

“GREAT WORK REALLY DOES COME IN SMALL PACKAGES! THIS LITTLE BOOK IS A DYNAMO!”

—MARSHALL GOLDSMITH

BESTSELLING AUTHOR OF *WHAT GOT YOU HERE WON'T GET YOU THERE*

Stop the  
busywork,  
and start the  
work that  
matters.



# Do More Great Work.

MICHAEL BUNGAY STANIER

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**PART I**

# Laying the Foundation

Introduction: Before You Get Going . . .

Coaching Insight: Six Great Work Paradoxes

**MAP I** Where Are You Now?

Toward Abundance *by Dave and Wendy Ulrich*



## INTRODUCTION

# Before You Get Going . . .

**I**f you don't know where you're starting from, it can be tough to get to where you want to go.

Most of this book is dedicated to getting you on a path to doing more Great Work. But before that happens, let's spend just a moment or two figuring out where you are now.

We're going to start by having a close look at exactly what Great Work is. I don't want you feeling that Great Work is beyond your reach, that it's only for people who already have a deep sense of mission, who have reached enlightenment, or who are somehow extraordinary. Everyone can do more Great Work.

In this section, I'm going to explain why I call the exercises "maps" and share four tips that will help you use them to their full effect. Then I'm going to suggest three things you can do before you embark on the process that will make it easier to succeed. And finally I'll share the first of the fifteen maps. This initial map sets the scene by helping you figure out how much Great Work you're doing now—something that's useful to know before you set out on a journey to do more of it.

## Do More Great Work.

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### JUST WHAT IS (AND ISN'T) GREAT WORK?

**G**raphic designer Milton Glaser started this ball rolling for me. Even if you've never heard of him, you probably know his most famous creation: I LOVE NEW YORK.

His book *Art is Work* is mainly a collection of his design work, but he opens it with a curious and powerful insight. He says everything we do falls into three basic categories:



**Bad Work • Good Work • Great Work.**

### YOU ALREADY KNOW WHAT THESE CATEGORIES MEAN

**O**ver the years, I've asked thousands of people at hundreds of different organizations what these categories mean to them. Intuitively, they know—and their answers can be summed up like this:

#### **Bad Work**

Bad Work is a waste of time, energy, and life. Doing it once is one time too many. This is not something to be polite about. It's not something to be resigned to. This is work that is pointless.

Sadly, organizations have a gift for generating Bad Work. It shows up as bureaucracy, interminable meetings, outdated processes that waste everyone's time, and other ways of doing things that squelch you rather than help you grow.

#### **Good Work**

Good Work is the familiar, useful, productive work you do—and you likely do it well. You probably spend most of your time on Good Work, and there's nothing wrong with that. Good Work blossoms from your training, your education, and the path you've traveled so far. All in all, it's a source of comfort, nourishment, and success.

There's a range of Good Work: At one end it's engaging and interesting work; at the other, it is more mundane but you recognize its necessity and are happy enough to spend some time doing it.

You always need Good Work in your life. At an organizational level, Good Work is vital. It is a company's bread and butter—the efficient, focused, profitable work that delivers next quarter's returns.

### **Great Work**

Great Work is what we all want more of. This is the work that is meaningful to you, that has an impact and makes a difference. It inspires, stretches, and provokes. Great Work is the work that matters.

It is a source of both deep comfort and engagement—often you feel as if you're in the “flow zone,” where time stands still and you're working at your best, effortlessly. The comfort comes from its connection, its “sight line,” to what is most meaningful to you—not only your core values, and beliefs, but also your aspirations and hopes for the impact you want to have on the world.

But Great Work is also a place of uncertainty and discomfort. The discomfort arises because the work is often new and challenging, and so there's an element of risk and possible failure. Because this is work that matters, work that you care about, you don't want it to fail. But because it's new and challenging, there's a chance that it might.

For organizations, Great Work drives strategic difference, innovation, and longevity. Often it's the kind of inventive work that pushes business forward, that leads to new products, more efficient systems, and increased profits.

All great deeds and all great thoughts have a ridiculous beginning. Great works are often born on a street corner or in a restaurant's revolving door.

*ALBERT CAMUS*

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## SO FAR, SO GOOD

Those are three fairly straightforward definitions. You're probably nodding your head and thinking, "Yep, I get that." But how do you get the balance right? What's your perfect mix?

The truth is there is no perfect mix. Finding the right mix between your Good Work and Great Work (with no Bad Work) is the practice of a lifetime. And even if you do find a harmonious balance now, it will change. The best mix for this year won't be right twelve months later.

A number of factors account for this:

**1. Great Work decays.** Over time, Great Work decays into Good Work. As Great Work becomes comfortable and familiar as you master it, it no longer provides the challenge, stretch, or rewards it once did. Your Great Work of today won't be your Great Work five years from now.

The iPod syndrome kicks in. Remember how special iPods were when they first arrived on the scene? Now everyone has one, and they're taken for granted.

**2. Good Work has its attractions.** Even as we hunger for more Great Work, we're always drawn back to the comfort of Good Work. It's a perpetual tension—the challenge, risk, and reward of the Great against the familiarity, efficiency, and safety of the Good.

**3. Different years demand different responses.** Some years are "stretch" years when you go for it; others are years to conserve your strength, gathering ideas and laying the groundwork for your next initiative. This ebb and flow reminds me of an anniversary card I once saw that read, "Thanks for 20 great years . . . 7 average years . . . and 2 absolute stinkers."

But here's one thing I bet you've never said: "I have too much Great Work." Because no one says, "My life's just too interesting, too stimulating, too engaging, too fulfilling, too provocative. . . ." No one says, "I don't want to do more Great Work."

In fact whatever your mix might currently be, almost inevitably you're hungry for more Great Work. And that's how these fifteen maps can help.

I have an existential map. It has "You are here" written all over it.

STEVEN WRIGHT

### THE POWER OF MAPS

In this book, there are fifteen tools that will help you find and do more Great Work. They're designed to reveal how you're working now, help you decide what you'd like to do differently, and instill the energy, drive, and confidence you need to do something about it. I call them maps for two reasons:

**Maps help you ask and answer questions.** We live in a culture that makes us do, do, do, with an emphasis on moving forward without really considering our path. Maps encourage us to stop and ask deep, powerful questions, like:

- ▶ Where am I?
- ▶ How did I get here?
- ▶ Where am I going?
- ▶ Is there a better route?
- ▶ Could there be a different destination?

Maps don't just provide a new view of the landscape. They can also be a pause button in disguise. And sometimes taking some time to size things up is the most important thing you can do.



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**Maps help you take action.** They provoke you to make some fundamental choices that become the basis for action.

- ▶ Do I keep going?
- ▶ Do I stop?
- ▶ Do I take a new direction?

With the new perspective that a map brings, it's impossible not to make choices and do something—even if you choose to “keep on keepin’ on” or even to do nothing for now.

## **FOUR TIPS TO HELP YOU MAKE THE MOST OF THE MAPS**

**1. Make the maps yours.** Another reason maps are powerful is because they demand interaction from the person using them. The maps in this book are useless without your input. It is the information you bring to each that will make it relevant and timely for you.

The maps aren't static. You can (and should) revisit each one. You'll likely discover that it will have changed. The map you create in August will be different from the one you do in January. In fact, revisiting the maps is in itself a useful exercise, as it can offer new perspectives as well as help you track your progress in doing Great Work.

**2. Find five minutes in your day.** The good news is that you don't need to go on a three-day retreat to find the time to do these exercises. While there's deep thinking and theory behind the maps, they're also designed so you can work with each of them in five minutes or less. After all, most maps are designed to impart practical information in a quick, accessible way.

All you need is a pen, a sheet of paper, and the willingness to take a few minutes to think about what matters to you. If you do, then this book will

give you structures and insights with which to do more Great Work. So while you're eating lunch, waiting for a teleconference to start, or riding the train back home, pick up the book and play with a map. (You can of course spend as long as you'd like working on the maps. There's certainly a benefit to giving yourself some real time to reflect on Great Work.)

### **3. Use the maps in the order that makes sense to you.** There's a method to how the maps are arranged.

The first map helps establish where you are now and how much Great Work you're doing. Maps 2, 3, and 4 help you figure out what might be Great Work for you. Maps 5, 6, and 7 shift the focus from you to where the opportunities lie to do more Great Work. Map 8 guides you in choosing a Great Work project and 9, 10, and 11 help you expand the possibilities you have before you and then evaluate them in anticipation of taking action. Maps 12, 13, and 14 launch you into your Great Work and help you to determine the next steps necessary for moving forward. The very last map keeps you on track when the going gets rough.

The maps are designed to build on each other so you can work through them systematically and end up with a specific plan to do more Great Work. But really, how you use them is entirely up to you. Feel free to pick and choose. Find a map that seems to answer your immediate need, fill it out, and see where it leads you.

Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do. If you haven't found it yet, keep looking. Don't settle. As with all matters of the heart, you'll know when you find it.

STEVE JOBS

## Do More Great Work.

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No matter what order you do them in, I'd encourage you to work through them all at some point.

- 4. Don't worry about getting it perfect.** You may have heard that when ancient mapmakers ran up to the very edge of the known world, they would write *Hic sunt dracones*, or “Here there be dragons.” While that occurs far more in fantasy novels than it does in actual cartography, what is true is that in filling out the maps, you *will* run up against the edges of what you know and what you can anticipate. You won't always (or ever) have all the information and be able to map out everything fully.

Or you might find yourself thinking that your map is wrong. Of course it is. In fact, there's no such thing as a correct map. “The map,” philosopher Alfred Korzybski once said, “is not the territory.” Your map isn't reality; it's only your best guess at describing it.

That's OK. In fact, one of the reasons why you create a map in the first place is to discover what you don't know, as well as what you do. In short, an incomplete map is useful because often it is the gaps that spark questions and spur you to action.

The real test? Ask yourself if this map is useful for you now. Does it give you a new insight on how to do more Great Work? Does it help you to do anything differently? If so, then it's serving its purpose. If not, then make a change—add some new data to the map, come back to it later, or even just move on to another map.

The thing that is really hard, and really amazing, is giving up on being perfect and beginning the work of becoming yourself.

ANNA QUINDLEN

## COACHING INSIGHTS

# Six Great Work Paradoxes

**O**r you could call this section “Six reasons why you might already be giving up on the idea of Great Work—and why you shouldn’t.”

### **1. YOU DON’T NEED TO SAVE THE WORLD. YOU DO NEED TO MAKE A DIFFERENCE.**

The desire to do more Great Work is not a call to abandon your everyday life and become a martyr to a cause. You don’t need to quit your job, stop earning money, give up your friends, or cease wearing regular clothes. Nor do you need to start a global movement, overthrow governments, or spark a revolution.

But it *is* a call to do more meaningful work. What can you do more of that makes a difference, shifts the balance, has an impact, adds beauty, changes the status quo, creates something worth being

created, improves life, moves things forward, reduces waste, engages people, or allows love? (You don’t have to do all of those. Just one will be fine.) There are opportunities to do any of these things all around you right now. Maps 5 and 6 will help you find them.

### **2. GREAT WORK IS PRIVATE. GREAT WORK CAN BE PUBLIC.**

It can be nice to get the applause, win the medal, or receive the pat on the back that says, *Well done!* And sometimes Great Work generates just that sort of recognition.

But not always. Because it is a subjective matter—Great Work is what is meaningful for *you*—often its reward is a moment of private triumph. Maps 2, 3, and 4 will help you define exactly what it is that matters to you. You know you’ve done something that matters, ▶

something that raised the bar a little, something that stretched you in certain ways—but not everyone else will know it. In fact, if you're just after public acclaim, then doing Great Work might not even be the best route.

### **3. GREAT WORK IS NEEDED. GREAT WORK ISN'T WANTED.**

What calls you to do Great Work is often a feeling of *I can't take it anymore. I've got to do something different*. It's a personal sense that something needs to be done, that the status quo can't be tolerated any longer, and that you need to be the one to adjust it. Great Work shows up at the intersection where what needs to change in your world meets what's important to you.

But Great Work is often not wanted. Oh, sure, it might well be *talked about* as wanted. Corporate leaders, in particular, are experts at proclaiming some sort of Great Work as the next quest for their organizations. But most organizations are deeply

rooted in delivering Good Work and sustaining the way things are, so that there's minimal interruption to that Good Work. Taking a stand for Great Work means in some small (or significant) way swimming against the tide. Maps 7 and 11 will help you step up to this challenge.

### **4. GREAT WORK IS EASY. GREAT WORK IS DIFFICULT.**

Sometimes when you're doing Great Work, it's a glorious thing. You're in that flow zone where things come easily and time seems suspended.

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Everything that is  
contradictory creates life.

SALVADOR DALÍ

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But not always. In fact, not even necessarily most of the time.

Great Work can be a time of grinding through it, of showing up when your muse isn't whispering to you. It can be a time of uncertainty, groping forward when you're not sure of where you're heading. It

can mean picking yourself up off the floor and carrying on after the unexpected has just slapped you around a bit.

There are times when doing Great Work will test you. It will call on not just your skills and talents, but your resilience and your ability to manage yourself through the dip. Maps 14 and 15 may be able to help you with that.

#### **5. GREAT WORK IS ABOUT DOING WHAT'S MEANINGFUL. GREAT WORK ISN'T ABOUT DOING IT WELL.**

Here's the irony: It's often easy to deliver Bad Work and Good Work at an excellent level. (Just how many times have you revised that worthless PowerPoint presentation?)

And Great Work? It's often new work at the edge of your competence, work that tangles you up because it's different and you haven't done it a thousand times before. You're unlikely to be able to do it perfectly. When I say "Great Work," I'm not talking about a standard of delivery. I'm talking

about a standard of impact and meaning.

#### **6. GREAT WORK CAN TAKE A MOMENT. GREAT WORK CAN TAKE A LIFETIME.**

Great Work can happen in a single moment. It's a time when you feel at your best, achieving a personal triumph, the culmination of days or weeks or years of practice.

Great Work can also be a project that develops over time, something that you've started and seen through. Not every minute of the journey is Great Work, but what it adds up to is.

Great Work can also take a lifetime. It can be a commitment to making changes in yourself and your world by means of the work that you do, or it can be a connection to a cause that pulls you forward and helps you be who you want to be. Somehow, time can both shrink and stretch to accommodate a Great Work moment.

These definitions are all true. They're all equally important. ■

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## ARE YOU UP FOR THE CHALLENGE?

**Y**ou're getting ready to go on a journey of sorts, a journey to find and do more Great Work.

All books like this are an invitation to start something new, try a different approach, and step into a new way of working and living. I don't know about you, but here's how I typically respond to that call to action. I pick up the book in question, flip through it, think, *Ah, that's a cool insight*, or *Hmm . . . , interesting*, or maybe *I should try that sometime*.

Maybe I get to the end of the book, maybe I don't. But eventually I put the book back on the shelf—and very little has changed.

I'd love this book to be different, to actually help you make a change in what you're doing now so you can do more Great Work.

Here are three things you might like to consider so as to be best prepared for what's ahead.

**I. Get committed.** Answer this question right now: Just how committed are you to doing Great Work? What's your score on a scale of 1 to 10, with 10 being totally committed? Are you at 7? 4? 9? Something else?

Think about that score. What's the implication for how you're about to read and use this book? Are you going to flip through the pages, and then put it aside? Do you think you might try out one or two of the exercises just to see what comes up? Will you try all the exercises and hope for positive change but not count on it?

Where do you stand right now?

And finally, if you were fully committed, scoring a big 10 out of 10 on the commitment meter, what would be different? How would you use this book and this opportunity if that were the case?

The reinvention  
of daily life means  
marching off the  
edge of our maps.

BOB BLACK

- 2. Get a notebook.** You'll find this isn't a typical book in that I won't be going on and on for pages at a time, sharing my views of the world and telling you what to do. It's much more like a workbook. I provide you with some useful structures, frameworks, and questions, and you get to work with them to help make sense of your life and start to do more Great Work.

You can make notes directly in this book, if you like. But you might want to consider getting yourself a notebook devoted to jotting down insights, thoughts, and ideas, practicing the exercises, and planning how to do more Great Work.

A notebook will be useful because these exercises are perennial. You can come back to them time and time again, and they'll always offer something new, useful, and insightful. Being able to track how your thinking and doing has changed over time will be both interesting and valuable.

Though no one can go back and make a brand new start, anyone can start from now and make a brand-new ending.

CARL BARD

- 3. Get a buddy.** Winnie the Pooh, that bear of great wisdom, once said, "It's so much more friendly with two." And so it is.

But it's not just more friendly. It's also more likely that you'll actually do something differently. (You know in your bones how difficult it is to implement the suggestions you read in a book.)

Consider finding a Great Work buddy and supporting each other in working through the exercises. Ask a friend, a work colleague, or someone you know online. It doesn't matter where—just find one.

Then check in with each other regularly. Be encouraging—but kick each other's butt when you don't do what you want to do.



## MAP I

# Where Are You Now?

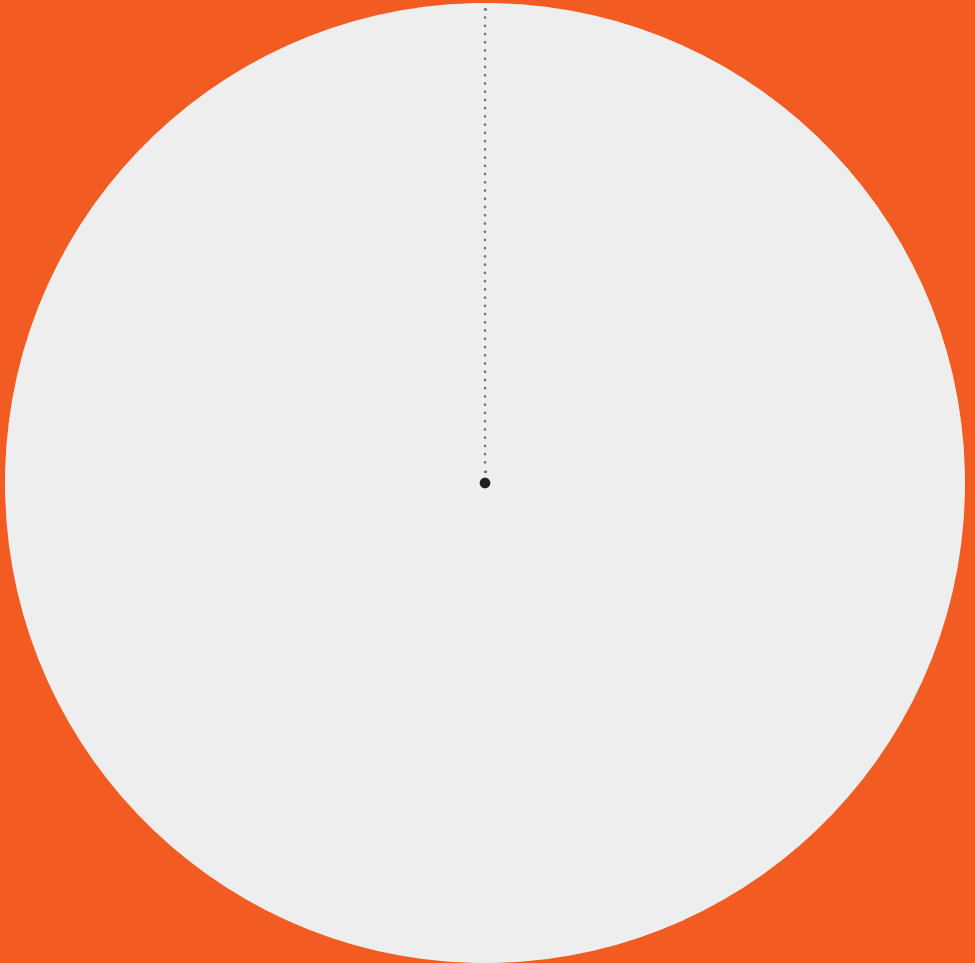
To get to a destination, you need to know your starting point

ONE OF THE MIRACLES OF the Internet age is Google Maps. No longer do you have to haul out a slightly out-of-date road atlas to plot your journey from point A to point B. You just type in your destination, and your journey is plotted for you, with helpful tips, if you want them, on where to stop for coffee. But it works only if you know your starting point. Without that it's impossible to create a plan to get to a destination.

## YOUR STARTING POINT A

**T**his first map will give you a snapshot of a moment in time—now—that will help you see what your current work mix looks like. Once you're clear on this, you can start to define just what your destination might be and how you're going to get there.

# MAP 1: WHERE ARE YOU NOW?



DOWNLOAD A FREE TEMPLATE OF THIS MAP  
AT [WWW.DOMOREGREATWORK.COM](http://WWW.DOMOREGREATWORK.COM).

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So, knowing that there are only three types of work—Bad, Good, and Great—and knowing that you’re doing a certain amount of each right now, how much of each are you doing?

### COMPLETING THE MAP

1. **Divide the circle on page 17 into three pie slices representing how much Bad Work, Good Work, and Great Work you are currently doing.** Trust your intuition on this—you don’t have to be overly precise. And by the way, the proportions are almost certainly *not* one third each.
2. **Write down two examples of each type of work in each segment.** This helps make it clear to yourself just what you’re talking about.

### GETTING INSIGHTS FROM THE MAP

1. **What does your current mix tell you?** How do you feel about how things are? What are you happy about? What are you disappointed about?
2. **What would your ideal mix be?** How would you like the map to look? Most people want no Bad Work and more Great Work, but the mix of Good and Great varies from person to person and from time to time. This “gap analysis”—where you are now as compared to where you want to be—will help provide some of the impetus to make changes, and also give you clues as to what work you might want to stop doing, continue doing, and start doing.

If you don't change your beliefs, your life will be like this forever. Is that good news?

DOUGLAS ADAMS

If you’re interested in the bigger picture, I’ve asked people from around the world, and most say

## Map 1: Where Are You Now?

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their percentages in the three work categories currently fall somewhere within these ranges:

- ▶ 10–40 percent Bad Work
- ▶ 40–80 percent Good Work
- ▶ 0–25 percent Great Work

If your mix is different, don't worry. This is just a snapshot of what you see now. In six months, your mix will most likely be different—especially if you've been putting this book to good use!

### **FOR EXAMPLE . . .**

**A**ndy leads a marketing team in one of the global pharmaceutical companies. They're gearing up for a new product launch in the next six months, and it's a busy time for everyone.

Andy had led such teams before in his previous company—he's been at this company less than eighteen months—but never one quite this complex. Not only is the team of twelve larger than any he's ever worked with, but more than half of the group works at different sites in different countries, spanning multiple time zones.

Going into this exercise, Andy was pretty certain that his Great Work would be the launch of the product. It promised to help people live better lives, and he was excited to make the project extraordinary. He had envisioned a committed team building a creative, powerful marketing strategy that would not only excite the senior leaders of the company and the sales force but also capture the imaginations of their customers and trump the rival product.

However, the project wasn't going as well as it might. The members of his team were having trouble coming up with a viable strategy, and there were

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tensions among the team members. Andy was struggling to get them and the project back on track.

When Andy completed this map, he was a little disappointed at what he found. Only a sliver, about 10 percent, was Great Work—the actual marketing thinking he was doing about the project. About 60 percent of his time was devoted to Good Work, which included moving the project along, working with the other parts of the business involved in the launch, and most of his other day-to-day work responsibilities. The remaining 30 percent was Bad Work. Some of it was “administrivia,” but a good part of it was managing what he called the “delicate egos” on his team.

Doing the exercise caused a number of insights to start to percolate for Andy:

- ▶ His Great Work—the innovative marketing thinking—was something that he loved, but his opportunity for doing it was much reduced now that he was leading the team. He had others on the team whose role it was to lead the crafting of the marketing strategy, and it would be difficult to do more of this without stepping on their toes.
- ▶ He’d never felt comfortable assuming a strong leadership role. He’d hoped the team would just sort of figure it out and do what needed to be done. Unfortunately, he had to face the fact that this team was a little dysfunctional. But he recognized that perhaps there was an opportunity to upgrade his Bad Work and turn part of it—the task of making this team effective—into Good or even Great Work.
- ▶ Likewise, there was an opportunity to do more Great Work in other parts of the business. When he asked himself, *How could my role in creating cooperation within the team and across these different groups be Great Work?* ideas for new approaches and things he could do started to bubble up.

## Map 1: Where Are You Now?

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Even though this exercise simply paints a picture of how things are now, it can open the door to new insights as to where more Great Work might lie.

### BEYOND THE MAP

Completing this exercise gives you an intuitive snapshot of your mix of Bad, Good, and Great Work. Here are two other ways you can deepen your understanding: first, by better quantifying what your mix actually is, and second, by imagining what your perfect mix might be.

Look back: Check your calendar and diary from the last week or so to review how much time you actually spent on Bad, Good, and Great Work. Get clearer about how you're really spending your time and what's truly got your focus. Over the next week, keep track of what you do and categorize how you divide your time among the three categories of work. Just as tracking your spending can help you create a budget, tracking how you spend your time can help you find ways to do more Great Work.

Life is the sum of all  
your choices.

ALBERT CAMUS

Look forward: What do you think the best mix is for you right now? How much Great Work? How much Good Work? (I hope there's no Bad Work.) If you could have that ideal combination, what would you be doing differently? What would you be doing the same? What would you have to stop? What would you have to start?

Here's a somewhat extreme example that combines looking both back and forward: Jim Collins, the author of *From Good to Great*, uses a stopwatch with three separate timers to time everything he does. He's figured out what his ideal Great Work mix is—his goal is to spend 50 percent of his time on creative work, 30 percent teaching, and 20 percent on the rest.

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### **DEBRIEFING THE MAP**

Doing the exercise is a good thing, but the real learning comes when you give yourself a minute or two to do a quick self-debriefing about what just happened and what you learned. To help you recognize and remember your insights from this exercise, answer these questions:

- ▶ What's the main thing you noticed from this exercise? What's the one key Aha! you've had about your Bad, Good, and Great Work mix?
- ▶ What, if anything, surprised you? Was it the amount of Bad Work?—and what tasks fell into that category? Was it how much Good Work you're doing? Was it something to do with your Great Work?
- ▶ What are the habits and patterns that got you to this current mix? What have you been saying yes to that you wish you'd been saying no to?
- ▶ What do you know now that you didn't know before?
- ▶ What do you want to remember from this exercise?

# Great Work Wisdom

TOWARD ABUNDANCE

BY DAVE AND WENDY ULRICH

In today's complex world, simply being willing and able to do one's work is not enough. We need to find meaning in the work we do. This involves finding work that offers purpose, fulfillment, contribution, connection, and hope. Of course we find meaning in many settings—in the privacy of our homes and the expanses of nature, in churches, ballparks, and community centers, in our

relationships with family and friends. But many of us spend the majority of our waking hours at work. So it is vital that we find ways to make the organizations where we work more meaningful and abundant.

We define an abundant organization as *a work setting in which individuals coordinate their aspirations and actions to create meaning for themselves, value for stakeholders, and hope for humanity at large*. As we explored the concept of an abundant organization, we identified eight questions that individuals may ask themselves and leaders may ask their organizations, questions that can help reveal and make more accessible meaning and abundance.

**1. WHAT AM I KNOWN FOR? (IDENTITY)** A sense of abundance is fostered by a clear sense of who we are, what we believe in, and what we are good at. This question probes our character strengths and personal values and how they form the reputation by which we are known.

*Abundant organizations build on strengths and abilities that strengthen others.*

**2. WHERE AM I GOING? (PURPOSE AND DIRECTION)** Abundance emerges from a clear sense of what we are trying to accomplish and why. When our personal goals align with the organization's goals, work feels like a meaningful extension of our ►



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private journey. When we both internalize and personalize our company's mission, we find opportunities to impact broad societal problems we care about.

*Abundant organizations sustain both fiscal and social responsibility.*

**3. WHOM DO I TRAVEL WITH? (TEAMWORK)** Our sense of abundance is enhanced by meaningful relationships. The increasing complexities of today's workplaces require increasing cooperation and teamwork of many kinds for success. Our meaningful work relationships include friendships, mentoring relationships, and professional networks.

*Abundant organizations take work relationships beyond high-performing teams to high-relating teams.*

**4. WHAT CHALLENGES INTEREST ME? (ENGAGEMENT)** The most engaged employees are generally those whose work gives them the opportunity to stretch while doing work they love. Different people find different kinds of work easy, energizing, and enjoyable, and different types of problems meaningful.

*Abundance occurs when companies can engage not only employees' skills (competence) and loyalty (commitment), but also their values (contribution).*

**5. HOW DO I BUILD A POSITIVE WORK ENVIRONMENT? (EFFECTIVE CONNECTION)** While bad habits thrive on isolation and shame, positive routines keep us grounded in what matters most and help us connect with ourselves and others. Organizations can have cynical, negative, demeaning cultures, or they can encourage constructive, affirming, uplifting cultures that help create abundance.

*Abundant organizations create positive work environments that affirm and connect people throughout the organization.*

**6. HOW DO I RESPOND TO SETBACKS? (RESILIENCE AND LEARNING)** Failure can be a powerful impetus to growth and learning. When we take risks to work outside our comfort zones, resist defensiveness about mistakes, learn from failure, and keep trying,

## Map 1: Where Are You Now?

we become not only more resilient, but more satisfied with life. Abundance is less about getting things right and more about moving in the right direction.

*Abundant organizations use principles of resilience and learning to persevere with both people and products.*

**7. WHAT DELIGHTS ME? (CIVILITY AND DELIGHT)** Abundance thrives on simple pleasures. Sources of delight might include laughing at ourselves, appreciating excellence, relishing beauty, being present in the moment, and having fun at work.

*Abundant organizations not only attend to outward demographic diversity but also to the diversity of what makes individuals feel happy, cared for, and excited about life.*

**8. HOW DO I MANAGE THE TRANSITIONS NECESSITATED BY CHANGE? (ENABLING TRANSITION)** Abundance can be either threatened or enhanced by changes in the air. In a world of almost constant change, organizations must adapt or fall by the wayside, yet most individuals don't really like constant upheaval and disruption. While change can make us anxious, in the space between the old and the new, both creativity and freshness can also proliferate.

*Abundant organizations help individuals internalize the behavioral, cognitive, and affective transitions necessitated by change.*

When abundance replaces deficit thinking and action, individuals gain by finding meaning, and organizations gain by increasing productivity, customer share, and investor confidence. ■

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