reading the RIGHT books and discussing them in the RIGHT way in the RIGHT forum can enhance your leadership skills and communication abilities. Frumi's LEADERSHIP BOOK CLUB can be your ongoing resource!

Go to [www.frumi.com](http://www.frumi.com) and join the discussion forum now!