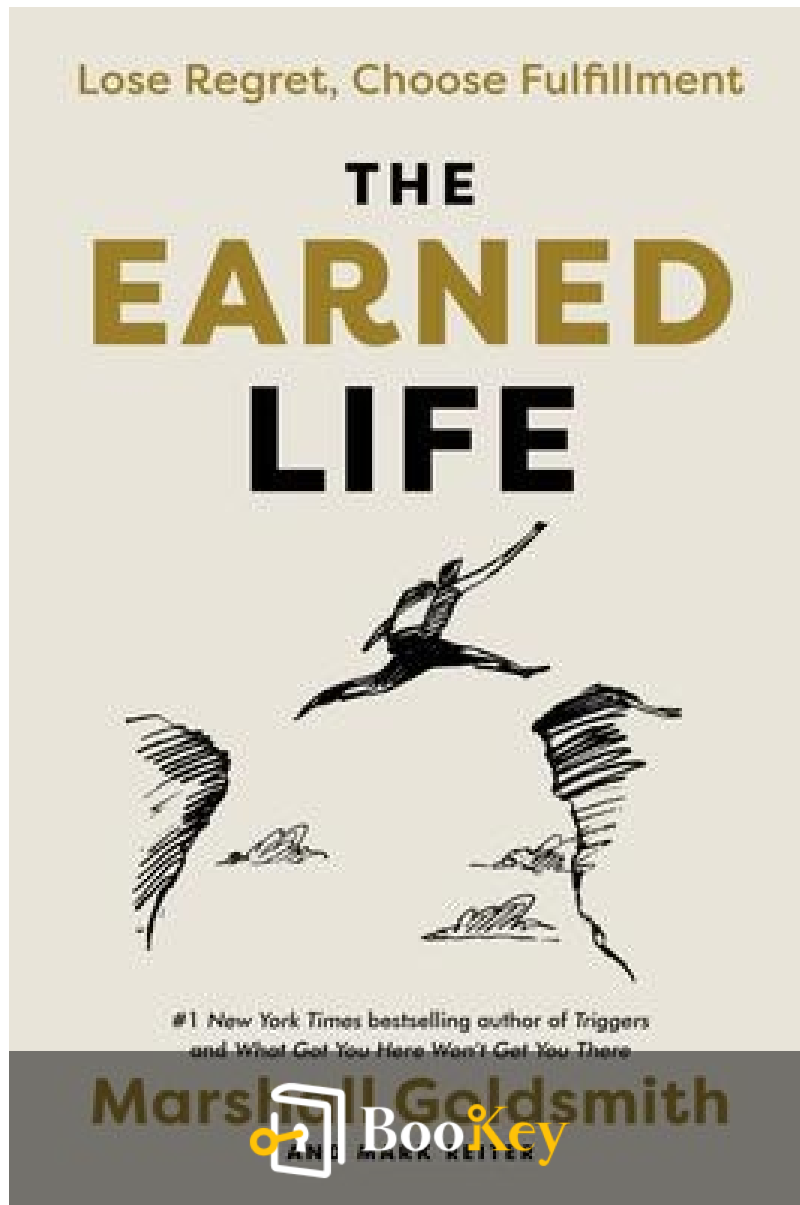


The Earned Life PDF

Marshall Goldsmith



More Free Book



Scan to Download



Listen It

The Earned Life

Align Your Choices with Purpose to Live
Regret-Free.

Written by Bookey

[Check more about The Earned Life Summary](#)

[Listen The Earned Life Audiobook](#)

More Free Book



Scan to Download



[Listen It](#)

About the book

In **The Earned Life**, renowned executive coach Marshall Goldsmith presents a transformative blueprint for achieving fulfillment without regrets. Drawing from his extensive experience with top global leaders and inspired by Buddhist principles, Goldsmith defines an "earned life" as one where our choices and efforts align with a larger purpose, independent of outcomes. This compelling work challenges the conventional pursuit of achievement by encouraging readers to connect their ambitions to deeper aspirations, steering clear of the pitfalls of regret and the common "I'll be happy when..." mindset. Through practical exercises and insightful stories from his career, Goldsmith empowers readers to bridge the gap between their goals and realities, fostering a life rich in meaning and satisfaction.

More Free Book



Scan to Download



Listen It

About the author

Marshall Goldsmith is a renowned executive coach, bestselling author, and leadership thinker known for his transformative approaches to personal and professional development. With over four decades of experience, Goldsmith has worked with numerous Fortune 500 companies and influential leaders worldwide, earning accolades for his innovative methodologies and profound insights into human behavior. He is a two-time winner of the Thinkers50 Distinguished Achievement Award, and his impactful books, including "What Got You Here Won't Get You There," have solidified his reputation as a leading voice in management and coaching. Goldsmith's commitment to helping individuals and organizations thrive is at the heart of his work, making him a sought-after mentor and speaker in the field of leadership.

More Free Book



Scan to Download



Listen It

Ad



Scan to Download



Try Bookey App to read 1000+ summary of world best books

Unlock **1000+** Titles, **80+** Topics

New titles added every week

- Brand
- Leadership & Collaboration
- Time Management
- Relationship & Communication
- Business Strategy
- Creativity
- Public
- Money & Investing
- Know Yourself
- Positive Psychology
- Entrepreneurship
- World History
- Parent-Child Communication
- Self-care
- Mind & Spirituality

Insights of world best books



Free Trial with Bookey



Summary Content List

Chapter 1 : The “Every Breath” Paradigm

Chapter 2 : What’s Stopping You from Creating Your Own Life?

Chapter 3 : The Earning Checklist

Chapter 4 : The Agency of No Choice

Chapter 5 : Aspiration: Privileging Your Future Over Your Present

Chapter 6 : Opportunity or Risk: What Are You Over-Weighting For?

Chapter 7 : Slicing the Loaf to Find Your One-Trick Genius

Chapter 8 : How We Earn: The Five Building Blocks of Discipline

Chapter 9 : An Origin Story

Chapter 10 : The Lpr

Chapter 11 : The Lost Art of Asking for Help

More Free Book



Scan to Download



Listen It

Chapter 12 : When Earning Becomes Your Habit

Chapter 13 : Paying the Price and Eating Marshmallows

Chapter 14 : Credibility Must Be Earned Twice

Chapter 15 : Singular Empathy

Chapter 16 : Coda: After the Victory Lap

More Free Book

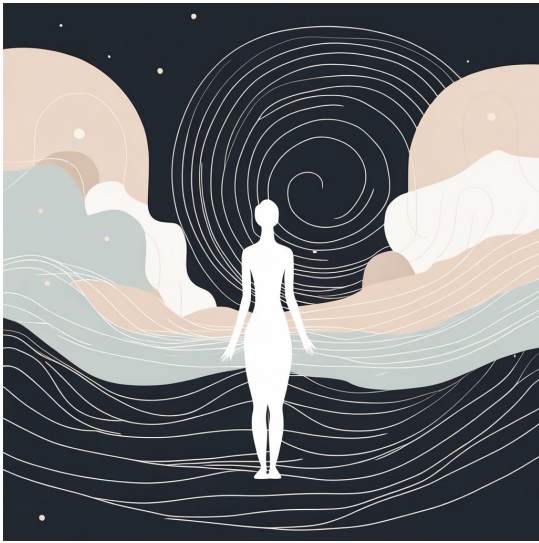


Scan to Download



Listen It

Chapter 1 Summary : The “Every Breath” Paradigm



Section	Summary
Overview of the Every Breath Paradigm	Gautama Buddha's teaching emphasizes that each breath signifies personal transformation and that emotions and experiences are fleeting, shifting focus to the present moment rather than past or future achievements.
Implications of Impermanence	Buddhism's idea of impermanence challenges the static Western perspective on identity and success, which often leads to the belief that future achievements will yield lasting happiness.
Transformative Coaching Experience	Clients often dwell on past failures and successes. For instance, Mike, an executive, learned to separate his identity from past mistakes, improving his personal relationships by embracing impermanence.
Continuous Earning of Life	The earned life concept posits that success is not permanent and must be continually re-earned in each moment, fostering fulfillment in recognizing our worth in the present.
Final Thoughts	Embracing the Every Breath Paradigm allows individuals to redefine themselves continually, promoting a proactive approach to life through the understanding that as long as we breathe, transformation is possible.

CHAPTER 1: THE “EVERY BREATH” PARADIGM

More Free Book



Scan to Download



Listen It

Overview of the Every Breath Paradigm

Gautama Buddha emphasized that each breath signifies a transformation, representing a new iteration of oneself. This principle teaches that emotions and experiences, whether positive or negative, are fleeting and do not define our ongoing identity. The present moment is the only time that truly matters, urging a shift away from a relentless pursuit of future achievements or fixation on past successes.

Implications of Impermanence

Buddhism centers on the idea of impermanence, challenging the Western perspective that identity and success are static. The Western mindset often promotes the belief that future success will bring lasting happiness, leading to the "Great Western Disease" of always believing we will be happy once certain goals are achieved. Instead, recognizing impermanence encourages acceptance of the transient nature of life and experiences.

Transformative Coaching Experience

Through coaching, clients frequently focus on their past

More Free Book



Scan to Download



Listen It

successes or failures. An example is Mike, an executive who struggled with his past perceptions. By applying the Every Breath Paradigm, he learned to separate his current self from past mistakes, fostering personal growth and improved relationships. This realization helped him communicate better with his wife, Sherry, illustrating how understanding impermanence can enhance personal connections.

Continuous Earning of Life

The concept extends to an earned life, asserting that achievements are not permanent; they must be continually re-earned in each moment. Reflecting on past glories can devolve into regret over their fleeting nature. True fulfillment comes from recognizing and earning our worth in the present, rather than clinging to previous successes. This ongoing process resonates with the notion that one is only successful in the act itself; after that, reinvention is necessary.

Final Thoughts

Recognizing the Every Breath Paradigm allows individuals to move beyond their past selves and continually shape their

More Free Book



Scan to Download



Listen It

identities. Embracing this perspective enables a liberated and proactive approach to life, reminding us that as long as we breathe, we can redefine ourselves and our lives.

More Free Book



Scan to Download



[Listen It](#)

Example

Key Point: Focus on the present moment.

Example: Imagine you're preparing for a big presentation at work. Instead of being bogged down by past mistakes or fixating on potential future accolades, you take a deep breath and center yourself. You acknowledge that each moment is a fresh start; the successful delivery of your presentation does not depend on your previous performances. With this mindset, you find clarity and confidence, allowing you to fully engage with your audience, transforming not just this presentation, but your approach to every work challenge that follows. Embracing this Every Breath Paradigm frees you to grow and learn continuously, nurturing your relationships along the way.

More Free Book



Scan to Download



Listen It

Critical Thinking

Key Point: The fleeting nature of identity and success

Critical Interpretation: The Every Breath Paradigm challenges conventional views of success as a static achievement, suggesting that true identity is dynamic and shaped in the moment. yet this view may overlook the value of lessons learned from past experiences. Critics argue that embracing impermanence could lead to a neglect of the cumulative wisdom acquired over time (see 'Mindfulness for Beginners' by Jon Kabat-Zinn for differing perspectives). Thus, while Goldsmith's work encourages reinvention, one must consider how past experiences shape present identity, arguing for a balanced perspective on personal growth.

More Free Book



Scan to Download



Listen It

Chapter 2 Summary : What's Stopping You from Creating Your Own Life?



CHAPTER 2: WHAT'S STOPPING YOU FROM CREATING YOUR OWN LIFE?

This chapter discusses the common barriers that prevent individuals from pursuing their own paths in life, illustrated through the example of Mark Tercek, a Goldman Sachs executive who hesitated to pursue the CEO position at the Nature Conservancy due to fear of peer judgment.

Key Barriers to Creating Your Own Life:

- 1.

More Free Book



Scan to Download



Listen It

Inertia

- Inertia is the most significant barrier to change, characterized as an active choice to remain in the current state. The most reliable predictor of future actions is current behavior, and overcoming inertia is essential for change.

2.

Programming

- Individuals are often shaped by their upbringing and parental influence, leading to a fixed self-image that can restrict personal growth. Questioning and deprogramming oneself from these imposed identities can help unlock potential.

3.

Obligation

- The tension between personal aspirations and obligations to others can hinder decision-making. Balancing selflessness and self-interest is crucial but often leads to conflicts in fulfilling personal promises.

4.

Failure of Imagination

More Free Book



Scan to Download



Listen It

- Some struggle to envision potential pathways for their lives. The ability to reimagine oneself and pursue new identities can be stifled by a lack of creativity or confidence.

5.

Pace of Change

- Rapid societal and technological changes can leave individuals feeling overwhelmed and behind, making it difficult to adapt and seize opportunities.

6.

Vicarious Living

- With the rise of technology and social media, many live through others rather than pursuing their lives. This distraction detracts from personal fulfillment and purpose.

7.

Running Out of Runway

- Individuals often misjudge their time available to pursue goals. Younger individuals may underestimate the urgency of their runway, while older individuals might feel they've run out of time to start anew.

The chapter emphasizes that while these barriers can feel insurmountable, they are not permanent. With motivation,

More Free Book



Scan to Download



Listen It

understanding, and self-belief, individuals can push through these obstacles and begin to create their own lives.

More Free Book



Scan to Download



Listen It

Example

Key Point: Inertia is the biggest barrier to creating your own life.

Example: Imagine waking up each day and going through the same routine, feeling that nagging desire to make a change but choosing instead to stay in your comfort zone. That's the power of inertia—a choice you've made to remain where you are, despite knowing deep down that change could lead to fulfillment. Think about those moments when you've contemplated a new career path or personal project, yet you let fear or complacency keep you tethered to your current job. By acknowledging this tendency and mustering the courage to break free from it, you can ignite a journey toward a life you've only dreamed of, full of growth and abundance.

More Free Book



Scan to Download



Listen It

Critical Thinking

Key Point: Obligation can severely hinder personal decision-making and authenticity.

Critical Interpretation: The tension between fulfilling personal aspirations and responsibilities towards others is a complex dynamic that Goldsmith emphasizes as a barrier to authentic living. This notion invites readers to reflect critically on whether the obligation should indeed take precedence over individual desires, as conflicting obligations may dilute one's self-identity and lead to resentment over time. It can be argued that while commitment is necessary for community and relationships, placing excessive weight on fulfilling expectations can stifle personal growth and lead to inner turmoil. This perspective aligns with psychological theories on identity and fulfillment, as discussed in works like "The Gifts of Imperfection" by Brené Brown, which suggest that embracing one's true self is essential for a meaningful life. Readers should cautiously consider the author's claims, recognizing that the pursuit of balance between self-interest and obligations requires individual discernment rather than a one-size-fits-all solution.

More Free Book



Scan to Download



Listen It

Chapter 3 Summary : The Earning Checklist

Factor	Description
Motivation	The driving force behind actions; a commitment to performing tasks necessary for achieving goals, tested through perseverance in adversity.
Ability	Skills and competencies required for success, including emotional traits like resilience and the willingness to grow beyond comfort zones.
Understanding	Knowledge of how to effectively execute tasks; includes role comprehension and interpersonal skills that enhance professional relationships.
Confidence	Belief in one's ability to succeed, built upon motivation, ability, and understanding, creating a positive feedback loop enhancing performance.
Support	External resources and encouragement from others; recognizing the need for assistance is a strength, and building support networks is vital.
Marketplace	The demand for an individual's skills or products in the external environment; understanding market conditions is crucial for success.

CHAPTER 3: THE EARNING CHECKLIST

In this chapter, Marshall Goldsmith emphasizes the importance of six key factors necessary for achieving success, which he identifies through his experiences and research. The factors are broken down as follows:

1. MOTIVATION

Motivation is the driving force behind our actions. It embodies the purpose behind why someone pursues a goal.

More Free Book



Scan to Download



Listen It

Goldsmith points out that motivation is often misunderstood; it's not merely a desire to succeed but a commitment to performing the specific tasks needed to achieve that goal. True motivation is tested through action and perseverance, especially in adverse circumstances.

2. ABILITY

Ability refers to the skills and competencies required to succeed. Goldsmith highlights that understanding one's strengths and weaknesses is crucial. However, he expands the definition of ability to include emotional and psychological traits such as resilience and persistence. It's essential to leverage natural talents while also being open to extending beyond comfort zones for growth.

3. UNDERSTANDING

Install Bookey App to Unlock Full Text and Audio

More Free Book



Scan to Download



Listen It



Scan to Download



Why Bookey is must have App for Book Lovers



30min Content

The deeper and clearer interpretation we provide, the better grasp of each title you have.



Text and Audio format

Absorb knowledge even in fragmented time.



Quiz

Check whether you have mastered what you just learned.



And more

Multiple Voices & fonts, Mind Map, Quotes, IdeaClips...

Free Trial with Bookey



Chapter 4 Summary : The Agency of No Choice

CHAPTER 4: THE AGENCY OF NO CHOICE

Embracing Choice Avoidance

The author shares a personal anecdote about simplifying clothing choices, adopting a uniform of green polo shirts, khaki pants, and loafers to reduce decision fatigue. This practice serves as a metaphor for avoiding nonessential choices, allowing mental energy to be reserved for significant decisions.

The Burden of Choice

Extensive research indicates that daily decision-making, even for trivial matters, depletes mental energy. While some thrive on making choices, the author finds freedom in avoiding the unnecessary ones. This practice helps to focus on more impactful decisions, such as committing to a new coaching

More Free Book



Scan to Download



Listen It

client.

Lessons from Ford Motor Company

The chapter discusses Alan Mulally's introduction of structured Business Plan Review meetings at Ford. These meetings fostered a culture of accountability, transparency, and psychological safety. Executives had one primary behavioral expectation: to participate positively in the meetings, creating a sense of commitment and agency over their performance without the fear of judgment.

The Concept of Agency of No Choice

Mulally's method demonstrated the "Agency of No Choice," offering executives a single key option—engage positively in the BPR. By presenting clear expectations weekly, executives could focus on performance improvements rather than on making multiple choices.

Creating an Earned Life

Achieving an earned life begins with making significant choices among various ideas. The author suggests that

More Free Book



Scan to Download



Listen It

developing clarity and committing to a single path requires recognizing the sacrifices involved. The process leads to prioritizing what truly matters and minimizing distractions.

Factors Governing Fulfillment

The author identifies six factors linked to fulfillment: Achievement, Engagement, Happiness, Meaning, Purpose, and Relationships. He reflects on how these elements intertwine in life choices, emphasizing the importance of prioritizing relationships and understanding trade-offs.

Negotiating Trade-offs

Confronted with the choice of a solo career as a corporate trainer, the author realizes it wasn't about making two diverging choices but understanding the trade-offs associated with his decision. The focus becomes how to balance professional obligations and family commitments.

Conclusion

An earned life is characterized by a full commitment to what matters most, requiring sacrifices and trade-offs. The key

More Free Book



Scan to Download



Listen It

takeaway is that sometimes having no real choice can lead to clarity in decision-making, pushing individuals towards fulfillment and purpose.

More Free Book



Scan to Download



Listen It

Critical Thinking

Key Point: The Illusion of Choice and Decision-Making Clarity

Critical Interpretation: Marshall Goldsmith advances the notion of simplifying choices to enhance focus on essential decisions, which raises questions about the subjective value of choice. While avoidance of trivial decisions might benefit some by reducing fatigue, it can also undermine creativity and personal agency for others. In contrast, critics like Barry Schwartz in 'The Paradox of Choice' argue that a rich array of choices is crucial for satisfaction and growth, highlighting the risk in Goldsmith's perspective that too much choice reduction can lead to a lack of engagement and diminished personal responsibility.

More Free Book



Scan to Download



Listen It

Chapter 5 Summary : Aspiration: Privileging Your Future Over Your Present

CHAPTER 5: ASPIRATION: PRIVILEGING YOUR FUTURE OVER YOUR PRESENT

In this chapter, Marshall Goldsmith discusses the concept of living an "earned life," focusing on the distinction between action, ambition, and aspiration. He emphasizes the personal and unique nature of fulfillment, noting that for some, this fulfillment comes from serving others, self-improvement, spiritual enlightenment, or familial connections, rather than traditional measures like money or status.

The Distinction of Life Choices

Goldsmith illustrates the varying interpretations of fulfilled lives by referring to friends with similar backgrounds but differing aspirations. He contrasts his friend Frank's balanced approach to life with his own chaotic style, showing that fulfillment can be achieved through different means. The

More Free Book



Scan to Download



Listen It

chapter elaborates on three key independent variables: Action, Ambition, and Aspiration.

Action, Ambition, and Aspiration Defined

-

Action

refers to what we are doing in the present moment, representing immediate choices and activities.

-

Ambition

encompasses specific, measurable goals that are time-bound and finite.

-

Aspiration

, in contrast, is about who we want to become and represents a lifelong pursuit without a definitive endpoint. It focuses on self-creation and deeper meanings, evolving over time.

The Process of Aspiration

Goldsmith discusses how aspiration requires patience and is akin to a gradual journey of self-discovery, referencing philosopher Agnes Callard's insights on the aspirational

More Free Book



Scan to Download



Listen It

process. Aspiration is contrasted with ambition, as it provides more lasting value than the fleeting happiness derived from achieving ambitious goals.

The Value of Aspiration

Through aspirational pursuits, individuals can build identities and skills that remains integral to their character, contributing to lifelong fulfillment. Aspiration allows people to explore new interests and stop and rethink their paths without fear of regret. The essence of aspiration lies in its potential for personal growth and discovery, serving as a motivational force even as it brings clarity to when one should pivot away from a particular pursuit.

Integration of Action, Ambition, and Aspiration

Goldsmith notes that successful people often excel in aligning action with ambition but may overlook aspiration, leading to goal obsession. The chapter concludes by urging readers to consider how their actions and ambitions relate to their broader aspirations, emphasizing that recognizing this connection is vital for achieving a truly fulfilling life.

Aspiration is an act of investing in a future self, encouraging

More Free Book



Scan to Download



Listen It

individuals to embrace risks that could ultimately lead to personal growth.

More Free Book 



Scan to Download



[Listen It](#)

Critical Thinking

Key Point: The importance of aligning aspiration with action and ambition.

Critical Interpretation: While Goldsmith argues that aspiration is crucial for lifelong fulfillment and personal growth, one could argue that aspiration alone does not guarantee happiness or success; practical action and achievable ambitions are also necessary. This perspective suggests that while aiming high is important, one must be cautious not to become detached from reality. Additionally, the role of external factors and circumstances which can impact fulfillment choices should not be overlooked, potentially questioning the universality of Goldsmith's conclusions. Readers might consider sources such as 'Drive: The Surprising Truth About What Motivates Us' by Daniel H. Pink, which explores different motivations, emphasizing that not everyone finds fulfillment through the same means.

More Free Book



Scan to Download



Listen It

Chapter 6 Summary : Opportunity or Risk: What Are You Over-Weighting For?

CHAPTER 6: OPPORTUNITY OR RISK: WHAT ARE YOU OVER-WEIGHTING FOR?

This chapter explores the critical balance between opportunity and risk in decision-making, illustrated through Richard's regretful experience of missing a date. It emphasizes the common tendency to miscalculate risk and opportunity, often leading to poor choices.

Understanding Opportunity and Risk

-

Opportunity

: Represents the potential benefits of a choice.

-

Risk

: Represents the potential costs associated with a choice.

- Decisions that tip too far towards either opportunity or risk

More Free Book



Scan to Download



Listen It

can skew judgment, causing hesitation or rash actions.

Evaluating Decisions

- In daily life, we often lack the quantitative data that aids financial decision-making, leading to impulsive choices in significant life areas like relationships and careers.

- A proposed solution is utilizing a conceptual framework known as the Triple A's:

Action

,

Ambition

, and

Aspiration

. Each category is distinguished by its time horizon.

The Triple A's Explained

Install Bookey App to Unlock Full Text and Audio

More Free Book



Scan to Download



Listen It

Ad



Scan to Download



App Store
Editors' Choice



22k 5 star review

Positive feedback

Sara Scholz

...tes after each book summary
...erstanding but also make the
...and engaging. Bookey has
...ding for me.

Fantastic!!!



I'm amazed by the variety of books and languages Bookey supports. It's not just an app, it's a gateway to global knowledge. Plus, earning points for charity is a big plus!

Masood El Toure

Fi



Ab
bo
to
my

José Botín

...ding habit
...o's design
...ual growth

Love it!



Bookey offers me time to go through the important parts of a book. It also gives me enough idea whether or not I should purchase the whole book version or not! It is easy to use!

Wonnie Tappkx

Time saver!



Bookey is my go-to app for
...summaries are concise, ins
...curated. It's like having acc
...right at my fingertips!

Awesome app!



I love audiobooks but don't always have time to listen to the entire book! bookey allows me to get a summary of the highlights of the book I'm interested in!!! What a great concept !!!highly recommended!

Rahul Malviya

Beautiful App



This app is a lifesaver for book lovers with busy schedules. The summaries are spot on, and the mind maps help reinforce what I've learned. Highly recommend!

Alex Walk

Free Trial with Bookey



Chapter 7 Summary : Slicing the Loaf to Find Your One-Trick Genius

Section	Summary
Generalist vs. Specialist Debate	The choice between being a generalist or a specialist is personal; both paths can lead to an earned life. The author favors specialization based on his own successful experiences.
The Journey to Specialization	The author shares his transition from a generalist with a Ph.D. to a specialist in organizational behavior, emphasizing the importance of refining skills through experience and feedback.
The Concept of the One-Trick Genius (OTG)	An OTG is someone who excels in a specific area, leading to fulfillment and recognition. The concept is underscored by anecdotes that highlight dedication and mastery.
Five Strategies to Discover Your Genius	
Finding Your Genius Takes Time	Discovering one's specialty often requires diverse experiences, as illustrated by Sandy Ogg's journey in HR.
The Right Talent Cannot Shine in the Wrong Role	Success depends on aligning talent with appropriate roles, as Sandy learned through value creation.
A One-Trick Genius is Not a One-Trick Pony	An OTG represents a dedicated pursuit of excellence, distinguishing it from the negative connotation of a 'one-trick pony.' Anyone can become an OTG.
Your Uniqueness Can Be Your Genius	Embracing personal inclinations can lead to discovering one's genius, as shown in Ridley Wills' story in architecture.
Generalists Can Be OTGs Too	CEOs may appear as generalists but often have a core skill that defines their contribution, merging generalist skills with specialized qualities.
Conclusion	Being dedicated to one's craft enhances life's meaning. The author encourages embracing unique skills to achieve fulfillment and purpose through specialization.

CHAPTER 7: SLICING THE LOAF TO FIND YOUR ONE-TRICK GENIUS

Generalist vs. Specialist Debate

More Free Book



Scan to Download



Listen It

In adulthood, individuals often grapple with the choice between being a generalist or a specialist. There is no definitive answer; one can achieve an earned life on either path. However, the author leans towards specialization, having found success in that route throughout his career.

The Journey to Specialization

The author reflects on his own evolution from a generalist with a Ph.D. in behavioral science to a specialist in organizational behavior. His focus narrowed further to helping highly successful executives improve their interpersonal behavior—thus highlighting the process of refining interests and skills through experience and feedback over many years.

The Concept of the One-Trick Genius (OTG)

An OTG is someone who excels in a specific area and is recognized for their expertise. This mastery results in a virtuous cycle of fulfillment and recognition, allowing individuals to own a niche market. The chapter provides anecdotes illustrating the concept of OTG, emphasizing the importance of dedication and mastery in one's chosen field.

More Free Book



Scan to Download



Listen It

Five Strategies to Discover Your Genius

1.

Finding Your Genius Takes Time

Realizing one's specialty often requires years of diverse experiences. The author shared Sandy Ogg's journey from a general HR expert to discovering the unique talent of identifying individuals who add significant value within an organization.

2.

The Right Talent Cannot Shine in the Wrong Role

Success in any role requires appropriate alignment between talent and job functions. Sandy realized that value creation comes from matching talented individuals to roles suited to their abilities.

3.

A One-Trick Genius is Not a One-Trick Pony

While a 'one-trick pony' is seen negatively, an OTG is a conscious choice, representing a dedicated pursuit of excellence in a particular skill. Anyone can be an OTG by

More Free Book



Scan to Download



Listen It

focusing on the mastery of their craft.

4.

Your Uniqueness Can Be Your Genius

Embracing both the gifts and frustrations of personal inclinations can lead to finding one's genius. The story of Ridley Wills illustrates how his aesthetic sensitivity propelled him into a fulfilling architectural career.

5.

Generalists Can Be OTGs Too

Although CEOs and leaders may seem to be generalists, they often have a core value or skill that serves as their unique contribution. The author highlights that effective leadership combines generalist skills with a specific, identifying quality.

Conclusion

Being a dedicated artisan in one's field can elevate one's life from situational to meaningful. The author encourages readers to embrace their unique skills and understand that specialization can open opportunities for deeper fulfillment and purpose in life.

More Free Book



Scan to Download



Listen It

Chapter 8 Summary : How We Earn: The Five Building Blocks of Discipline

CHAPTER 8: HOW WE EARN: THE FIVE BUILDING BLOCKS OF DISCIPLINE

In this chapter, Marshall Goldsmith explores the essential actions necessary for living an earned life, emphasizing a shift from mindset to concrete actions that facilitate goal achievement.

Introduction to Discipline and Willpower

Traditional views of success highlight discipline and willpower as critical elements. However, Goldsmith argues that we often overestimate our own discipline and willpower, leading to failures in personal goals. Realizing this, he shares a pivotal experience with a CEO that prompted him to reevaluate his approach to training.

The Importance of Follow-Up

More Free Book



Scan to Download



Listen It

Goldsmith emphasizes that consistent follow-up significantly enhances performance and accountability, changing individual behavior for the better. He discovered that without follow-up, relying solely on individual motivation is insufficient.

The Four Building Blocks of Discipline

Goldsmith introduces four actionable components that serve as building blocks of discipline replaces the conventional view:

1.

Compliance

: The ability to adhere to external expectations, is often challenging. People struggle with compliance even when significant consequences are at stake. Recognizing the obstacles to compliance is crucial for improvement.

2.

Accountability

: This refers to how we hold ourselves accountable, either privately (like to-do lists) or publicly (sharing goals with others), which can enhance motivation.

3.

More Free Book



Scan to Download



Listen It

Follow-Up

: Involves external checks that enhance self-awareness and encourage honest self-assessment. It changes our approach to tasks by involving others in our progress.

4.

Measurement

: The act of tracking progress allows individuals to focus on priorities and understand the impact of their actions.

Measurements can be both quantitative and qualitative.

The Role of Community

Goldsmith asserts that an earned life cannot be attained in isolation; it thrives within a community. He discusses the importance of reciprocity, where help and support circulate freely among community members, amplifying everyone's efforts to live an earned life.

In conclusion, Goldsmith encourages individuals to integrate the four building blocks into their daily routines and to recognize the value of community in fostering discipline and achieving personal goals. The combination of compliance, accountability, follow-up, and measurement lays the groundwork for a structured approach to living meaningfully.

More Free Book



Scan to Download



Listen It

Critical Thinking

Key Point: The Overestimation of Personal Discipline and Willpower

Critical Interpretation: Goldsmith's assertion that individuals often overestimate their discipline raises concerns about the practical efficacy of his approach; not only could this claim be overly generalized, but it may also overlook deeper psychological factors influencing human behavior. The reliance on discipline and willpower alone as a path to success ignores the complexity of individual motivation and external barriers that can impede goal attainment. Scholars like Baumeister & Heatherton in their work on self-regulation ('Self-Regulation Failure: An Overview') caution against assuming that willpower is a consistent trait, suggesting that variations can be situational and influenced by numerous factors beyond personal resolve. Thus, readers should critically analyze Goldsmith's perspective in the context of psychological theories that advocate for an understanding of human behavior as multifaceted, rather than solely reliant on discipline.

More Free Book



Scan to Download



Listen It

Chapter 9 Summary : An Origin Story

CHAPTER 9: AN ORIGIN STORY

To achieve an earned life, individuals must visualize their desired path and work diligently towards it, recognizing that the ultimate choice belongs solely to them. While external influences can provide insights, the structure becomes essential for overcoming distractions and attaining goals.

1. REFERENT GROUP

Introduced by Roosevelt Thomas, Jr., the concept of referent groups highlights how individuals are influenced by the groups they identify with. Understanding these dynamics fosters empathy and helps in tailoring approaches for behavioral change.

2. FEEDFORWARD

Contrasting with traditional feedback, feedforward encourages forward-thinking by seeking suggestions for improvement rather than critiques of past actions. This

More Free Book



Scan to Download



Listen It

simple yet effective structure promotes open dialogue and equality in workplace relationships.

3. STAKEHOLDER-CENTERED COACHING

Inspired by Peter Drucker's concept of customers, stakeholder-centered coaching expands the definition of a customer to include all beneficiaries of a leader's actions, encouraging leaders to act as servant-leaders prioritizing their stakeholders' needs.

4. BPR (BUSINESS PLAN REVIEW)

Originally developed by Alan Mulally, BPR emphasizes structured weekly meetings focused on mutual accountability and support among peers, fostering an environment of collaboration and common purpose.

Install Bookey App to Unlock Full Text and Audio

More Free Book



Scan to Download



Listen It



Read, Share, Empower

Finish Your Reading Challenge, Donate Books to African Children.

The Concept



This book donation activity is rolling out together with Books For Africa. We release this project because we share the same belief as BFA: For many children in Africa, the gift of books truly is a gift of hope.

The Rule



Your learning not only brings knowledge but also allows you to earn points for charitable causes! For every 100 points you earn, a book will be donated to Africa.

Free Trial with Bookey

Chapter 10 Summary : The Lpr

Section	Summary
Objective of the Life Plan Review (LPR)	The LPR bridges the gap between intentions and actions, focusing on structured self-monitoring and community support for achieving life goals.
Four-Step Structure of LPR	<p>Weekly Reporting: Answer six questions about goal-setting, progress, meaning, happiness, relationships, and engagement on a scale of 1 to 10.</p> <p>Daily Tracking: Daily monitoring of efforts to identify commitment patterns and challenges.</p> <p>Plan Review: Weekly checks on goal relevance, promoting recalibration of efforts towards meaningful objectives.</p> <p>Community Engagement: Group setting enhances accountability and support for sustained commitment to goals.</p>
Importance of Community	Participation in a community during LPR increases accountability, encouragement, and shared experiences, emphasizing the importance of social interaction for improvement.
Implementation of LPR in the Face of Challenges	Sharing personal experience, Goldsmith maintained LPR meetings virtually during the COVID-19 pandemic, illustrating its adaptability and necessity for personal goals.
Benefits of the LPR Process	<p>Adaptability: Tailors to various personal and professional goals.</p> <p>Safe Environment: No-judgment atmosphere for honest self-assessment.</p> <p>Clarity on Goals: Regular measuring refines definitions of meaning and success.</p> <p>Customization of Format: Flexibility for facilitators to meet group needs.</p> <p>Lasting Impact: Relationships formed extend beyond meetings, fostering mutual support.</p>
Conclusion	The LPR process enhances self-assessment and community engagement, facilitating fulfillment and commitment to personal growth through supportive networks.

CHAPTER 10: THE LPR

Objective of the Life Plan Review (LPR)

More Free Book



Scan to Download



Listen It

The LPR aims to bridge the disconnect between intentions and actions in one's life. It emphasizes self-monitoring through a structured process rather than relying on extreme motivation. Participants assess their effort towards achieving life goals weekly and share results with a community for support.

Four-Step Structure of LPR

1.

Weekly Reporting:

Members answer six questions regarding their efforts related to goal-setting, progress, meaning, happiness, relationships, and engagement, rating each on a scale of 1 to 10.

2.

Daily Tracking:

Participants track their efforts each day to create a habit of self-monitoring, enabling them to identify patterns in their commitments and challenges.

3.

Plan Review:

A weekly check of goals for relevance ensures that participants are striving toward meaningful objectives, prompting possible recalibration of efforts.

More Free Book



Scan to Download



Listen It

4.

Community Engagement:

An essential aspect of LPR is the group setting, which fosters accountability and support among participants, enhancing the likelihood of sustained commitment to their goals.

Importance of Community

Engaging in LPR within a community proves more beneficial compared to solitary efforts. It provides a forum for accountability, encouragement, and shared growth experiences. Drawing parallels with the game of golf, the social interaction within LPR meetings contributes to a supportive environment focused on improvement and progress.

Implementation of LPR in the Face of Challenges

Marshall Goldsmith shares a personal experience during the onset of the COVID-19 pandemic, where he pivoted to virtual LPR meetings to maintain community support among coaches during uncertain times. The successful adoption of LPR, even remotely, demonstrated its flexibility and

More Free Book



Scan to Download



Listen It

necessity for achieving personal goals.

Benefits of the LPR Process

-

Adaptability:

The LPR can be tailored to address various personal and professional goals.

-

Safe Environment:

Establishing a no-judgment atmosphere encourages honest self-assessment and personal growth.

-

Clarity on Goals:

Regularly measuring efforts prompts participants to refine their definitions of meaning and success.

-

Customization of Format:

The structure allows flexibility, enabling facilitators to adapt the process as needed to better serve the group's emotional and practical needs.

-

Lasting Impact:

The connections and relationships built during LPR often

More Free Book



Scan to Download



Listen It

extend beyond the meetings, fostering a culture of mutual support.

Conclusion

The LPR process—rooted in self-assessment and community engagement—serves as a powerful tool for individuals seeking to navigate their own paths toward an earned life. By forming a supportive network focused on shared improvements, participants are more likely to achieve fulfillment and sustain their commitment to personal growth.

More Free Book



Scan to Download



Listen It

Chapter 11 Summary : The Lost Art of Asking for Help

CHAPTER 11: THE LOST ART OF ASKING FOR HELP

Accountability through the LPR

- The LPR (Life Progress Review) serves as an accountability mechanism, helping individuals align their Actions, Ambitions, and Aspirations.
- It encourages regular interactions with others, mitigating our tendency to neglect our stated goals.
- This mechanism fosters a sense of validation and progress in achieving an earned life.

The Importance of Asking for Help

- In contrast to the past, where leaders primarily told, effective future leadership will require knowing how to ask for help.

More Free Book



Scan to Download



Listen It

- The idea of the self-made individual is largely a myth. Success often requires collaboration and assistance from others.
- Many individuals avoid seeking help due to societal conditioning that equates it with weakness.

Observations from IBM

- A case study from IBM highlights a prevalent issue: a culture where both managers and employees avoided asking for help, viewing it as a sign of incompetence.
- A malfunctioning performance appraisal system further entrenched this behavior, igniting a cycle of avoidance.

Coaching and Vulnerability

- Personal anecdotes illustrate how successful individuals often resist admitting their need for help.
- Coaching executives involves prompting them to recognize their own vulnerabilities and the need for support.
- A structured approach (Needs Exercise) emphasizes the mutual necessity of support between leaders and their staff.

Approval and Recognition

More Free Book



Scan to Download



Listen It

- The need for approval is often viewed negatively in the workplace, yet it is a fundamental human requirement that should be acknowledged.
- Leaders may provide approval to others but often shy away from their own need for recognition.

Case Study: Hubert Joly at Best Buy

- Hubert Joly's transition from CEO of Carlson to Best Buy showcases the effectiveness of vulnerability and openness in leadership.
- By asking employees for their help and approval, he fostered a culture of engagement, which ultimately led to significant improvements in company performance.

The Call to Action: Ask for Help

- The overarching message is the importance of asking for help in various aspects of life.
- Avoid pitfalls associated with shame and the belief that one should manage independently.
- Consider how others feel when they are asked for help, fostering a reciprocal environment that honors the need for mutual support.

More Free Book



Scan to Download



Listen It

Chapter 12 Summary : When Earning Becomes Your Habit

CHAPTER 12: WHEN EARNING BECOMES YOUR HABIT

Introduction to Earning

Earning is a continuous process that requires discipline, planning, and community support. It is essential to know when to push forward and when to pause for reflection. Understanding the balance helps avoid burnout and transforms earning into a habit over time.

1. Earn Your Beginnings

Life is marked by transitions—moments of change that can be exhilarating or disorienting. Notable life events serve as markers indicating personal growth and new beginnings. Transitions should not be treated as inactive periods; they are dynamic processes where individuals actively seek new

More Free Book



Scan to Download



Listen It

opportunities and growth.

2. Disengage from Your Past

To move forward, one must let go of previous identities and achievements. Learning from past experiences is beneficial, but constantly revisiting them can hinder progress.

Embracing self-direction and creating new patterns is essential for engaging with the present and future successfully.

3. Master the “Earning Response”

Creating good habits is fundamental to developing an earned life. The key is to consciously change responses to stimuli through a thoughtful pause, leading to better outcomes.

Recognizing transitions as opportunities for growth can turn sporadic motivations into consistent habits.

Install Bookey App to Unlock Full Text and Audio

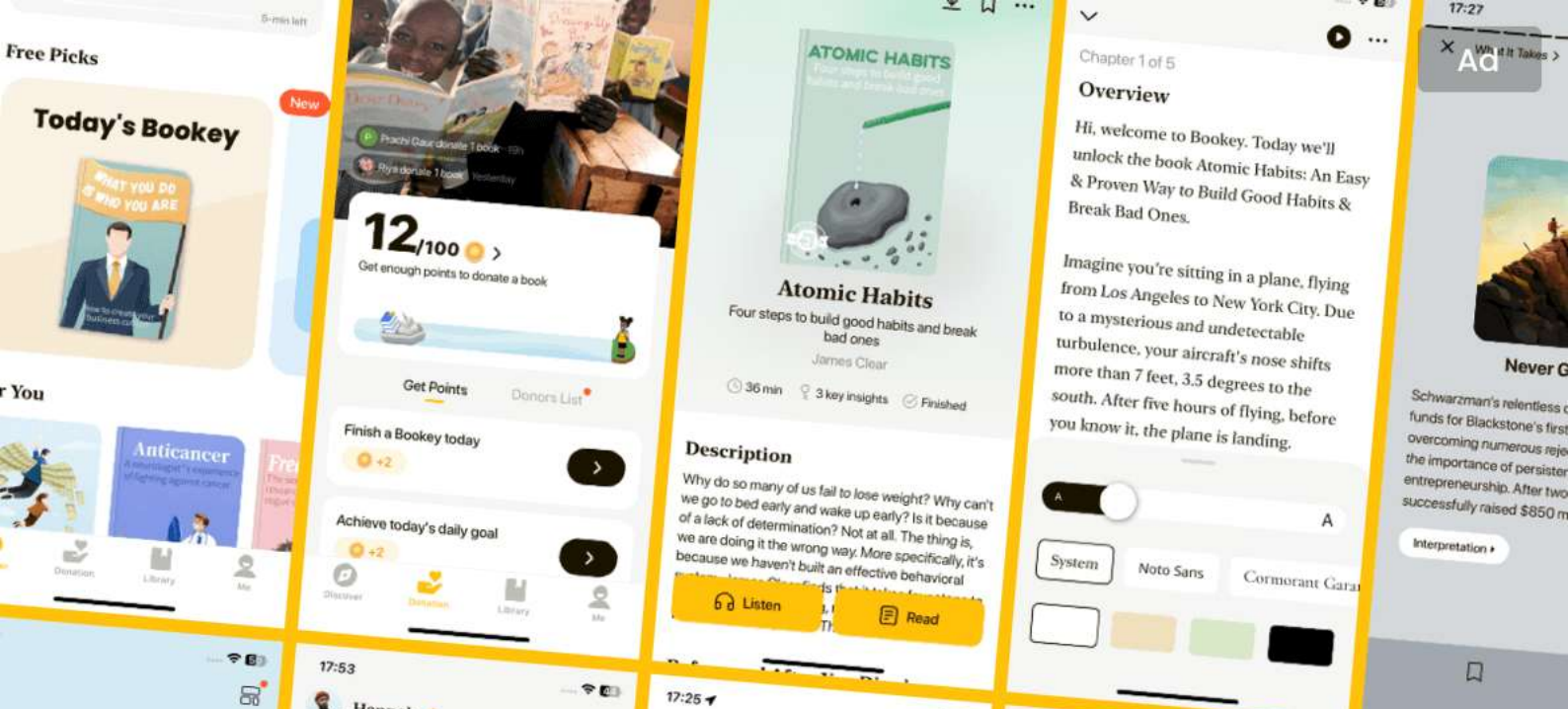
More Free Book



Scan to Download



Listen It



World' best ideas unlock your potential

Free Trial with Bookey



Scan to download



Chapter 13 Summary : Paying the Price and Eating Marshmallows

CHAPTER 13: PAYING THE PRICE AND EATING MARSHMALLOWS

Key Insights from a CEO's Perspective

In a memorable talk at a Women in Business conference, a successful female tech CEO emphasized the importance of focusing on a few core aspects of life: family, health, and work. She advised the audience to eliminate non-essential tasks and challenges assumptions about resources.

The Cost of Living an Earned Life

To achieve a fulfilling life, sacrifices must be made. This goes beyond financial factors; it involves commitment, acknowledging risks, and the fear of failure. While some embrace this cost, others resist due to various psychological reasons, including fear of loss and a zero-sum perspective on

More Free Book



Scan to Download



Listen It

opportunities.

Addressing Hesitancies in Commitment

The fear of futility can deter individuals from committing to challenging goals. Often, people struggle with delayed versus instant gratification, facing daily choices that reflect self-control. The ability to delay gratification is seen as a crucial predictor of a successful, earned life.

The Marshmallow Test as a Metaphor

The Marshmallow Test illustrates the struggle between immediate and delayed rewards. While the test shows the value of self-control, it also raises questions about the extremes of delayed gratification, suggesting that enjoying life should not be overlooked.

Balancing Sacrifice and Enjoyment

Success requires paying the price, but individuals should not neglect to indulge in life's pleasures. Notable figures, like business leader Jack Welch, learned to appreciate finer aspects of life after significant life events. Mischel's

More Free Book



Scan to Download



Listen It

contrasting tales of two brothers underline the need to enjoy the journey while pursuing long-term goals.

Conclusion

Living an earned life involves both sacrifice and the occasional enjoyment of “marshmallows.” It's vital to recognize when it's appropriate to savor immediate pleasures while working toward bigger goals, ultimately realizing that regret comes from missed opportunities to enjoy life now.

More Free Book



Scan to Download



Listen It

Example

Key Point: The importance of balancing sacrifice with immediate enjoyment in life decisions.

Example: Imagine you are faced with a choice: you can spend your evening studying for a big exam or attend a friend's birthday party. If you choose to study, you gain knowledge and potentially better future opportunities; however, if you decide to go to the party, you enjoy immediate social connections and memorable moments. This dilemma mirrors the balance between delayed gratifications like career aspirations and the 'marshmallows' of enjoying life now. Embracing both aspects cultivates a fulfilling earned life where you don't sacrifice joy for future achievements alone.

More Free Book



Scan to Download



Listen It

Chapter 14 Summary : Credibility Must Be Earned Twice

CREDIBILITY MUST BE EARNED TWICE

Purpose of an Earned Life

- As Peter Drucker stated, our mission is to make a positive difference rather than prove our intelligence or correctness.
- The ways we generate positive impact vary from significant acts (like saving lives) to small gestures (like comforting a friend) and contribute to a legacy of kindness.
- Fulfillment from living an earned life often comes from “helping people,” aligning with Drucker's insight that serving others fulfills our purpose.

Understanding Credibility

- Credibility is defined as a reputational quality that develops over time through trust and belief from others.
- Earning credibility involves two steps:

More Free Book



Scan to Download



Listen It

1. Establishing consistent competence in areas valued by others.

2. Gaining recognition and approval from others for that competence.

- Credibility leads to influence, which enhances our ability to create a positive difference in the world.

The Relationship Between Competence and Recognition

- Achieving credibility requires both competence and its recognition; they are independent yet interconnected.

- The lack of visibility for one's achievements necessitates proactive self-promotion in today's attention-driven environment.

Confronting Discomfort in Self-Promotion

- Personal growth often requires stepping out of comfort zones to seek recognition.

- Viewing discomfort as a necessary price to pay for a greater good can help overcome the awkwardness associated with self-marketing.

More Free Book



Scan to Download



Listen It

The Need for Transactional Recognition

- Drucker's rules highlight that gaining credibility involves selling our competence and achievements for recognition.
- The importance of understanding not just our own sense of value, but aligning it with others' perceptions is crucial for effectiveness.

Credibility Matrix

- A matrix categorizes situations based on two dimensions: striving to prove oneself and making a positive difference.

1.

Earning Credibility

: Proactively seeking approval that positively impacts personal or others' lives.

2.

Letting Go

: Recognizing when proving oneself is futile and learning to disengage.

3.

Underselling Yourself

: Where gaining approval would benefit you but you hold back, often due to lack of confidence.

More Free Book



Scan to Download



Listen It

4.

Overselling Yourself

: Trying to prove your worth in situations where it won't lead to a positive difference.

Key Insights from the Matrix

- Each quadrant in the matrix offers guidance on when to seek approval or let go, emphasizing the balance between recognition and genuine positive impact.
- True earning of credibility incorporates both competence and acknowledgment for one's abilities, enhancing one's ability to effect meaningful change.

Conclusion

- Credibility is essential for leading an earned life and making a meaningful difference. It demands both validation of personal competence and recognition by others, encapsulating the essence of influence and contribution in our lives.

More Free Book



Scan to Download



Listen It

Example

Key Point: The importance of earning credibility through both competence and recognition to create a positive difference.

Example: Imagine you're leading a volunteer initiative at your local community center. Each time you successfully organize an event or bring in additional resources, you're showcasing your competence. However, if you quietly achieve these feats without sharing them with others, you may not gain the recognition needed for your efforts to have the fullest impact. As you step out of your comfort zone to promote your successes, perhaps by sharing updates on social media or in community meetings, you not only affirm your skills but also inspire recognition. This dual process of earning credibility through demonstrating your abilities and actively promoting them allows you to influence others, thus amplifying the positive difference you aim to create.

More Free Book



Scan to Download



Listen It

Chapter 15 Summary : Singular Empathy

SINGULAR EMPATHY

Understanding Empathy

Empathy is a crucial quality for making a positive impact and is defined as experiencing the feelings and thoughts of others. It originated from the German term “Einfühlung,” meaning “feeling into.” Empathy plays a significant role in building relationships, with the potential to influence and make a difference.

Types of Empathy

1.

Empathy of Understanding:

Often referred to as cognitive empathy, this involves comprehending why others think and feel as they do. It enables effective communication and strengthens

More Free Book



Scan to Download



Listen It

relationships, especially in sales and advertising.

2.

Empathy of Feeling:

This type involves replicating another person's emotions, allowing us to share in their joy or pain, which can be intense and overwhelming. It highlights the shared experience of emotional states, such as cheering for a sports team or comforting someone in distress.

3.

Empathy of Caring:

Unlike the empathy of feeling, this type arises from concern for another person's reaction to events, focusing on their emotional response rather than the situation itself.

4.

Empathy of Doing:

This is the most action-oriented form of empathy, where one takes tangible steps to help others. It often requires greater

Install Bookey App to Unlock Full Text and Audio

More Free Book



Scan to Download



Listen It

Ad



Scan to Download



Try Bookey App to read 1000+ summary of world best books

Unlock **1000+** Titles, **80+** Topics

New titles added every week

- Brand
- Leadership & Collaboration
- Time Management
- Relationship & Communication
- Business Strategy
- Creativity
- Public
- Money & Investing
- Know Yourself
- Positive Psychology
- Entrepreneurship
- World History
- Parent-Child Communication
- Self-care
- Mind & Spirituality

Insights of world best books



Free Trial with Bookey



Chapter 16 Summary : Coda: After the Victory Lap

CODA

AFTER THE VICTORY LAP

Leo's Story:

If you visit Leo, a friend of the author, you will enjoy a thoughtfully prepared meal, as he carefully considers his guests' preferences. Leo learned to cook when he became a stay-at-home dad. Even after resuming a successful career as a COO, he continued to cook daily, demonstrating passion in a seemingly mundane life choice.

The Essence of an Earned Life:

Leo's dedication to cooking is more than a hobby; it embodies the concept of an earned life. Each day, he serves meals that bring joy and satisfaction, focusing on the present rather than seeking accolades. His routine mirrors those in various professions who find fulfillment in their everyday endeavors without expecting a "victory lap."

More Free Book



Scan to Download



Listen It

Five Key Themes for an Earned Life:

1.

Purpose

: Engage in activities with clear intent to elevate their significance.

2.

Presence

: Strive to be mindful and engaged with others.

3.

Community

: Collaborate with others to enhance experiences and outcomes.

4.

Impermanence

: Recognize the transient nature of life to inspire meaningful actions.

5.

Results

: Focus on making the best effort rather than solely on outcomes; effort itself is a measure of success.

Conclusion:

An earned life is about continuous engagement and the process of earning fulfillment rather than celebrating isolated achievements or successes.

More Free Book



Scan to Download



Listen It



Scan to Download



Why Bookey is must have App for Book Lovers



30min Content

The deeper and clearer interpretation we provide, the better grasp of each title you have.



Text and Audio format

Absorb knowledge even in fragmented time.



Quiz

Check whether you have mastered what you just learned.



And more

Multiple Voices & fonts, Mind Map, Quotes, IdeaClips...

Free Trial with Bookey



Best Quotes from The Earned Life by Marshall Goldsmith with Page Numbers

[View on Bookey Website and Generate Beautiful Quote Images](#)

Chapter 1 | Quotes From Pages 41-53

1. Every breath I take is a new me.
2. That was a previous me. The present me didn't make that blunder. So why am I torturing myself for some past error that the present version of me didn't commit?
3. Everything that flourishes also decays and disappears.
4. You're only a success in the moment of the successful act. Then you have to do it again.
5. We are never finished earning our life.

Chapter 2 | Quotes From Pages 54-82

1. Dammit, Mark. When are you going to start living your own life?
2. We don't feel regret because we tried and failed; we regret not trying.
3. The most reliable predictor of who you'll be five years from now is who you are now.

More Free Book



Scan to Download



Listen It

4. We are undone by obligation.
5. Choosing between two or three valid ideas for the life you want to lead is a legitimate source of confusion for many people.
6. The pace of change you are experiencing today is the slowest pace of change you will ever experience for the rest of your life.
7. We have the right to deprogram ourselves whenever we want.
8. Adults are capable of miscalculating their personal runway at any age, from twenty-five to seventy and beyond.

Chapter 3 | Quotes From Pages 83-107

1. The true test of our motivation is grounded in evidence.
2. You can't color success only in the bold hues of desire, talent, intellect, and self-belief.
3. Misunderstanding our motivation and overestimating our willingness to fulfill it may be the two defining errors you'll face as you create your own life.

More Free Book



Scan to Download



Listen It

4.If there is no market for what you're offering... all your skill, confidence, and support will not overcome that hurdle.

5.Each of these six factors must be aligned, each one enhancing the other.

6.I want to live a life that will increase fulfillment and minimize regret.

More Free Book



Scan to Download



Listen It



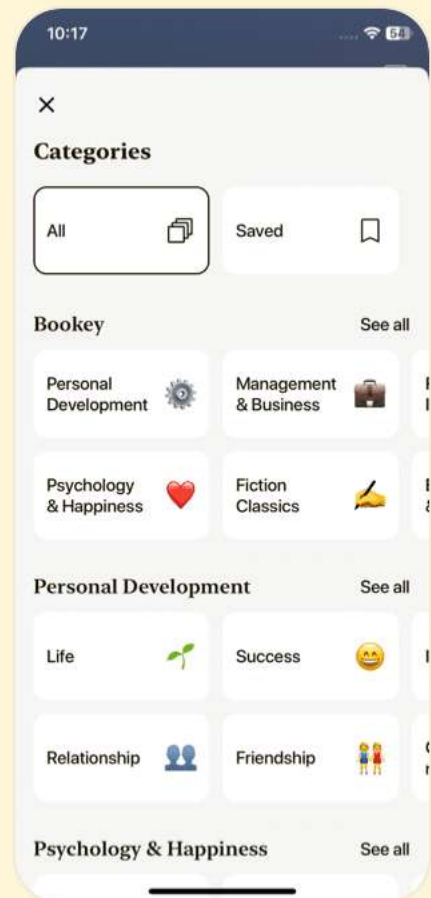
Download Bookey App to enjoy

1 Million+ Quotes

1000+ Book Summaries

Free Trial Available!

Scan to Download



Chapter 4 | Quotes From Pages 108-124

1. Every time I packed my bag for a business trip... I didn't have to agonize about what to wear.
2. I pretty much agree to make time for any stranger who makes the effort to reach out to meet me, telling myself, 'It won't make me dumber.'
3. When you have only one choice, the only acceptable response is to make that choice work.
4. Creating an earned life is first and foremost a matter of scale—of going really big on the important things that keep you on message, small on the things that do not influence the outcome.
5. If an earned life is one of productive overkill—of going all in on what matters—accompanied by sacrifice and trade-offs, that was the moment I got serious about earning my life.

Chapter 5 | Quotes From Pages 125-150

1. We tremble before making our choice in life, and having made it again tremble in fear of having

More Free Book



Scan to Download



Listen It

chosen wrong.

2. In serving others, they are literally accumulating purpose and meaning, a form of wealth more appealing to them than the conventional trophies of money, status, power, and fame.
3. Deciding what you do each day is not the same as who you want to be right now is not the same as who you want to become.
4. Aspiration is who we want to become. It is our pursuit of an objective greater than any defined, time-bound goal.
5. In aspiring to something—by enjoying, enduring, or despising the process—do we know which outcome we prefer.
6. At its core, Aspiration is an act of privileging your future over your present.
7. We stop aspiring when we stop breathing.

Chapter 6 | Quotes From Pages 151-169

1. His mistake was a failure to properly weight the opportunity and risk that the first date was

More Free Book



Scan to Download



Listen It

presenting to him. He over-weighted the risk, under-weighted the opportunity. And thus he missed the opportunity.

2. Our mistakes in calculating risk and opportunity don't have to be dramatic and consequential, like my broken neck. They can be small and insidious, providing immediate short-term benefit but nothing else.
3. When we overfocus on Action at the expense of our Aspiration and Ambition, we tend to make very poor opportunity-versus-risk decisions.
4. If only he could have looked past his in-the-moment fears and focused on the future—that is, if only he could have weighed the Action he was about to take against his reasonable Ambition of building on the relationship with Cathy... he might not still be regretting his choice five decades later.
5. When the noes outnumber the yeses, it's time to rethink the risk you're about to take.

More Free Book



Scan to Download



Listen It



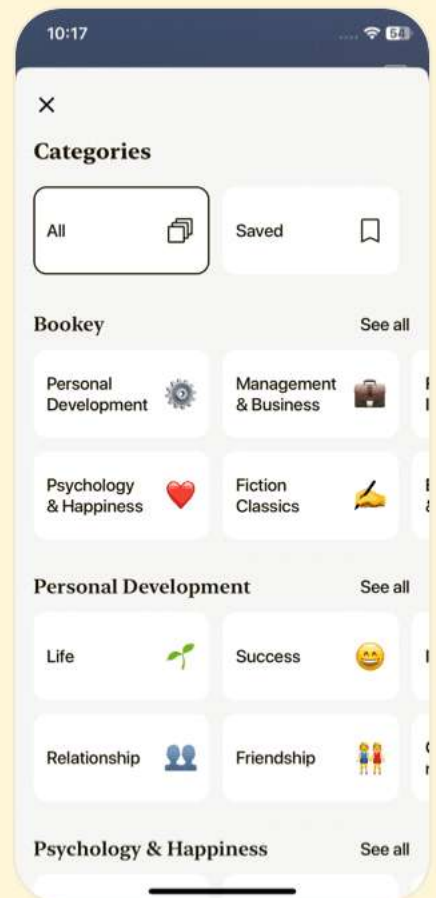
Download Bookey App to enjoy

1 Million+ Quotes

1000+ Book Summaries

Free Trial Available!

Scan to Download



Chapter 7 | Quotes From Pages 170-190

1. But at some point, you have to resolve this dichotomy, making a commitment to one or the other. The alternative—a loosey-goosey in-between life in which you're neither good at many things nor great at one thing—is not pretty.
2. When that happens, the world beats a path to your door.
3. Your uniqueness can be your genius.
4. Do not confuse 'one-trick genius' with the pejorative 'one-trick pony.'
5. Finding your genius takes time.
6. The right talent cannot shine in the wrong role.
7. OTG is not an insult that sentences you to a shrunken, one-dimensional life. To the contrary, when you develop a highly specialized skill... you're more unique and therefore in greater demand.

Chapter 8 | Quotes From Pages 193-210

1. We're more likely to comply with a recommended course of action when failure to do so results in

More Free Book



Scan to Download



Listen It

extreme pain or punishment, either physical, financial, or emotional.

2. Accountability is our response to expectations we impose on ourselves.
3. Without follow-up we may never take the time to ask how we're doing.
4. Measurement is the truest indicator of our priorities—because what we measure drives out what we don't.
5. An earned life cannot be achieved in isolation. It only thrives within a community.

Chapter 9 | Quotes From Pages 211-232

1. Decide what you want that life to look like, then work as hard as necessary to make your decision come true.
2. Structure is how we tame the unruly impulses that lure us away from achieving our goals.
3. If you know a person's referent group—to whom or what they feel deeply connected, whom they want to impress,

More Free Book



Scan to Download



Listen It

whose respect they crave—you can understand why they talk and think and behave the way they do.

4. Whereas feedback comprises people's opinion of your past behavior, feedforward represents other people's ideas that you should be using in the future.

5. A customer is much more than someone who pays for your product or service. A customer could be someone you never meet...

6. Daily Questions is the tool I picked up a decade and a half ago to deal with my repeating pattern of well-meaning intention followed by unreliable execution.

7. I wasn't sure why until I started hearing that coaches in London, New York, Boston, and other cities were getting together socially throughout the year.

More Free Book



Scan to Download



Listen It



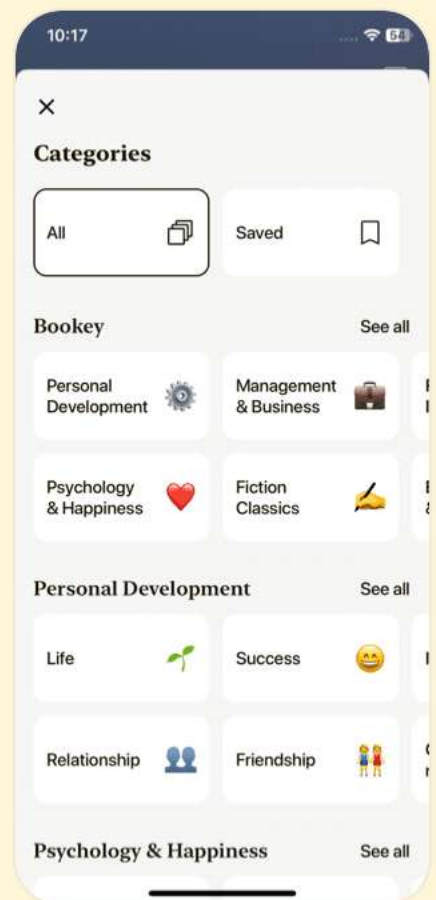
Download Bookey App to enjoy

1 Million+ Quotes

1000+ Book Summaries

Free Trial Available!

Scan to Download



Chapter 10 | Quotes From Pages 233-261

1. The objective of the Life Plan Review, or LPR, is to close the gap between what you plan to do in your life and what you actually get done.
2. It measures how hard you try, presuming your lapses rather than your steadfastness, honoring the likelihood that you will fall short of perfection most weeks.
3. The key is to accumulate the data so you can see instructive patterns: Where are you trending poorly and where are you in control?
4. Common sense should tell you that reviewing your plan in the select company of others is vastly superior to reviewing your plan alone.
5. Life was still good, plus we had an ocean view.
6. What did I actually do this week to make progress on my goals?
7. If you want to keep the goal, maybe it's time to recalibrate your effort upward. If you're no longer willing to make the required effort, maybe it's time for a new goal.

More Free Book



Scan to Download



Listen It

8. Emotional honesty invites reciprocal honesty. It motivates people to help one another. And so they connect.
9. Trust me, it's not. It's a weekly gathering that can save your day, your year, your world. I know, because it saved mine.
10. A leader is best when people barely know he exists; when his work is done, his aim fulfilled, they will say, 'We did it ourselves.'

Chapter 11 | Quotes From Pages 262-280

1. The leader of the past knew how to tell; the leader of the future will know how to ask.
2. The myth of the self-made individual is one of the more sacred fictions of modern life.
3. Too many of us try to go it alone.
4. Ask for help. You need it more than you know.
5. You're no better than your employees. One or two of them might even become the organization's leaders after you're gone.
6. The more I conducted the Needs Exercise with clients, the

More Free Book



Scan to Download



Listen It

more I noticed that needing anything had somehow evolved into an object of derision in the workplace.

7.If you are willing to help anyone who asks for your help without thinking ill of them, why would you worry that other people won't be as generous and forgiving when you're the one seeking help?

Chapter 12 | Quotes From Pages 281-301

- 1.Earning your life is a long game. You need a strategy anchored in both self-awareness and situational awareness to sustain the urgency and avoid burnout—until earning has become your habit.
- 2.You cannot know if you've begun to earn your next beginning until you know you're in transition. You cannot appreciate your transitions until you have a method for marking off your turning points.
- 3.Before you can effectively earn the next phase of your life, you have to disengage from the old phase you claim to have left behind.

More Free Book



Scan to Download



Listen It

4. To the untrained eye, what might look like a dead zone of inaction between projects is actually as focused and drenched in sweat as the intense hours rehearsing her dancers before opening night.
5. The only way to eliminate the new habit is to consciously change our response to the unchanging stimulus with better behavior.
6. If they do this consistently over every shot, they'll be happy about the round, whether or not the scorecard reflects the quality of their play.

More Free Book



Scan to Download



Listen It



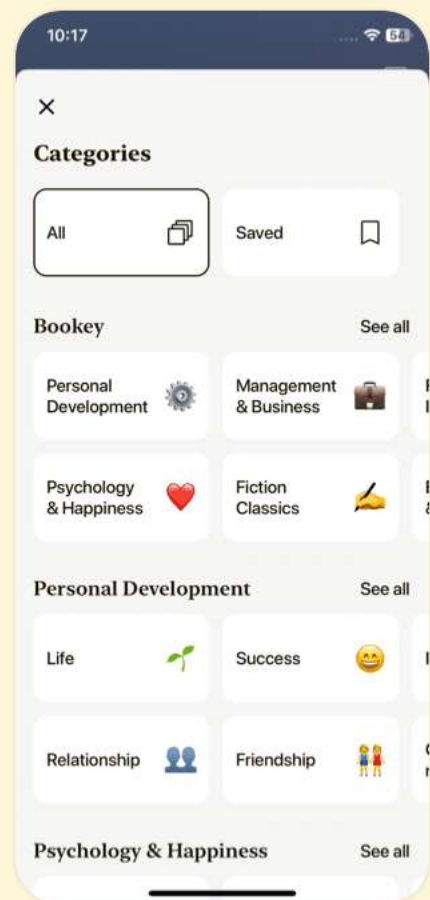
Download Bookey App to enjoy

1 Million+ Quotes

1000+ Book Summaries

Free Trial Available!

Scan to Download



Chapter 13 | Quotes From Pages 302-316

- 1.If you don't like cooking, don't cook. If you don't like gardening, don't garden. If you don't like cleaning up, hire someone to clean up. Only do what is core to you. Everything else, get rid of it.
- 2.Regret is the price you pay for not paying the price.
- 3.Life is a perpetual marshmallow test, but there's no medal for accumulating the most uneaten marshmallows. You might as well be hoarding regrets.
- 4.Know that there are times when you should eat the marshmallow. Then, eat the marshmallow!
- 5.Adding value to your life is a goal worth earning.

Chapter 14 | Quotes From Pages 317-335

- 1.Our mission in life is to make a positive difference, not to prove how smart or right we are.
- 2.Earning credibility is a two-step process. The first step is establishing your competence in something that other people value—and doing it well on a consistent basis.
- 3.In the same way that achievement and happiness were

More Free Book



Scan to Download



Listen It

independent variables, earning competence did not automatically guarantee that I would be recognized for it.

4. This is why we have to come to terms with credibility. As a personal attribute it is essential to making a positive difference—and living an earned life.

5. You not only have to tell a good story that speaks for itself, you have to sell your ability at storytelling.

6. Each of these rules assumes that acquiring recognition and approval is a transactional exercise.

7. A lot of times it's not your fault. Your timing was off. Someone else's good work stole your thunder.

8. We should focus on the areas where we can actually make a positive difference.

9. When you oversell yourself, you're breaking all of Peter Drucker's rules.

Chapter 15 | Quotes From Pages 336-349

1. Empathy is the second deeply personal quality that shapes our ability to make a positive impact.

2. We tend to think of empathy as a good thing. What's wrong

More Free Book



Scan to Download



Listen It

with being alert to the suffering of others and showing concern?

3. The most effective empathic gesture is the empathy of doing—when you go beyond understanding, feeling, and caring and actually take action to make a difference.
4. Empathy has few if any equals in reinforcing the paradigm we introduced in chapter 1: 'Every breath I take is a new me'.
5. When you demonstrate singular empathy, you cannot be inauthentic. You are not disrespecting other people from other previous moments in your life, immediate or long ago.
6. If I could have only one index card to carry with me for the rest of my life, so I could look at it any time of day as a reminder of how I should behave to achieve an earned life, this would be the message I would write on it: 'Am I being the person I want to be right now?'

More Free Book



Scan to Download



Listen It



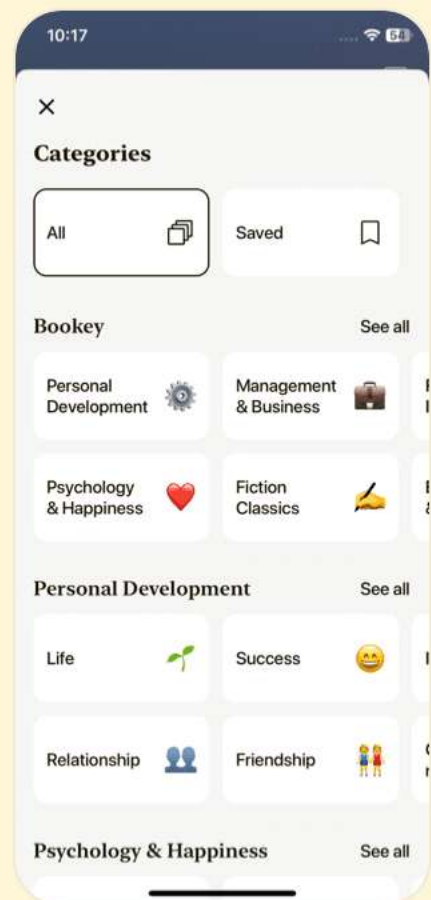
Download Bookey App to enjoy

1 Million+ Quotes

1000+ Book Summaries

Free Trial Available!

Scan to Download



Chapter 16 | Quotes From Pages 350-355

1. When he wakes up in the morning, Leo is a cook.

He cooks a great meal. He serves it to guests.

People experience pleasure, sometimes delight. Leo feels validated seeing the bare plates and smiling faces around the table. When he wakes up the next morning, he's still a cook. He does it again.

2. He accepts that such satisfaction is fleeting. He knows he has the opportunity to earn it again with the next meal.

3. There is no victory lap for being a doctor, dairyman, bread maker, or mom, just the privilege and fulfillment of being those people and trying to do it to the best of their ability every day.

4. The first is purpose. Anything we do is more elevated, more exciting, and more connected to who we want to become if we do it with a clearly expressed purpose.

5. This is not an insight meant to depress us. It's meant to inspire us to be present and find purpose in each moment.

6. The reward of living an earned life is being engaged in the

More Free Book



Scan to Download



Listen It

process of constantly earning such a life.

More Free Book 



Scan to Download



[Listen It](#)



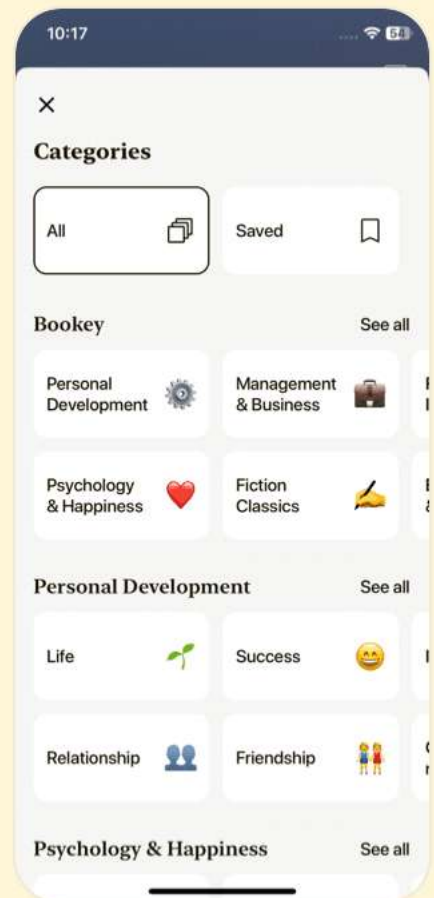
Download Bookey App to enjoy

1 Million+ Quotes

1000+ Book Summaries

Free Trial Available!

Scan to Download



The Earned Life Questions

[View on Bookey Website](#)

Chapter 1 | The “Every Breath” Paradigm| Q&A

1.Question

What does the ‘Every Breath’ paradigm teach us about identity and personal growth?

Answer:It teaches us that we are constantly evolving through discrete moments and choices; with each breath, we are reborn as a new version of ourselves.

This perspective allows us to let go of past mistakes and embrace the present version of ourselves without the burden of yesterday's transgressions.

2.Question

How can accepting impermanence improve our lives?

Answer:Accepting impermanence helps us to not cling to past successes or failures, allowing us to focus on the present moment. This shift in mindset encourages us to continuously earn our achievements rather than rest on previous laurels.

3.Question

More Free Book



Scan to Download



[Listen It](#)

In what way is the Western mindset a 'disease' according to the text?

Answer: The Western mindset promotes the belief of 'I'll be happy when...', fostering a constant dissatisfaction by linking happiness to future achievements rather than appreciating the present moment.

4.Question

Why is the concept of 'letting go' significant in the coaching process described?

Answer: Letting go allows clients to free themselves from past failures and engage with their current selves. This process helps them to forgive their previous mistakes, thus facilitating personal growth and a more satisfying present.

5.Question

How did Mike's understanding of the Every Breath paradigm affect his relationship with Sherry?

Answer: Mike's understanding helped him differentiate between his past self and his present self, enabling him to calmly address Sherry's grievances without defensiveness.

More Free Book



Scan to Download



Listen It

This led to a crucial moment of connection and understanding in their relationship.

6.Question

What does it mean to ‘earn’ your life according to the text?

Answer:Earning your life means being actively engaged in the present moment, continually striving to build upon your past and grow, rather than relying on past successes as a measure of your worth.

7.Question

How does the idea of being reborn with every breath contribute to personal development?

Answer:This idea emphasizes that we can change, adapt, and improve at any moment, allowing for continuous personal development and the opportunity to redefine who we are with each breath.

8.Question

What example illustrates the futility of clinging to past identities?

Answer:The example of athletes and CEOs who relive their

More Free Book



Scan to Download



Listen It

past glories demonstrates that recalling past accomplishments does not fulfill present needs; instead, fulfillment can only be achieved through current actions and self-development.

9.Question

What is the author's view on the pursuit of happiness?

Answer: The author suggests that pursuing happiness through future achievements is misleading; instead, contentment arises from recognizing the value of the present moment and actively participating in it.

10.Question

How can we apply the Every Breath paradigm in our daily lives?

Answer: By practicing mindfulness and focusing on the present—recognizing that each breath is an opportunity to start anew. This encourages us to continuously build our lives and embrace change.

Chapter 2 | What's Stopping You from Creating Your Own Life? | Q&A

1.Question

What did Marshall Goldsmith ask Mark Tercek that

More Free Book



Scan to Download



Listen It

made him reconsider his career decision?

Answer:He challenged Mark by asking, "When are you going to start living your own life?" This question prompted Mark to reflect on his own dreams and motivations.

2.Question

What were the primary excuses Mark had for not pursuing the CEO position at the Nature Conservancy?

Answer:Mark feared what his Goldman partners would think of his decision, reflecting a deep concern for the opinions of his peer group.

3.Question

How did the concept of inertia manifest in Mark's situation?

Answer:Mark's inertia was evident in his indecisiveness to leave Goldman Sachs despite having a great opportunity to lead the Nature Conservancy. His hesitation to act was a form of inertia, a choice to remain within the familiar despite new possibilities.

More Free Book



Scan to Download



Listen It

4.Question

Why is inertia considered a formidable barrier to change?

Answer:Inertia is seen as an active choice to persist in the current state rather than making a change. It's a passive form of engagement that can easily prevent individuals from seeking more meaningful lives.

5.Question

What does Goldsmith suggest about the influence of referent groups in our decision-making process?

Answer:Referent groups, the communities or cohorts we identify with, greatly influence our decisions. People often conform to what their referent group values, hindering them from pursuing paths that might conflict with that group's expectations.

6.Question

What is meant by 'vicarious living' and why is it problematic?

Answer:Vicarious living refers to engaging in life through the experiences of others rather than living authentically

More Free Book



Scan to Download



Listen It

oneself. It becomes problematic as technology and social media provide distractions that can replace genuine experiences with superficial ones.

7.Question

What is the 'paradox of choice' as discussed in the chapter?

Answer:The paradox of choice suggests that having too many options can lead to dissatisfaction and indecision, making it harder for individuals to commit to their choices.

8.Question

How does Goldsmith view the relationship between obligation and personal fulfillment?

Answer:Obligation can conflict with personal desires, leading to a struggle between fulfilling responsibilities to others and pursuing one's own goals, which can result in a sense of being overwhelmed.

9.Question

What is the message behind Joe's story regarding runway and passion?

Answer:Joe's story illustrates that the realization of one's

More Free Book



Scan to Download



Listen It

passions can sometimes come too late due to the limitations of time (runway). It underscores the importance of pursuing passions sooner rather than later.

10.Question

What does Goldsmith suggest we possess that can help us overcome barriers to change?

Answer: We possess latent powers, such as motivation, ability, understanding, and confidence, that can be activated under the right conditions to help us manage obstacles and pursue our true path.

11.Question

What lesson does the chapter convey about creating your own life?

Answer: The chapter emphasizes that although there are numerous barriers to creating a fulfilling and authentic life, such as inertia and fear of judgment, individuals possess the ability and resources to push past these obstacles and make meaningful changes.

Chapter 3 | The Earning Checklist| Q&A

More Free Book



Scan to Download



Listen It

1.Question

What are the four essential attributes for success according to Goldsmith?

Answer:The four essential attributes for success are:

1. Motivation: The force that drives you towards your goals. 2. Ability: The skills and aptitude you possess to achieve those goals. 3. Understanding: Knowledge of what actions to take and how to do them correctly. 4. Confidence: The belief in your ability to accomplish what you set out to do.

2.Question

How does motivation differ from mere desire?

Answer:Motivation is not just a desire to succeed; it encompasses a consistent and concerted effort to engage in the necessary tasks that lead to achieving a goal. It's about being willing to put in the work, regardless of obstacles, rather than just wishing for success.

3.Question

What is the 'liability of expertise' mentioned in the chapter?

More Free Book



Scan to Download



Listen It

Answer: The 'liability of expertise' refers to the phenomenon where individuals take their natural talents for granted because they come easily to them. This can lead them to underestimate these talents, as they may feel less earned compared to skills developed through effort.

4. Question

What role does understanding play in achieving success?

Answer: Understanding involves knowing your role and responsibilities in any given situation. It's essential to comprehend not just your tasks, but also the context and expectations surrounding them, including soft skills like empathy and effective communication.

5. Question

How can confidence be built according to Goldsmith?

Answer: Confidence is built through a combination of training, practice, and successful experiences. It is a reinforcing cycle where each success boosts your confidence for future challenges, creating a positive feedback loop that enhances your abilities further.

More Free Book



Scan to Download



Listen It

6.Question

What is the importance of support in the context of success?

Answer:Support is crucial as it provides external help through resources, mentorship, and collaboration.

Recognizing that we need help from others is vital for personal development and achieving our goals.

7.Question

Why is considering the marketplace important before pursuing a goal?

Answer:Understanding the marketplace is critical because it determines whether there is demand for what you're trying to offer or achieve. Without recognizing market conditions, you risk pursuing goals that may not be viable or sustainable.

8.Question

What is the significance of having an 'earning checklist'?

Answer:An 'earning checklist' serves as a preparatory tool to assess your readiness for a challenge by ensuring alignment between your motivation, ability, understanding, confidence, support, and the marketplace. It helps clarify whether you are

More Free Book



Scan to Download



Listen It

set up for success before you take action.

9.Question

Can you summarize Marie's alignment in her pasta sauce business?

Answer:Marie demonstrated alignment through her motivation for creating a valued product, her ability from prior experience in recipe development, her understanding of startup learning processes, her confidence in product diversity, her support from mentors, and her clear awareness of a sustainable marketplace for her high-end sauces.

More Free Book



Scan to Download



Listen It

Ad



Scan to Download



App Store
Editors' Choice



22k 5 star review

Positive feedback

Sara Scholz

...tes after each book summary
...erstanding but also make the
...and engaging. Bookey has
...ding for me.

Fantastic!!!



I'm amazed by the variety of books and languages Bookey supports. It's not just an app, it's a gateway to global knowledge. Plus, earning points for charity is a big plus!

Masood El Toure

Fi



Ab
bo
to
my

José Botín

...ding habit
...o's design
...ual growth

Love it!



Bookey offers me time to go through the important parts of a book. It also gives me enough idea whether or not I should purchase the whole book version or not! It is easy to use!

Wonnie Tappkx

Time saver!



Bookey is my go-to app for
...summaries are concise, ins
...curated. It's like having acc
...right at my fingertips!

Awesome app!



I love audiobooks but don't always have time to listen to the entire book! bookey allows me to get a summary of the highlights of the book I'm interested in!!! What a great concept !!!highly recommended!

Rahul Malviya

Beautiful App



This app is a lifesaver for book lovers with busy schedules. The summaries are spot on, and the mind maps help reinforce what I've learned. Highly recommend!

Alex Walk

Free Trial with Bookey



Chapter 4 | The Agency of No Choice| Q&A

1.Question

Why does Marshall Goldsmith prefer to avoid making choices, particularly regarding his wardrobe?

Answer:He avoids choices to reduce mental fatigue, streamline decision-making, and create a uniform that simplifies his life. By wearing the same green polo shirts and khaki pants, he eliminates the stress of choosing what to wear, allowing him to focus on more significant decisions.

2.Question

What is the 'Agency of No Choice' as described by Marshall Goldsmith?

Answer:The 'Agency of No Choice' refers to the idea of creating an environment where individuals have limited options but are still empowered to make choices that align with their values. For example, Alan Mulally at Ford established a structured environment in which executives had to report transparently and positively during meetings,

More Free Book



Scan to Download



Listen It

fostering accountability without allowing for negative behaviors.

3.Question

Why is it significant that Goldsmith mentions the 'freestyle' essays from his high school experience?

Answer:Goldsmith uses the 'freestyle' essays to illustrate how too much freedom in decision-making can be overwhelming, leading individuals to prefer structured choices. This parallels his point about avoiding unnecessary choices to conserve mental energy for more crucial decisions.

4.Question

How does Goldsmith explain the relationship between choice and fulfillment in life?

Answer:Goldsmith emphasizes that creating an earned life begins with making decisive choices about the future and committing to them. He argues that maximizing what matters and minimizing distractions can lead to a more fulfilling life, just as he structured his career choices based on significant factors like achievement, purpose, and relationships.

More Free Book



Scan to Download



Listen It

5.Question

What is the primary message in Goldsmith's narrative regarding decision-making and the quest for an earned life?

Answer: The primary message is that by reducing unnecessary choices and focusing on what truly matters, individuals can achieve a greater sense of purpose and fulfillment. Effective decision-making is about prioritizing the right choices and committing to them fully, ultimately leading to a life that feels earned instead of defaulted.

6.Question

How does the structure of the Business Plan Review (BPR) meetings contribute to the success of Ford Motor Company under Alan Mulally?

Answer: The BPR meetings enforced a culture of accountability, transparency, and positive communication among executives. By requiring regular updates and color-coded assessments of projects, executives were motivated to improve performance, supporting a sense of shared responsibility and communal growth within the

More Free Book



Scan to Download



Listen It

company.

7.Question

In what way does Goldsmith connect personal fulfillment to professional choices?

Answer:Goldsmith connects personal fulfillment to professional choices by showing that when individuals engage in work that aligns with their skills and passions, they experience greater satisfaction. The luckiest individuals are those who feel they can pursue their interests professionally, often stating that they would do their jobs for free.

8.Question

What are the six factors Goldsmith identifies that govern our sense of fulfillment?

Answer:The six factors are Achievement, Engagement, Happiness, Meaning, Purpose, and Relationships. He believes these elements are interlinked and crucial in assessing life satisfaction and determining career paths.

9.Question

How does Goldsmith view the relationship between choices and mental energy?

More Free Book



Scan to Download



Listen It

Answer:Goldsmith suggests that making choices can deplete mental energy, leading to poorer decision-making. He advocates for reducing non-essential choices to conserve cognitive resources for more significant decisions that impact one's life direction.

10.Question

What key action does Goldsmith recommend for those feeling stuck in their career or life path?

Answer:Goldsmith recommends that individuals engage in soul-searching to identify their priorities and commit to a single, meaningful choice that resonates with their true interests, rather than being overwhelmed by multiple options.

Chapter 5 | Aspiration: Privileging Your Future Over Your Present| Q&A

1.Question

What does it mean to privilege the future over the present in the context of living an earned life?

Answer:Privileging the future over the present involves making choices and taking actions today that benefit your future self, rather than simply

More Free Book



Scan to Download



Listen It

seeking immediate gratification. It's about investing time and energy into aspirations that lead to long-term fulfillment, despite the sacrifices that may be necessary in the short term. This perspective encourages individuals to focus on growth and improvement through continuous learning and self-discovery.

2.Question

How do Action, Ambition, and Aspiration interrelate in achieving a fulfilling life?

Answer: Action refers to what we are doing right now; Ambition is about specific goals we want to achieve; and Aspiration defines who we want to become over time. While each can exist independently, true fulfillment arises when they work together—our actions should serve our ambitions, which in turn align with our deeper aspirations. When these elements are synchronized, we're more likely to experience meaning and satisfaction in our lives.

3.Question

More Free Book



Scan to Download



Listen It

Why is it difficult for many people to articulate their aspirations?

Answer: Many individuals can easily define their ambitions or goals, such as getting a promotion or earning a degree, but struggle to articulate their aspirations because aspiration is more abstract. It involves defining a higher purpose or an ideal self that evolves over time, which is often less tangible and harder to measure than specific ambitions. This can lead to a disconnect between what we do (action) and who we want to be (aspiration).

4.Question

Can you give an example of how aspiration differs from ambition?

Answer: Aspiration is a continuous journey towards becoming a better version of ourselves, such as striving for self-knowledge or compassion, while ambition is focused on achieving specific milestones, like completing a project or a promotion. For instance, someone may aspire to be a great leader (an ongoing process of self-improvement) but have

More Free Book



Scan to Download



Listen It

ambitions to lead a particular team or project (a specific goal that has a defined endpoint). Achieving the ambition may provide temporary satisfaction, but the aspiration fuels lifelong growth and fulfillment.

5.Question

What role does the process of aspiring play in our ability to create our own life?

Answer:The process of aspiring allows us to explore new interests and values over time. It gives us the patience to develop ourselves incrementally while understanding that the journey of becoming is just as important as the destination.

As we aspire, we encounter lessons and realizations that clarify our path, helping us make informed choices about our lives and reducing potential regrets, as with any aspirational pursuit, such as learning a new skill.

6.Question

How does aspiration function as an effective regret avoidance mechanism?

Answer:Aspiration helps us understand our motivations and

More Free Book



Scan to Download



Listen It

preferences throughout our journeys. By engaging in aspirational pursuits, we gain insights into what truly resonates with us and may adjust our paths mid-course. This flexibility allows us to pivot away from unfulfilling ambitions before we invest too much time or energy, effectively sidestepping the feelings of regret associated with realizing an ambition was not aligned with our deeper aspirations.

7.Question

What is an example of aspiration being a 'bridge' to a new phase in life?

Answer: Becoming a parent is a prime example. Before having children, individuals experience a range of emotions and preparations that shape the transition to parenthood, which is an aspirational process. The anticipation, learning, and adjustment during pregnancy and early parenting represent the gradual shift to a new identity. This process highlights the uncertainty and commitment involved, emphasizing that aspiration is about evolving and crafting a

More Free Book



Scan to Download



Listen It

new self through experiences rather than a single life-changing decision.

8.Question

What can individuals do to better connect their actions with their aspirations?

Answer:Individuals can start by clearly identifying their aspirations—their core values and desired identity—then mapping specific actions and ambitions to those aspirations. This may involve setting aside time for self-reflection to understand what truly matters, creating goals that align with those values, and regularly reviewing one’s actions to ensure they support the overall aspiration. This practice fosters a more intentional and fulfilling life.

9.Question

Why might achieved ambitions lead to feelings of emptiness, and how can aspiration mitigate this?

Answer:Achieved ambitions often provide fleeting satisfaction because they are momentary milestones without lasting meaning. Once the initial excitement of reaching a

More Free Book



Scan to Download



Listen It

goal fades, individuals may feel disillusioned—asking, 'Is that all there is?' Aspiration offers a deeper, ongoing sense of purpose that enriches life beyond individual accomplishments, cultivating lasting values that resonate with one's identity and provide fulfillment long after specific ambitions are reached.

10.Question

How can understanding aspiration improve our career decisions?

Answer: Understanding aspiration allows individuals to see their careers as part of a larger narrative where personal growth and values matter more than merely attaining status or wealth. By prioritizing what they truly aspire to achieve, individuals can make career choices that align with their long-term identities and life goals, rather than simply responding to immediate pressures or external expectations.

Chapter 6 | Opportunity or Risk: What Are You Over-Weighting For?| Q&A

1.Question

What lesson can we learn from Richard's decision to skip

More Free Book



Scan to Download



Listen It

his date?

Answer: Richard's story teaches us the importance of weighing opportunity against risk. He overly focused on potential risks, such as fear of judgment and rejection, and missed a significant opportunity for connection and love. This highlights the need for a balanced perspective in decision-making.

2. Question

How can we better assess our decisions using the Triple A's?

Answer: The Triple A's—Action, Ambition, and Aspiration—provide a framework for evaluating decisions. By checking if our actions align with our ambitions and aspirations, we can avoid impulsive choices driven solely by immediate gratification, leading to more informed and fulfilling decisions.

3. Question

What mistake did the slot machine players make in terms of risk and opportunity?

More Free Book



Scan to Download



Listen It

Answer:Slot machine players often focus solely on the immediate thrill (Action) without considering their long-term aspirations (Aspiration) or the financial goals they might have (Ambition). This narrow focus can lead them to make poor decisions that provide short-term satisfaction but long-term losses.

4.Question

What internal dialogue could Richard have had to overcome his fears?

Answer:Richard could have asked himself, 'What's the worst that can happen? A bad date? Feeling awkward? These are temporary setbacks. What's the best-case scenario if I go? I might find love and happiness.' This shift in perspective could have helped him prioritize opportunity over fear.

5.Question

Why is it crucial to understand the time horizons of Action, Ambition, and Aspiration?

Answer:Understanding the time horizons helps us see how our short-term actions can affect long-term goals. It allows us

More Free Book



Scan to Download



Listen It

to align immediate needs with broader life objectives, ensuring that we aren't sacrificing significant aspirations for fleeting moments of thrill or comfort.

6.Question

How does the concept of opportunity vs. risk relate to taking intelligent risks in life?

Answer: Recognizing that risk is merely the cost of seizing an opportunity can shift our mindset. If we frame our decisions around the potential benefits instead of the immediate fears, we become more inclined to take calculated risks that align with our long-term goals and lead to personal growth.

7.Question

What might be a common reason people avoid pursuing new opportunities?

Answer: A common reason for avoiding new opportunities is the fear of failure or rejection, often amplified by the judgment of others. This fear leads individuals to under-weigh the potential benefits of the opportunity, as seen in Richard's case.

More Free Book



Scan to Download



Listen It

8.Question

How can applying the Triple A's mitigate impulsive decision-making?

Answer:By consistently applying the Triple A's framework, we can create a structured approach to our decision-making processes. This reduces the likelihood of impulsive choices driven by momentary emotions and helps ensure that our decisions are thoughtful and aligned with our true values and goals.

9.Question

What does the author suggest about the outcomes of seemingly minor decisions?

Answer:The author emphasizes that seemingly minor decisions can lead to significant life changes. Our inability to predict outcomes means we must approach every decision with care, employing tools like the Triple A's to better understand their potential impact on our life trajectory.

10.Question

How did the author's surfing incident illustrate the consequences of poor decision-making?

More Free Book



Scan to Download



Listen It

Answer: The author's surfing accident exemplified how impulsively chasing immediate thrills can lead to severe, life-altering consequences. By not considering the long-term implications of his actions, he suffered a serious injury that affected his life for months, reinforcing the importance of making mindful choices.

More Free Book



Scan to Download



Listen It



Read, Share, Empower

Finish Your Reading Challenge, Donate Books to African Children.

The Concept



This book donation activity is rolling out together with Books For Africa. We release this project because we share the same belief as BFA: For many children in Africa, the gift of books truly is a gift of hope.

The Rule



Earn 100 points



Redeem a book



Donate to Africa

Your learning not only brings knowledge but also allows you to earn points for charitable causes! For every 100 points you earn, a book will be donated to Africa.

Free Trial with Bookey



Chapter 7 | Slicing the Loaf to Find Your One-Trick Genius| Q&A

1.Question

What is the significance of choosing between being a generalist and a specialist in one's career?

Answer:Choosing between a generalist and a specialist is a pivotal decision in one's career, as it shapes the path towards personal fulfillment and mastery. A generalist may find success in diverse areas but may struggle with depth, whereas a specialist can attain profound expertise in a narrower field, enhancing their value and recognition in that domain. This choice isn't about right or wrong, but rather personal preference and alignment with one's strengths and passions.

2.Question

How can one discover their 'one-trick genius' according to the text?

Answer:Discovering your 'one-trick genius' requires time and self-exploration, often spanning a decade or more. It involves

More Free Book



Scan to Download



Listen It

sampling various experiences, receiving feedback, and gradually narrowing your focus to what truly engages you. Learning from both your frustrations and delights can guide you towards the specialization that brings fulfillment.

3.Question

What does the author mean by 'the right talent cannot shine in the wrong role'?

Answer: This phrase emphasizes that even the most talented individuals may struggle if placed in unsuitable roles.

Aligning a person's unique skills with the right responsibilities maximizes their potential and impact. It's crucial for both organizations and individuals to ensure that roles are well-matched to harness genuine talent effectively.

4.Question

What is the distinction between a 'one-trick genius' and a 'one-trick pony'?

Answer: A 'one-trick genius' represents a deliberate choice to excel in a specialized skill, emphasizing growth and mastery in that area. In contrast, a 'one-trick pony' is someone who is

More Free Book



Scan to Download



Listen It

limited and reactive, often resorting to the same responses due to a lack of alternatives. The former seeks fulfillment and purpose, while the latter is constrained by their limitations.

5.Question

How did Sandy Ogg exemplify the concept of a 'one-trick genius'?

Answer:Sandy Ogg exemplified a 'one-trick genius' by honing a unique skill set focused on identifying and valuing specialist talents within organizations. His methodology allowed him to uncover critical roles and individuals that significantly impacted corporate value, showcasing how specialization can lead to exceptional insight and influence in a professional environment.

6.Question

Can generalists also be considered 'one-trick geniuses'?

How?

Answer:Yes, generalists can be 'one-trick geniuses' by identifying a specific core value or standout skill that defines their effectiveness. For instance, Frances Hesselbein's genius

More Free Book



Scan to Download



Listen It

lies in her commitment to serving others, which informs her leadership and decision-making, despite her broad range of experiences. Thus, the underlying specialization can manifest even in roles that require generalist talents.

7.Question

How important is it to align one's roles in life with their abilities and passions?

Answer:Aligning one's roles with abilities and passions is vital for unlocking personal fulfillment and value in those roles. When individuals resonate with their responsibilities, they are more likely to thrive and contribute positively, leading to a deeper sense of engagement and satisfaction in both personal and professional spheres.

8.Question

What role do frustration and delight play in finding one's genius?

Answer:Frustration and delight serve as indicators of one's inclinations toward certain activities and roles. Recognizing what triggers deep satisfaction or irritates can point toward

More Free Book



Scan to Download



Listen It

inherent skills and true passions, guiding individuals toward paths where they can establish their 'one-trick genius,' ultimately leading to greater fulfillment.

Chapter 8 | How We Earn: The Five Building Blocks of Discipline| Q&A

1.Question

What are the four building blocks of discipline according to Marshall Goldsmith?

Answer:The four building blocks of discipline are Compliance, Accountability, Follow-up, and Measurement. Each component plays a crucial role in achieving personal goals and living an earned life.

2.Question

How did Goldsmith's interaction with Kent Kresa change his approach to coaching?

Answer:Kent Kresa's question, "Does this stuff actually work?" made Goldsmith realize he had been overestimating the discipline of his clients and highlighted the importance of follow-up. He incorporated regular feedback mechanisms to monitor participants' application of learned skills,

More Free Book



Scan to Download



Listen It

significantly improving their performance.

3.Question

Why is compliance difficult for many people, and how does pain relate to it?

Answer:Compliance is often difficult because people struggle to adhere to external instructions consistently.

Goldsmith suggests that individuals are more likely to comply when faced with extreme consequences, such as serious health issues or personal loss, indicating that personal stakes can enhance compliance.

4.Question

What role does accountability play in the discipline framework?

Answer:Accountability is about the expectations we set for ourselves, which can be private (like a to-do list) or public (disclosing goals to others). Public accountability can motivate individuals more effectively because it adds external pressure to meet their commitments.

5.Question

How does follow-up enhance personal development?

More Free Book



Scan to Download



Listen It

Answer: Follow-up introduces a supportive external force that encourages individuals to assess their progress honestly, creating a sense of shared responsibility and accountability. This increased awareness can significantly boost motivation and performance.

6. Question

In what ways does measurement impact our priorities?

Answer: Measurement is a reflection of what we prioritize in life. By tracking specific behaviors or outcomes, individuals can better understand their progress and focus on areas that matter most to them, helping them stay aligned with their goals.

7. Question

What is the importance of community in living an earned life?

Answer: Community is essential for an earned life because it provides support, accountability, and opportunities for reciprocity. People thrive when they recognize that their choices impact others and that they can help one another

More Free Book



Scan to Download



Listen It

without expecting anything in return.

8.Question

How does Goldsmith define the relationship between discipline and the actions of compliance, accountability, follow-up, and measurement?

Answer:Goldsmith redefines discipline as not merely an attribute but as the outcome of consistently practicing the actions of compliance, accountability, follow-up, and measurement. These actions are the foundations through which discipline is developed over time.

9.Question

What change in perspective does Goldsmith suggest regarding discipline and willpower?

Answer:Goldsmith suggests that discipline and willpower are not innate traits; instead, they are results of ongoing actions and efforts. Individuals earn these qualities through daily commitment to compliance, accountability, follow-up, and measurement.

10.Question

Can you explain the concept of reciprocity in a

More Free Book



Scan to Download



Listen It

community as described by Goldsmith?

Answer: Reciprocity in a community refers to the mutual support and assistance members provide to one another without expecting anything in return. Goldsmith emphasizes that in healthy communities, helping each other is a natural and default behavior, fostering a rich network of care and connection.

Chapter 9 | An Origin Story| Q&A

1.Question

What is the fundamental principle to achieve an earned life?

Answer: To achieve an earned life, you must first decide what you want that life to look like and then work diligently to make that vision a reality.

2.Question

How can you apply hard work effectively towards your goals?

Answer: Hard work can be made more effective by introducing structure into your life, which helps manage

More Free Book



Scan to Download



Listen It

distractions and keeps you focused on your goals.

3.Question

Why is recognizing your referent group important?

Answer:Understanding your referent group helps you empathize with others' behaviors and beliefs, recognizing that their desire for acceptance shapes their actions, thus fostering tolerance and deeper connections.

4.Question

What is the concept of 'Feedforward' and how does it differ from feedback?

Answer:Feedforward focuses on future suggestions for improvement rather than reflecting on past behaviors, creating a supportive environment for growth by providing ideas instead of critique.

5.Question

What does 'Stakeholder-Centered Coaching' emphasize?

Answer:It emphasizes that leaders should prioritize the needs and values of their employees (stakeholders) to foster a nurturing work environment and improve personal behavior.

6.Question

More Free Book



Scan to Download



Listen It

How did the 'What's Next Weekend' sessions help participants?

Answer: These sessions allowed successful leaders to feel less isolated and more connected, providing a platform to share experiences and challenges with peers who understood their unique situations.

7.Question

What is the purpose of Daily Questions in personal development?

Answer: Daily Questions serve as a tool to track and assess your efforts daily against specific goals, encouraging accountability and enhancing your commitment to self-improvement.

8.Question

What was the significance of the 100 Coaches community?

Answer: The 100 Coaches community created a network of mutual support and shared learning, reinforcing the idea that growth and change are best pursued collectively.

More Free Book



Scan to Download



Listen It

9.Question

How did the Life Plan Review evolve as a tool for change?

Answer:The Life Plan Review combined elements from various strategies and insights, emphasizing the importance of community and structured regular reflections to support meaningful personal transformation.

10.Question

What can the pandemic teach us about community resilience?

Answer:The pandemic highlighted that strong communities adapt and strengthen in the face of adversity, reinforcing bonds and commitment among members, unlike weak ones that may collapse.

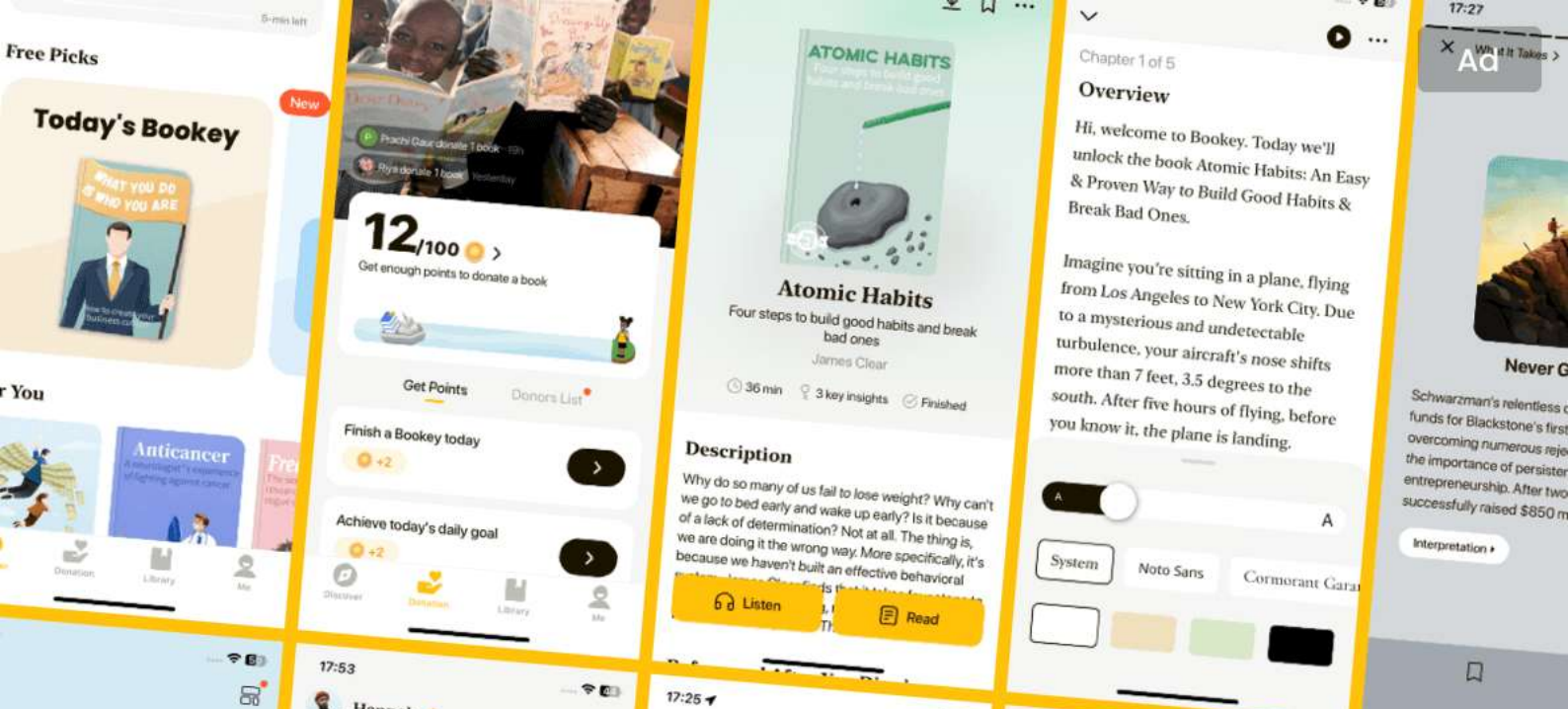
More Free Book



Scan to Download



Listen It



World' best ideas unlock your potential

Free Trial with Bookey



Scan to download



Chapter 10 | The Lpr| Q&A

1.Question

What is the main purpose of the Life Plan Review (LPR)?

Answer:The main purpose of the LPR is to close the gap between what you plan to do in your life and what you actually accomplish. It focuses on self-monitoring your efforts and holding yourself accountable for how hard you try to achieve your chosen goals.

2.Question

How does the LPR differentiate between effort and results?

Answer:The LPR asks you to rate your effort on a scale of 1 to 10, rather than assessing your results. This distinction is crucial because it acknowledges that while results are often out of our control, we can always control the level of effort we put in.

3.Question

Why is it important to review goals for relevance and personal need?

More Free Book



Scan to Download



Listen It

Answer:It's important to review your goals because what once may have been meaningful can become irrelevant over time. By reassessing your goals periodically, you ensure that your efforts remain aligned with your true aspirations and are worth the effort you are putting in.

4.Question

What role does community play in the LPR process?

Answer:Community is integral to the LPR process, as it provides support, accountability, and shared experiences among members. The group dynamic fosters a sense of belonging and encourages individuals to push each other towards their goals, making the effort feel less daunting.

5.Question

What are some benefits of participating in an LPR group?

Answer:Benefits of participating in an LPR group include increased accountability, shared learning experiences, emotional support, and the opportunity to gain new perspectives from diverse members. This collective

More Free Book



Scan to Download



Listen It

environment enhances personal growth and reinforces the commitment to earn the life one desires.

6.Question

Can the principles of LPR be applied outside of personal development?

Answer: Yes, the principles of LPR can be applied to any goals, including family dynamics, professional objectives, or even community projects. The framework can be adapted to various contexts, focusing on establishing clear goals and monitoring efforts in a supportive group.

7.Question

How does the LPR promote a safe space for its participants?

Answer: The LPR promotes a safe space by enforcing rules against judgment and cynicism, thereby encouraging honest expression and vulnerability. This environment allows participants to confront their challenges without fear of criticism, fostering a sense of shared understanding and support.

More Free Book



Scan to Download



Listen It

8.Question

Why is the concept of 'feedforward' important in an LPR group?

Answer:Feedforward is important in an LPR group because it emphasizes constructive feedback focused on future improvement rather than past mistakes. This approach enhances collaborative learning and encourages participants to support each other in their growth journeys.

9.Question

How does measuring effort lead to insights about what truly matters in life?

Answer:Measuring effort requires self-reflection on what you are doing and why, pushing individuals to define what matters to them. This ongoing assessment can reveal patterns and help clarify personal values, leading to more meaningful goals.

10.Question

What can happen if someone consistently reports low scores in the LPR?

Answer:Reporting low scores consistently can prompt

More Free Book



Scan to Download



Listen It

discomfort and accountability, motivating individuals to confront their lack of progress and either recommit to their goals or reassess their commitment to them. The discomfort serves as a catalyst for change.

Chapter 11 | The Lost Art of Asking for Help| Q&A

1.Question

What is the significance of asking for help in achieving an earned life?

Answer:Asking for help is a crucial step toward bridging the gap between our actions, ambitions, and aspirations. By acknowledging our needs and seeking assistance, we validate our progress and enhance our accountability. It allows us to overcome the myth of the self-made individual and fosters better outcomes through collaboration and support.

2.Question

How does the corporate culture affect the willingness of leaders to ask for help?

Answer:Corporate culture often discourages leaders from

More Free Book



Scan to Download



Listen It

asking for help due to the misconception that it signifies weakness or incompetence. When leaders model this behavior, it trickles down to the rest of the organization, creating a culture where vulnerability and the need for support are viewed negatively.

3.Question

What are some common misconceptions surrounding the need for help or approval?

Answer: The need for help and approval is frequently seen as a sign of weakness or incompetence. People may think that asking for assistance is an admission of failure, leading to a culture where individuals prefer to struggle alone rather than admit they need help.

4.Question

Can you provide an example of a leader who transformed by asking for help?

Answer: Hubert Joly, the former CEO of Best Buy, exemplifies this transformation. After undergoing coaching, he became open about his need for help and actively sought

More Free Book



Scan to Download



Listen It

feedback from his employees. This vulnerability not only improved his leadership effectiveness but also fostered a culture of collaboration at Best Buy, ultimately helping the company thrive against competition.

5.Question

What are the implications of not asking for help when one clearly needs it?

Answer:Not asking for help can lead to missed opportunities for growth and improvement. Individuals may struggle unnecessarily, and in professional settings, it can stunt overall team development and prevent the organization from reaching its potential. Ignoring the need for assistance also reinforces the stigma against vulnerability.

6.Question

Why is it crucial to challenge the notion that asking for help indicates incompetence?

Answer:Challenging this notion is vital because it fosters an environment where individuals feel safe to admit their needs and seek support. By normalizing the act of asking for help,

More Free Book



Scan to Download



Listen It

organizations can cultivate a more collaborative culture, leading to greater innovation, support, and collective success.

7.Question

How should leaders approach their own needs for help and approval?

Answer:Leaders should acknowledge their own needs for help and approval as essential elements of effective leadership. By openly stating their vulnerabilities and seeking feedback, they not only model healthy behavior for their teams but also create a supportive environment where everyone feels encouraged to ask for assistance.

8.Question

What are two situations where people often hesitate to ask for help?

Answer:1. When individuals feel ashamed or embarrassed, thinking it will expose their ignorance or incompetence—like golfers reluctant to take lessons due to their poor swings. 2. When they convince themselves that they should be able to manage tasks on their own, even when external help would

More Free Book



Scan to Download



Listen It

make the process easier, such as relying on GPS when familiar with an area.

9.Question

What emotional benefits arise from helping others?

Answer:Helping others generates feelings of fulfillment and connection, reinforcing positive social bonds. When someone asks for help, it allows the helper to contribute meaningfully to another person's life, often leading to a sense of purpose and mutual support within the relationship.

10.Question

How can leaders encourage a culture of asking for help within their organizations?

Answer:Leaders can encourage a culture of asking for help by openly demonstrating their own vulnerability, regularly soliciting feedback, praising those who seek assistance, and acknowledging that everyone has needs. Leadership should shift from a top-down approach to one that values collaboration and mutual support among all team members.

**Chapter 12 | When Earning Becomes Your Habit|
Q&A**

More Free Book



Scan to Download



Listen It

1.Question

What is the essence of earning in life according to Chapter 12?

Answer:Earning in life is a continuous process, marked by seasons of reflection and transition, where one actively engages with the changes and challenges to seek new beginnings. It requires both self-awareness and situational awareness to balance striving and recuperation.

2.Question

How do transitions play a role in our lives?

Answer:Transitions are not just pauses in our journey but critical moments that allow us to evaluate our past, redefine our identity, and choose our path forward. They are opportunities for growth and change.

3.Question

What does Twyla Tharp teach us about transitions?

Answer:Twyla Tharp exemplifies that transitions should be proactive efforts rather than idle waiting periods. She focuses on the creative process that happens in between works,

More Free Book



Scan to Download



Listen It

showing that the effort put into these phases is essential for earning the next beginning.

4.Question

Why is disengaging from the past important?

Answer:Disengaging from the past allows us to let go of previous identities and patterns that no longer serve us, empowering us to create new, self-defined paths forward.

5.Question

What is the 'Earning Response'?

Answer:The 'Earning Response' is a habit formed by consistently responding positively to stimuli that suggest we can achieve more. It transforms our natural reactions into empowering behaviors that support our growth.

6.Question

How can we apply 'play the shot in front of you' to life?

Answer:Just as a golfer focuses solely on the current shot, we should concentrate on our present actions and decisions, letting go of past failures and future anxieties to fully engage in the here and now.

More Free Book



Scan to Download



Listen It

7.Question

What does Marshall Goldsmith mean when he mentions the phrase 'You Can Be More'?

Answer: This phrase signifies moments when someone recognizes our potential and encourages us to rise above our current selves, prompting transitions toward greater achievements.

8.Question

How does one mark significant turning points in their life?

Answer: Turning points can be marked by achievements, relationships, failures, or moments of realization that push us to redefine our identity, ranging from personal milestones to professional growth.

9.Question

What is the significance of these reflections during transitions?

Answer: Reflections during transitions help clarify our paths, enabling us to learn from past experiences while shaping our new identity, ensuring we earn each new beginning instead

More Free Book



Scan to Download



Listen It

of merely drifting.

10.Question

What should we do when faced with a new reality in life?

Answer: We should accept the change, let go of our attachment to the past, and actively seek new opportunities for growth and reinvention in our lives.

More Free Book



Scan to Download



Listen It

Ad



Scan to Download



Try Bookey App to read 1000+ summary of world best books

Unlock **1000+** Titles, **80+** Topics

New titles added every week

- Brand
- Leadership & Collaboration
- Time Management
- Relationship & Communication
- Business Strategy
- Creativity
- Public
- Money & Investing
- Know Yourself
- Positive Psychology
- Entrepreneurship
- World History
- Parent-Child Communication
- Self-care
- Mind & Spirituality

Insights of world best books



Free Trial with Bookey



Chapter 13 | Paying the Price and Eating Marshmallows| Q&A

1.Question

What is the central message of the CEO's advice regarding core activities in life?

Answer:The CEO emphasizes prioritizing what truly matters and delegating or eliminating tasks that do not align with core values. Focus on family, health, and professional excellence should take precedence.

2.Question

How does the concept of 'paying the price' relate to commitment and effort in pursuing life goals?

Answer:'Paying the price' refers to the sacrifices and maximum effort required to achieve a fulfilling life. It involves commitment to significant tasks while accepting risks and potential failures to earn rewards.

3.Question

Why do people often hesitate to pay the price for their goals?

More Free Book



Scan to Download



Listen It

Answer: Common reasons include fear of loss, lack of vision for future rewards, a zero-sum perspective, and the discomfort of leaving their comfort zone.

4. Question

How does the dichotomy of delayed gratification versus instant gratification impact life choices?

Answer: This dichotomy affects daily decisions from health and finances to career, highlighting the struggle between immediate pleasure and long-term benefits. Mastering delayed gratification is essential for a fulfilling, earned life.

5. Question

What lesson can we learn from the Marshmallow Test about achieving success?

Answer: While delayed gratification is often essential for achievement, it's important to also enjoy life and rewards in the present, rather than hoarding future ones. Embrace moments of indulgence, as they contribute to a fulfilling life.

6. Question

What example illustrates the consequences of excessively focusing on delayed gratification?

More Free Book



Scan to Download



Listen It

Answer: The anecdote about Walter Mischel's study contrasts two brothers: one who sacrifices for future stability versus the other who lives freely. It highlights that both approaches have merit, reminding us to balance work with enjoyment of life.

7. Question

According to Marshall Goldsmith, what should one do when the 'marshmallow' calls?

Answer: Goldsmith advises not to ignore the call of the 'marshmallow'—to enjoy life's pleasures. It's a reminder to indulge at times so life doesn't become a constant wait for future rewards.

8. Question

What personal reflection or change did Jack Welch make following a health scare?

Answer: Jack Welch decided to quit drinking cheap wine after his health scare, illustrating a shift in perspective toward enjoying life now, symbolizing the need to savor life's pleasures and not defer enjoyment indefinitely.

More Free Book



Scan to Download



Listen It

9.Question

What does regret signify in relation to 'paying the price'?

Answer:Regret signifies the cost of not taking risks or making sacrifices for meaningful goals. It represents the feelings of wishing one had pursued opportunities or experiences fully, highlighting the importance of commitment to an earned life.

10.Question

How does self-control play a role in achieving long-term success, according to Mischel's findings?

Answer:Self-control is crucial for achieving long-term success, as demonstrated in the Marshmallow Test; children who delayed gratification tended to have better life outcomes, indicating that the ability to resist immediate rewards often leads to greater achievements.

Chapter 14 | Credibility Must Be Earned Twice| Q&A

1.Question

What does it mean to live an earned life?

Answer:Living an earned life means aligning your

More Free Book



Scan to Download



Listen It

actions with the mission to make a positive difference in the world, as highlighted by Peter Drucker. This can be done through grand sacrifices or small gestures that contribute to the well-being of others.

2.Question

Why is credibility important in making a positive difference?

Answer:Credibility is vital because it encompasses the trust and recognition you earn through consistent competence and the positive impact you make. Without credibility, your ability to influence others and create meaningful change is diminished.

3.Question

How can one earn credibility?

Answer:Credibility is earned through a two-step process: establishing your competence in a valued skill and gaining recognition for that competence from others. This requires not only demonstrating skill but also becoming known for it

More Free Book



Scan to Download



Listen It

in your field.

4.Question

What role does discomfort play in seeking recognition for competence?

Answer:Discomfort can inhibit the pursuit of recognition, leading to missed opportunities for making a positive difference. Recognizing that embracing discomfort for a greater purpose can transform it into a motivating factor is crucial for growth.

5.Question

How does the Connection between competence and recognition affect your ability to influence others?

Answer:Being competent alone does not guarantee that others will recognize it. Recognition is essential as it amplifies your credibility and influence, allowing you to persuade others effectively and make a positive difference.

6.Question

What are the four quadrants of the Credibility Matrix?

Answer:1. Earning Credibility: Seeking approval that positively impacts lives. 2. Letting Go: Choosing not to

More Free Book



Scan to Download



Listen It

pursue approval that won't create benefit. 3. Underselling Yourself: Failing to seek approval when it would provide value. 4. Overselling Yourself: Seeking approval inappropriately, risking damage to credibility.

7.Question

What is a practical example of successfully earning credibility?

Answer:A practical example is a client who believed they were the best candidate for a CEO position. By actively presenting a proposal to the board demonstrating their qualifications and vision, they reversed perceptions about their ambition and secured the role.

8.Question

How can personal ego impact the quest for acknowledgment?

Answer:Ego can either lead to underselling oneself due to insecurity or overselling due to excessive confidence. Both can harm credibility and hinder the ability to positively influence others.

More Free Book



Scan to Download



Listen It

9.Question

What is the significance of Peter Drucker's five rules for earning credibility?

Answer:Drucker's rules emphasize the importance of understanding influence as a transactional exercise. They guide individuals to focus on the customer's needs, the decision-maker's role, and the necessity of active engagement in seeking recognition.

10.Question

How do achievement and happiness relate in the context of earning a life?

Answer:Achievement and happiness are independent variables. While they may correlate, one does not guarantee the other. Earning happiness is a pursuit that exists alongside striving for achievement.

Chapter 15 | Singular Empathy| Q&A

1.Question

What is empathy and why is it important for building relationships?

Answer:Empathy is the ability to experience and

More Free Book



Scan to Download



Listen It

understand what others are feeling or thinking. It plays a crucial role in building positive relationships because it allows us to connect with others on a deeper emotional level. In building relationships, empathy helps us be present, listen effectively, and respond appropriately to the needs of those around us.

2.Question

What are the different forms of empathy mentioned in the text?

Answer: The chapter describes several forms of empathy: cognitive empathy (understanding others' thoughts and motivations), emotional empathy (experiencing the feelings of others), empathy of caring (concern for others' reactions), and empathy of doing (taking action based on empathic feelings). Each form of empathy allows us to engage with others in unique ways.

3.Question

How can empathy lead to negative outcomes?

More Free Book



Scan to Download



Listen It

Answer:Empathy can lead to negative outcomes when we become overwhelmed by others' emotions, resulting in emotional exhaustion or burnout. An example discussed in the text is when a parent feels down because of their child's unhappiness, leading them to experience excessive empathy. Practicing empathy without boundaries can make us less effective in supporting others.

4.Question

What does the author mean by 'singular empathy'?

Answer:Singular empathy refers to the idea of focusing our empathic attention on the specific person or situation at hand, making each empathic interaction unique and meaningful. It emphasizes being fully present in the moment, allowing us to connect authentically and avoid draining emotions from past experiences.

5.Question

Why does the author argue that we should practice empathy in a structured and disciplined way?

Answer:The author aligns with Paul Bloom's argument that

More Free Book



Scan to Download



Listen It

empathy can be biased and emotionally charged without rational support. Practicing empathy with discipline allows us to utilize its benefits effectively, ensuring that our responses are not dictated by transient emotions or biases.

6.Question

What is the key question to reflect on for achieving an 'earned life'?

Answer: The key question to ask oneself is: 'Am I being the person I want to be right now?' This reflection encourages intentionality in our actions and interactions, helping us create earned moments and ultimately leading to an earned life.

7.Question

Can empathy be compartmentalized, and how does that benefit individuals in their roles?

Answer: Yes, empathy can be compartmentalized, as illustrated by the speechwriter and actor discussing how they engage in empathic performances and then transition back to their own feelings afterward. This allows them to maintain

More Free Book



Scan to Download



Listen It

emotional clarity and focus on their roles, contributing positively to their work without becoming overwhelmed by emotions.

8.Question

What is the impact of being present while practicing empathy?

Answer:Being present while practicing empathy ensures that we are fully engaged and respectful of the current moment. It enhances our ability to connect authentically with others, allowing us to create impactful interactions and moments that matter.

9.Question

How does empathy relate to personal growth and transformation?

Answer:Empathy reminds us to be present and aware of our evolving selves. It highlights that each moment is an opportunity for personal growth and transformation, as we learn from our interactions and adapt our responses to foster positive relationships.

More Free Book



Scan to Download



Listen It

10.Question

What does 'authentic empathy' mean, and how does it manifest in performance?

Answer: Authentic empathy involves being fully engaged in the emotional experiences of others while maintaining professionalism and focus. For performers, it manifests in understanding and connecting with the audience and fellow actors during a performance, ensuring that the emotions conveyed are genuine and impactful.

More Free Book



Scan to Download



Listen It



Scan to Download



Why Bookey is must have App for Book Lovers



30min Content

The deeper and clearer interpretation we provide, the better grasp of each title you have.



Text and Audio format

Absorb knowledge even in fragmented time.



Quiz

Check whether you have mastered what you just learned.



And more

Multiple Voices & fonts, Mind Map, Quotes, IdeaClips...

Free Trial with Bookey



Chapter 16 | Coda: After the Victory Lap| Q&A

1.Question

What does Leo's story illustrate about the concept of an earned life?

Answer:Leo's dedication to cooking for his family and friends exemplifies the essence of an earned life, showcasing how true fulfillment comes from pursuing one's passions daily, regardless of external circumstances or recognition.

2.Question

How does purpose influence the way we engage in our daily activities?

Answer:Having a clearly expressed purpose elevates our actions, making them more meaningful and aligned with who we aspire to be, ultimately enriching our daily experiences.

3.Question

What is the significance of community in achieving our goals?

Answer:Community enhances our accomplishments by providing support, collaboration, and shared joy, making the

More Free Book



Scan to Download



Listen It

journey more impactful than solitary efforts.

4.Question

How can we embrace the concept of impermanence in our lives?

Answer:Recognizing the impermanence of life reminds us to cherish each moment and find meaning in our experiences, encouraging us to focus on the present rather than getting lost in future anxieties.

5.Question

What makes the pursuit of goals more meaningful than just achieving the results?

Answer:The process of striving towards our goals, regardless of the outcome, fosters personal growth and learning, making every effort valuable in its own right.

6.Question

Why should we not expect a long victory lap after achievements?

Answer:An earned life doesn't reward us with prolonged accolades; instead, it emphasizes continuous engagement in our passions and responsibilities, finding joy in the journey

More Free Book



Scan to Download



Listen It

rather than fixation on the end result.

7.Question

What lesson can we learn from Leo's approach to cooking?

Answer:Leo's consistent, humble approach to cooking demonstrates that the joy and satisfaction found in dedication and service to others are far greater than the fleeting moments of glory.

8.Question

In what ways can we strive to be more present in our daily lives?

Answer:We can practice mindfulness, actively listen to those around us, and intentionally engage in our tasks, continually striving to prioritize connection over distraction.

9.Question

How can understanding results as a journey rather than an endpoint change our mindset?

Answer:Focusing on the effort and learning process rather than solely on end results can alleviate pressure, allowing us to appreciate our growth and experiences along the way.

More Free Book



Scan to Download



Listen It

10.Question

What are some actionable ways to start living an earned life today?

Answer:Begin by identifying your passions, expressing your purpose clearly, connecting with a community, practicing mindfulness to embrace the present, and committing to doing your best without fixating on outcomes.

More Free Book



Scan to Download



Listen It

Ad



Scan to Download



App Store
Editors' Choice



22k 5 star review

Positive feedback

Sara Scholz

...tes after each book summary
...erstanding but also make the
...and engaging. Bookey has
...ding for me.

Fantastic!!!



I'm amazed by the variety of books and languages Bookey supports. It's not just an app, it's a gateway to global knowledge. Plus, earning points for charity is a big plus!

Masood El Toure

Fi



Ab
bo
to
my

José Botín

...ding habit
...o's design
...ual growth

Love it!



Bookey offers me time to go through the important parts of a book. It also gives me enough idea whether or not I should purchase the whole book version or not! It is easy to use!

Wonnie Tappkx

Time saver!



Bookey is my go-to app for
...summaries are concise, ins
...curated. It's like having acc
...right at my fingertips!

Awesome app!



I love audiobooks but don't always have time to listen to the entire book! bookey allows me to get a summary of the highlights of the book I'm interested in!!! What a great concept !!!highly recommended!

Rahul Malviya

Beautiful App



This app is a lifesaver for book lovers with busy schedules. The summaries are spot on, and the mind maps help reinforce what I've learned. Highly recommend!

Alex Walk

Free Trial with Bookey



The Earned Life Quiz and Test

[Check the Correct Answer on Bookey Website](#)

Chapter 1 | The “Every Breath” Paradigm| Quiz and Test

1. The Every Breath Paradigm teaches that each breath signifies a transformation and that emotions and experiences do not define our ongoing identity.
2. The Western perspective views identity and success as fluid and ever-changing, similar to the teachings of Buddhism.
3. Achievements in life, according to the Every Breath Paradigm, are permanent and do not require continual re-earning.

Chapter 2 | What’s Stopping You from Creating Your Own Life?| Quiz and Test

1. Inertia is described as the most significant barrier to change, meaning people actively choose to stay in their current state.
2. Obligation refers to the context where personal aspirations

More Free Book



Scan to Download



[Listen It](#)

are fully aligned with the obligations to others without any conflict.

3. Vicarious living is positively impacting personal fulfillment as it allows individuals to experience life through others.

Chapter 3 | The Earning Checklist| Quiz and Test

1. Motivation is defined as a desire to succeed without any regard for committing to the tasks necessary to achieve goals.
2. Confidence is built solely on past experiences and does not require motivation, ability, or understanding.
3. Support is considered a weakness and relying on external resources is discouraged by successful individuals according to Goldsmith.

More Free Book



Scan to Download



Listen It

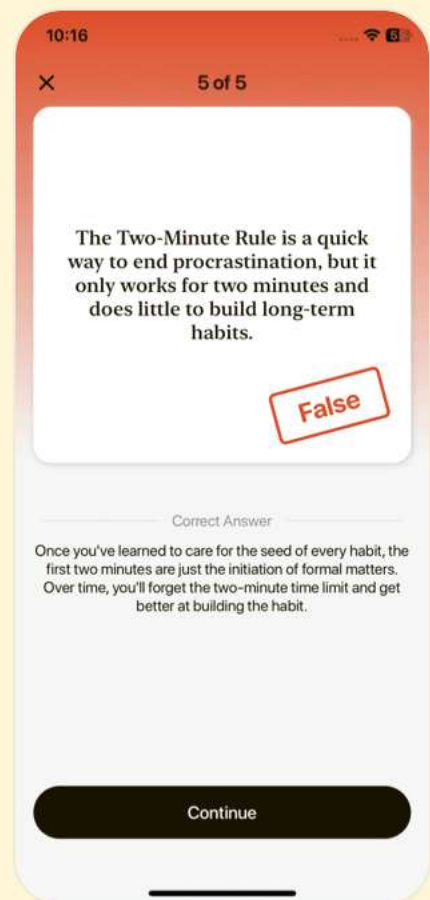
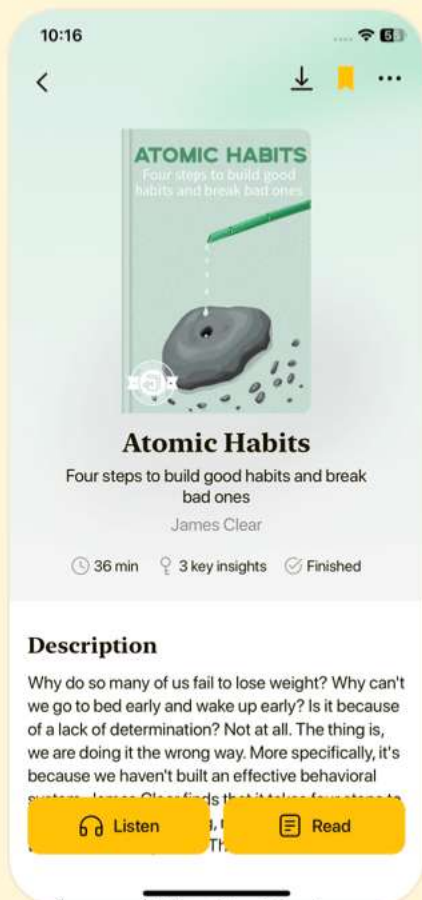


Download Bookey App to enjoy

1000+ Book Summaries with Quizzes

Free Trial Available!

Scan to Download



Chapter 4 | The Agency of No Choice| Quiz and Test

1. The author believes that simplifying clothing choices can reduce decision fatigue and allow for more mental energy to be used on significant decisions.
2. The chapter suggests that the more choices an individual has, the easier it is to achieve fulfillment and purpose in life.
3. The concept of 'Agency of No Choice' emphasizes presenting multiple options to executives in decision-making meetings to enhance commitment and engagement.

Chapter 5 | Aspiration: Privileging Your Future Over Your Present| Quiz and Test

1. Action refers to our future plans and aspirations rather than our current activities.
2. Ambition is about who we want to become and is a lifelong pursuit without a definitive endpoint.
3. Aspiration provides more lasting value than the fleeting

More Free Book



Scan to Download



Listen It

happiness derived from achieving ambitious goals.

Chapter 6 | Opportunity or Risk: What Are You Over-Weighting For?| Quiz and Test

1. Opportunity represents the potential costs associated with a choice.
2. The Triple A's framework includes Action, Ambition, and Aspiration to aid in decision-making.
3. We always have quantitative data available to assist our decision-making in life.

More Free Book



Scan to Download



Listen It

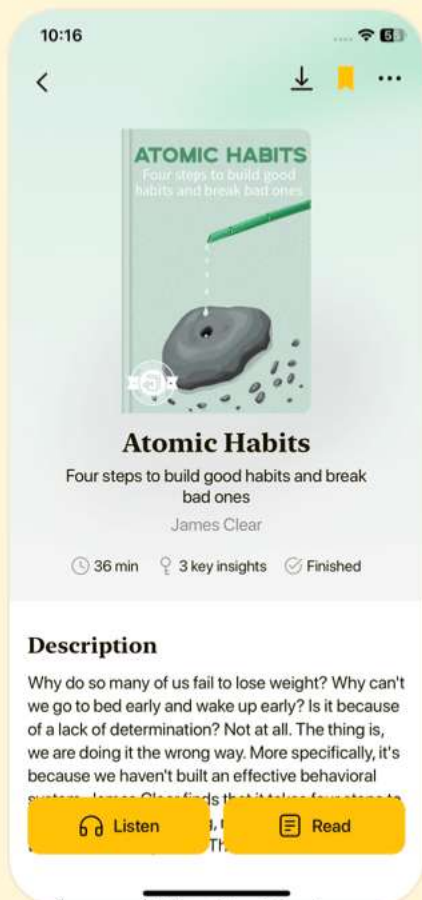


Download Bookey App to enjoy

1000+ Book Summaries with Quizzes

Free Trial Available!

Scan to Download



Chapter 7 | Slicing the Loaf to Find Your One-Trick Genius| Quiz and Test

1. In adulthood, individuals must choose to be either a generalist or a specialist as there is no path to success in both fields.
2. The journey to specialization requires years of experiences and refining skills through feedback.
3. Every effective leader is a generalist and does not possess a unique contribution to their organization.

Chapter 8 | How We Earn: The Five Building Blocks of Discipline| Quiz and Test

1. Goldsmith believes that discipline and willpower are the only critical elements to achieving success.
2. According to Goldsmith, consistent follow-up is essential for improving performance and accountability.
3. The four building blocks of discipline include compliance, accountability, support, and measurement.

Chapter 9 | An Origin Story| Quiz and Test

1. To achieve an earned life, individuals must rely solely on their own choices without any external

More Free Book



Scan to Download



Listen It

influences.

2. Feedforward promotes seeking suggestions for improvement rather than critiques of past actions.

3. The 100 Coaches initiative is focused solely on individual success without any support from others.

More Free Book



Scan to Download



Listen It

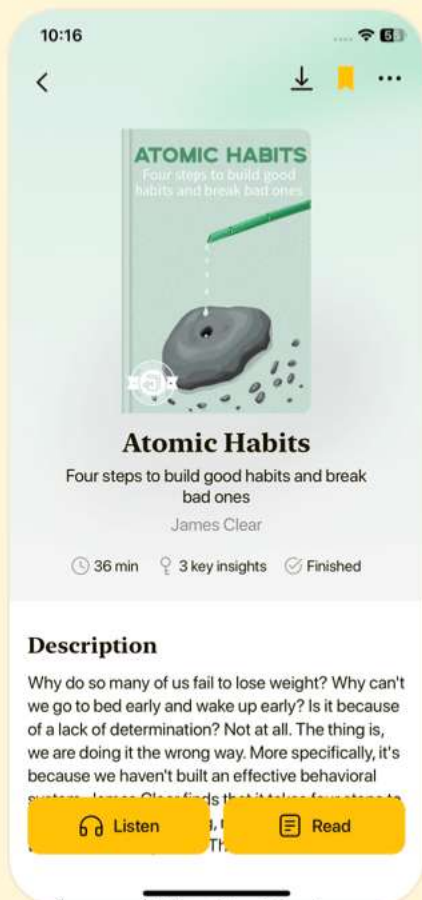


Download Bookey App to enjoy

1000+ Book Summaries with Quizzes

Free Trial Available!

Scan to Download



Chapter 10 | The Lpr| Quiz and Test

1. The Life Plan Review (LPR) emphasizes extreme motivation over self-monitoring.
2. Participants of the LPR engage in community support to enhance accountability and encouragement.
3. The LPR process is rigid and does not allow for customization based on participants' needs.

Chapter 11 | The Lost Art of Asking for Help| Quiz and Test

1. The LPR (Life Progress Review) serves solely as a personal reflection tool with no accountability features.
2. Seeking help is seen as a strength in effective future leadership according to the chapter.
3. Hubert Joly's leadership style involved avoiding asking employees for their help to maintain authority.

Chapter 12 | When Earning Becomes Your Habit| Quiz and Test

1. Earning is a continuous process that requires discipline, planning, and community support.

More Free Book



Scan to Download



Listen It

2.To move forward, one must constantly revisit past identities and achievements.

3.Focusing on the present moment is crucial for effective transitions.

More Free Book



Scan to Download



Listen It

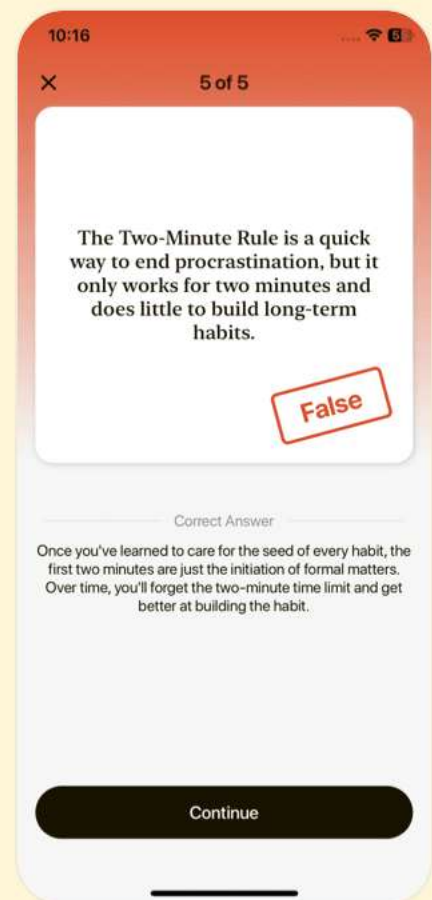
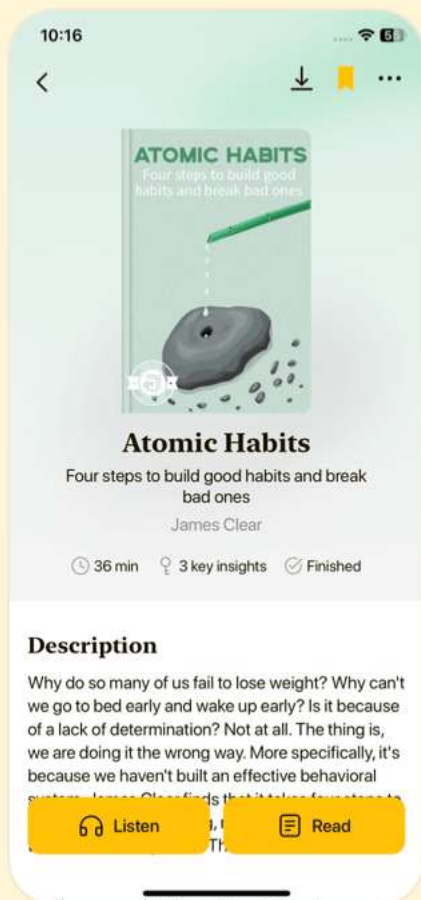


Download Bookey App to enjoy

1000+ Book Summaries with Quizzes

Free Trial Available!

Scan to Download



Chapter 13 | Paying the Price and Eating Marshmallows| Quiz and Test

1. The importance of focusing on core aspects of life includes family, health, and work according to the CEO's perspective.
2. Living an earned life requires no sacrifices or commitment; one can achieve their goals without addressing fears or risks.
3. The Marshmallow Test suggests that individuals should always prioritize delayed gratification over immediate pleasures.

Chapter 14 | Credibility Must Be Earned Twice| Quiz and Test

1. Credibility is simply a personal quality that does not require the trust of others.
2. Earning credibility involves two key steps: establishing competence and gaining recognition.
3. Achieving credibility does not require any form of self-promotion.

More Free Book



Scan to Download



Listen It

Chapter 15 | Singular Empathy| Quiz and Test

1. Empathy is defined as the ability to understand the feelings and thoughts of others.
2. There are only two types of empathy: empathy of feeling and empathy of understanding.
3. Being present in the moment is essential for experiencing singular empathy.

More Free Book



Scan to Download



Listen It

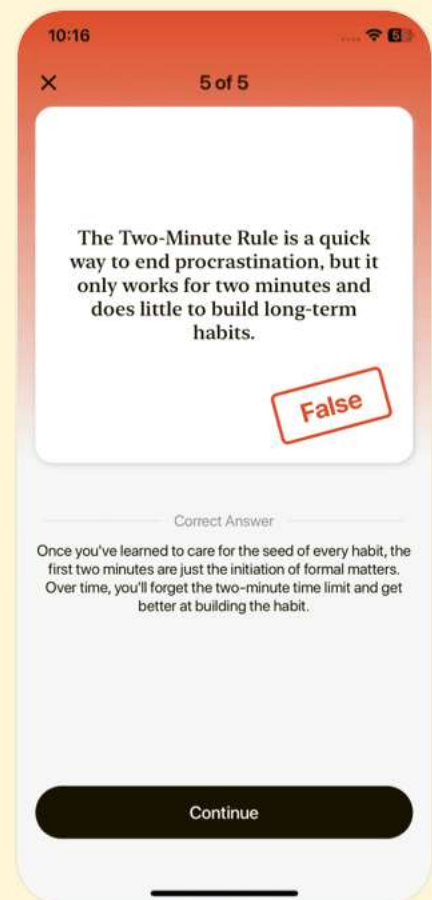
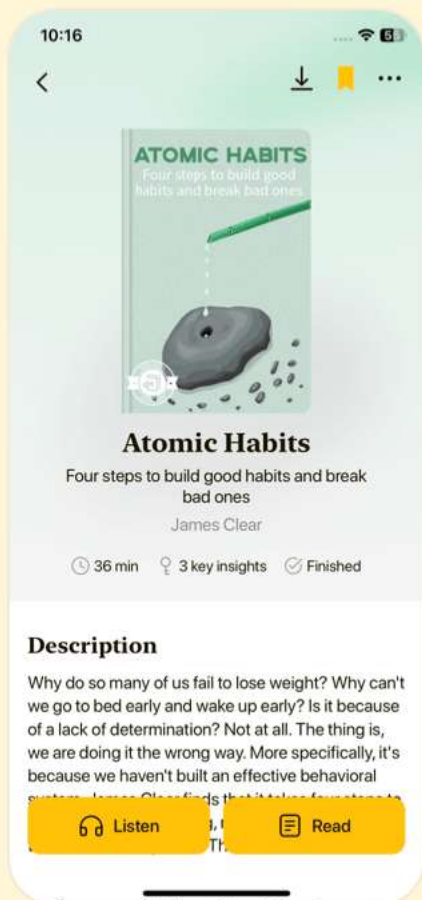


Download Bookey App to enjoy

1000+ Book Summaries with Quizzes

Free Trial Available!

Scan to Download



Chapter 16 | Coda: After the Victory Lap| Quiz and Test

1. Leo was a stay-at-home dad who learned to cook and later returned to a career as a COO.
2. The central idea of an earned life emphasizes celebrating isolated achievements and success over continuous engagement.
3. Five key themes for an earned life include purpose, presence, community, impermanence, and results.

More Free Book



Scan to Download



Listen It



Download Bookey App to enjoy

1000+ Book Summaries with Quizzes

Free Trial Available!

Scan to Download

