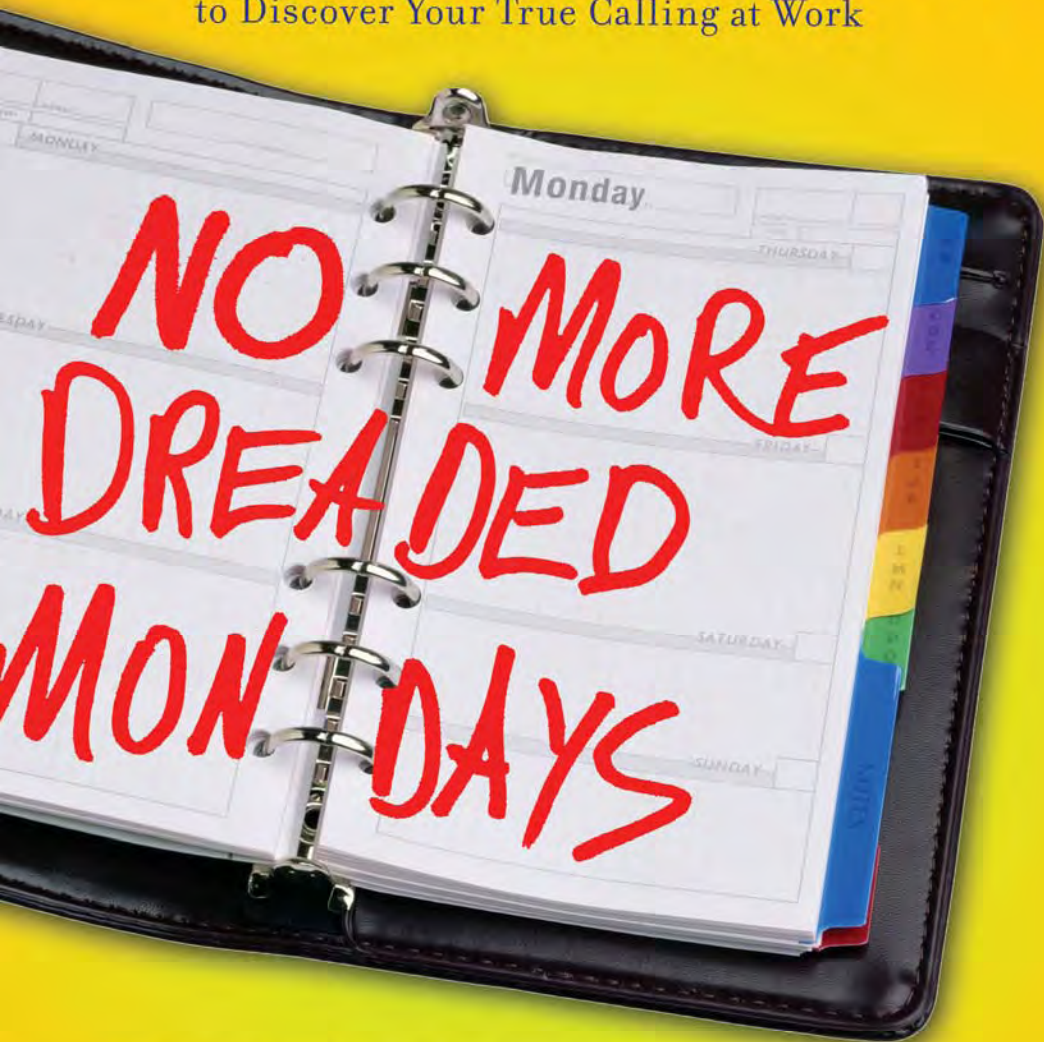


EXPANDED EDITION

Ignite Your Passion—And Other Revolutionary Ways
to Discover Your True Calling at Work



“Authentic work involves much more than just getting a paycheck. In *No More Mondays*, Dan Miller captures the soul of work—how each of us can take our unique, God-given talents and blend those into meaningful, purposeful, and profitable work.”

—Dave Ramsey, host of The Dave Ramsey Show

Dan Miller

Author of *48 Days to the Work You Love*

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Praise for
No More Dreaded Mondays

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—DAVE RAMSEY, host of *The Dave Ramsey Show* and author of *The Total Money Makeover*

“As every millionaire knows, you’ll never gain wealth and financial security by working in a job you hate. *No More Dreaded Mondays* provides an inspiring road map on how to find meaningful work and financial freedom.”

—T. HARV EKER, author of the national bestseller *Secrets of the Millionaire Mind*

“With this inspiring book, Dan Miller shows how to make Monday the first day of the rest of your life.”

—DANIEL H. PINK, author of *A Whole New Mind*

“Dan Miller inspires his readers to a higher calling in their work. With opportunities all around us, no one should be content with simply creating income. Meaningful work is part of living out God’s purpose in our lives. *No More Dreaded Mondays* shows you the way to find your unique application.”

—ZIG ZIGLAR, best-selling author of *See You at the Top*

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Dan Miller



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To my dad, Ray F Miller, who taught me that work was not something to be avoided, but rather something to be done with wholehearted effort, character, and integrity. Your model of believing we are temporary stewards of animals, tools, land, and friendships continues to call me to a daily accountability of those resources.

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INTRODUCTION

Have you ever said “Thank God it’s Monday”? Why is that such an unbelievable statement? Why does “Thank God it’s *Friday*” just roll off your tongue? Why is TGIF an instantly recognizable acronym for the relief we feel at the end of a workweek, knowing we can spend the weekend doing something enjoyable? Why do we thank God for saving us from the one thing in which we invest up to 50 percent of our waking hours? If we dread the work we are doing, is it an honorable use of our time? Do you really think it’s possible to fulfill your purpose if you’re doing work that is not meaningful and fulfilling?

Maybe you’re one of the many who have gotten caught up in thinking work is just something you do to support your weekends. Work is that necessary evil in our lives, a means to an end, or just a curse from God. You probably take your role of providing for yourself and those depending on you seriously. But you don’t expect to enjoy your work—you just do what has to be done.

Only now you’re seeing that even loyalty and dependability bring no guarantees. Lately you’ve seen coworkers who have been let go after years of faithful service. Perhaps your entire industry has been shaken by outsourcing or changing technology. Maybe you’re tired of the long commute and being tied to your desk when you know you could make your own hours and still

be productive. You may have ideas stirring that you think could create new income and time freedom.

But here comes another Monday. Maybe feeling trapped is just the reality of the way things are. Doesn't everyone dread Mondays? Don't we put our true *calling* on the shelf when we leave for work on Monday morning? Does our work even matter in the final evaluation of a life well lived? Don't all responsible people just bury their dreams and passions in exchange for getting a paycheck?

Absolutely not! Let me assure you that it doesn't need to be this way at all. All of us, no matter how old we are or what kind of work we're doing, can learn to bring the same excitement to our jobs that we bring to whatever we love to do on our days off. I believe that each one of us can pursue work that is a reflection of our best selves—a true fulfillment of our callings. What we do on Mondays is a more visible expression of our applied faith than how we spend fifty-eight minutes on Sunday morning.

For many of you, *No More Dreaded Mondays* will present a process of waking up the dreams and passions you had as a child. Have you ever met an unimaginative five year old? Probably not. When you were five, you probably had a dream. Maybe in the still of the night you thought you heard God speaking to you—calling you to a certain type of life and a special kind of work.

So what happened? Well, life happened. Along the way, in our desire to be responsible, practical, and realistic adults, too many of us wildly imaginative kids lost touch with our creative abilities and gave up a commitment to translating our dreams into enjoyable and fulfilling work. But it doesn't need to be that way. All of us, no matter how old we are or what kind of work we're doing, can learn to bring that authentic, childlike creativity to our work.

In fact, the moment you express a desire for something more than repetitive, meaningless work, something more than simply punching the clock, the moment you realize that meaningful, purposeful, and profitable work really *is* a possibility, you've already

taken an important step toward reawakening the dreams and passions you haven't had in years—or might never have had at all. All of a sudden, complacency and “comfortable misery” become intolerable. The idea of putting your *calling* on the shelf becomes intolerable. Not only do we have the opportunity, we have the *responsibility* to spend our working hours in work that will elevate us to our highest calling and transform the world around us.

No More Dreaded Mondays will show you that meaningful work really is within your grasp. It will help you recapture that child-like creativity you may have lost. It may release the dreams and sense of purpose you had as a child. You may find your prayers invigorated, now knowing there is a day-by-day application of God's design for your life. And once you've opened the door and seen all the exciting career opportunities that await you—whether you decide to revolutionize your current job or launch a new career altogether—you'll find you can't go back to the old way of working. It's like you've fanned to life some dying embers, ignited a new flame of possibility. That inner light of your childhood imagination might have been dimmed by your “adult” notions of work, but this book will help you rekindle it again so that you get a real sense of all the possibilities available to you.

We can find ways to express our hopes and dreams in our daily work. While I certainly don't advocate confusing “who we are” with “what we do,” I believe that our work can be our best gift to ourselves, our friends and family, our communities—and the best expression of our purpose here on earth. Given the amount of time we spend working, failure to find meaningful, significant work is not just a minor misstep in living out God's plan; it is a deeper kind of failure that can make each day feel like living death.

It's no surprise that we often choose to dismiss work's importance by reducing it to a necessary evil that merely provides a paycheck. But as long as we view work as simply something we have to do to pay the bills, we keep ourselves from embracing

our talents and gifts, from recognizing our visions, dreams, and passions. Fulfilling work, work that integrates our talents and our passions, work done for a worthy purpose, has always been a sign of inner—and outer—maturity and wisdom.

And there's an even more urgent need to seek out more meaningful work. In today's fast-changing world, we can no longer afford to simply show up at work, punch a clock, and expect payment for our time; in fact, we put ourselves at tremendous risk if we do. Many of us have been raised to think that all we need to do to achieve success and security is finish school, get a job with the right company, put in 35 years or so, and wait for the proverbial gold watch. But those days are over, never to return. In today's volatile workplace, the average job lasts a mere 3.2 years. Companies are dismantling pension plans, cutting health insurance benefits, and replacing the gold watch with a pink slip. So has the workplace become a hostile environment? Have all the good opportunities disappeared? Have we been doomed to lives of financial mediocrity and soul-crushing work conditions? The answer to each of these questions is a resounding no.

But the workplace *has* changed. And we need to change along with it. We need to change the way we think about our jobs, about work hours and salaries, and about job security. As we witness the destruction of the old model of work, is it possible to imagine a new model that's about more than drudgery, boredom, and a paycheck that's never enough? The answer is an enthusiastic yes. Everywhere you look, you'll find new and exciting opportunities. Keep in mind, however, they are a lot different from the choices of previous generations.

I have had the privilege of experiencing these changes firsthand, so I know how scary and intimidating they may seem at first. The future that was presented to me when I was a young boy was a lot different from the varied but exciting path I have taken. If I had followed the career path my parents laid out for me, there's a strong possibility that today I'd dread Mondays and de-

spise my daily work as many of you do. Breaking away from the life expected of me was not easy; in fact, it caused a severe breach in my relationship with my parents, as walking away from the work also meant leaving my family's religious culture. But I'm forever grateful that I did not forsake my search for my true calling—for a daily enriching spiritual life and work that fulfills God's purpose for my life. And let me add that time is a wonderful healer. As with any change, there are fears and growing pains associated with the search for meaningful work. Over time, however, I was able to reestablish family bonds and share the joys not only of connecting grandparents with grandchildren but also of newly discovered meaningful work.

I was born into a conservative rural Ohio family. Torn between the need to provide for our family and the desire to embrace his spiritual calling, my father both worked as a farmer and served as pastor to the little local Mennonite church. His double life instilled in me the idea that work was just a necessary evil, while a *calling* had to be squeezed in around the realistic demands of working. Hard work meant being responsible, and it left little time for anything playful or pleasurable. Frankly, anything that provided enjoyment was suspected as being self-serving, which further reinforced the idea that there was no merit in expecting joy in work. Amusement parks, fancy cars, TV viewing, ball games, and higher education were more examples of useless and dangerous activities that would likely pull a person away from what was eternally important. Exhausting farmwork was a matter of survival; *work that you enjoyed demonstrated egotistical selfishness.*

Despite the limitations on the things I could do or the places I could go, nothing could stop my mind from wandering. As I was working out in the fields, I was also imagining a world I had never seen.

Somehow in that restricted world, when I was about twelve years old, I was able to get a copy of the little 33½ rpm record by Earl Nightingale titled *The Strangest Secret*. On it I heard this gravelly-voiced man say that I could be everything I wanted to be

by simply changing my thinking. He talked about six words that could dramatically affect the results of my best efforts: *We become what we think about*. I recognized that, if that were true, the possibilities of what I could do with my life were limitless. Nightingale's Secret, the Biblical principle "As a man thinketh in his heart, so is he," and Norman Vincent Peale's *Power of Positive Thinking* all came alive as more than just words.

Knowing this radical way of thinking would not be welcome in my house, I hid that little record under my mattress, bringing it out night after night to hear again the promises of a better life. While friends were hiding their girlie magazines under their beds, it was this message of hope and opportunity that captured my imagination.

I began to see the impact of that thinking on my belief system. Any complacency I might have held about my future disappeared forever. I became intensely curious about the world and began to explore the way things worked, how they could be made better, and what possibilities existed for change and innovation. I would take the lawn mower engine apart to see if I could improve its power and efficiency. I improvised new machines and inventions from old parts I salvaged from the local dump. I was drawn to the Biblical stories of Joshua, Joseph, and Solomon. I saw them as examples of people who dreamed things that others thought impossible and who created plans of action to make their dreams a reality.

I became adept at coming up with new solutions to problems in my little world. Since we lived miles out in the country and it was impossible to get to town on my own to see my buddies, I devised a way to turn our small Ford tractor into a makeshift hot rod. I took the rear-end assembly from a junk car and attached the driveshaft to the power takeoff (PTO) on the tractor. After pushing the tractor to maximum speed, I could take it out of gear, engage the PTO, and push the tractor much faster than it was ever intended to go.

The farming environment exposed me to carpentry, plumbing, and electrical and mechanical systems, but I began to seek out new opportunities—everything from selling Christmas cards to setting up my first roadside business—wherever I could. After my mother canned all the sweet corn our cellars would hold, I would get up at five o'clock in the morning, go out and pick the remaining corn, and head for the main road with our little tractor and a trailer full of excess corn. With my homemade sign, I would sell ears of corn for thirty cents a dozen and collect my growing nest egg. Meanwhile, my infatuation with fast and fancy cars grew stronger, thanks in part to the fact that my grandparents on both sides were horse-and-buggy Amish—no cars were allowed in their households. Even when my parents decided they would have a car, the car had to be black. Some of you have undoubtedly experienced the attraction of those things that are forbidden by religious legalism.

My first car was entirely handmade. When I was eighteen years old, I purchased a 1931 Model A Ford for fifty dollars. Slowly and meticulously, I began building a running street rod. Every time I found myself with an extra five dollars, instead of blowing it on candy or clothes, I would go to the junkyard and buy a generator or a set of seats. I learned by doing, as well as by listening and talking to anyone who knew more than I did. Remember, I didn't have a dad who would take me into town to purchase a "cool" car. In our family, cars were strictly for transportation. Anything that accented visual appeal or high performance was nothing but "worldly." So while my friends conned their parents into buying them their first cars, I put in every spare minute in that unheated old chicken coop where I was building my car. One year later I drove out with an eye-stopping hot rod with a Chrysler hemi engine. This simple farm kid suddenly had a car that outshone those of most of my friends.

Seeing these simple dreams come true fueled my desire for new experiences. Upon completing high school, I was expected

to become a full-time member of our family farming operation. But I wanted more, and I knew that college would help open new doors for me. Against my father's wishes, I decided to further my education. I was required to help with the dairy and farming chores beginning at 5:30 A.M. But I didn't let that little detail deter me. I enrolled in a branch campus of Ohio State University, where I could attend classes from 6:00 to 10:00 P.M.

As a poor kid with good grades, I qualified for an eighteen-hundred-dollar tuition grant. However, my predilection for seeing things in new ways was already hindering a "normal" view of having money in the bank. The tuition was not payable immediately but would be due over the next several months—which meant I had eighteen hundred dollars in hard, cold cash sitting in my bank account.

Surely, I thought, I could leverage that money into something more. I responded to an ad in a magazine much like the ones many of you have seen: "Get into the vending business; you don't have to sell anything. We install the machines—all you have to do is collect the money." My eighteen hundred dollars purchased ten hot cashew machines. *What could be more appealing than hot cashews?* I thought. Cashews are the perfect snack food—wholesome, nutritious, and a perfect complement to any beverage. This was going to be too easy. I envisioned my machines finding homes in ballparks, family recreation centers, and the local convenience store. But things didn't turn out exactly as I had planned.

A representative came to place the machines. Unfortunately, the company rep preferred to locate the machines in the sleaziest bars he could find. Picture it: a shy, backward Mennonite kid discovering that his machines were being installed in places he himself had never been allowed to enter.

Guess what else didn't turn out as I expected. Do you know what happens to cashews under heat if they are not stirred about once every twelve hours? They *mold* ! I immediately began getting calls from these sordid establishments telling me to get those ma-

chines out or suffer the wrath of their inebriated customers. I picked up my ten precious machines and hid them in an old storage shed where my dad would never be made aware of my stupidity. Months later I sold them for roughly ten cents on the dollar. When it came time to pay my tuition, I had to get out and hustle for the money I had lost. I squeezed in odd jobs around my already busy schedule of farm chores and college classes. It was my first of many painful lessons that looking for a quick buck is typically a recipe for disaster.

The key to real success is not about jumping on the latest, greatest idea you read about in a magazine or on some website; it's not about trying to make a quick buck. It's about knowing yourself so completely that you can identify a work fit that you will find enjoyable, rewarding, and profitable. Unfortunately, I was a slow learner. This was not the last time I found myself on the receiving end of this message. Years later, I was reminded of this basic principle again after buying a health and fitness center. Now keep in mind, I personally don't like the fitness center environment. I am much too impatient for the socializing and the slow pace of workouts in that setting. But I saw the bottom line and thought I could make money. Boy, was I wrong. After three frustrating years, I sold that business at public auction, taking about a \$430,000 loss. It was just another of the many hard lessons that taught me the importance of finding a proper fit when it comes to type of work and work model.

Now, the answer was not to take the safe path and avoid taking chances, but rather to stay true to my unique, God-given talents and not try to duplicate the successes of someone else. This is one of the core concepts of *No More Dreaded Mondays*: You have to look inward for the keys to your success. Knowing yourself well will give you the necessary insight for choosing work that leads to both fulfillment and financial rewards. Trying to mimic someone else's success will usually lead to heartache and disappointment.

Since the fitness center disaster, I've been a lot more honest with myself about the kind of work that's right for me. I have

built service businesses and provided consulting, speaking, and public seminars. Along the way I got multiple college degrees in my ever-expanding quest for new knowledge and information. I even found time to marry a beautiful wife and be a daddy to three wonderful children. For decades my wife has loved me, encouraged me, and helped me through all of this learning, mistake making, and learning all over again. Today I provide executive career coaching, develop innovative personal improvement products, write books, and run a virtual business. While my businesses have neither physical facilities nor employees, I have multiple revenue streams and an income that puts me in the top 3 percent of America's earners. My family's lives are streamlined and focused. My wife and I have more control of our time than we had imagined was possible. Our children and grandchildren are integral parts of our work and play activities. We enjoy the feedback of other people who have benefited from our efforts and consider ourselves to be truly blessed with the multiple characteristics of true success.

Let me emphasize that the process of getting here was not wasted time. I loved the variety of things I did—and I don't regret the bad choices. I was not prepared or qualified by life experiences at twenty-five or thirty-five to do what I do today. There is value in the process of finding your true calling—and it may include some bumps along the way. I know we all wish for that "road to Damascus" experience where God clearly and dramatically reveals the plan for our life. But in my experience, clarity doesn't often come in that way.

If you are always successful, it's unlikely that you've really stretched yourself to see what you are capable of doing. Like a high jumper, if you always clear the bar, you don't really know how good you could be. It's only when you trip the bar that you have a true indication of where your limits lie. Don't be afraid of failing, for it's in failing that we grow and expand our boundaries. A life of seeking God's perfect will and path does not guarantee a

smooth and trouble-free journey. “If you wait until the wind and the weather are just right, you will never plant anything and never harvest anything” (Ecclesiastes 11:4, GNT).

It is out of this backdrop that the material in *No More Dreaded Mondays* has been refined. I hope you can bypass some of the lessons I learned from the school of hard knocks and still experience the absolute joy that I have had in finding meaningful and fulfilling work. Even on Monday mornings.

No More Dreaded Mondays will walk you through the process of embracing change—even when that change is unexpected and unwelcome. We’ll see how old models of work are disappearing but new ones are unfolding right before our eyes. We’ll explore how to recognize and capitalize on these changes. You won’t have the job your mom or dad did, but you can prosper and thrive as you put yourself in the driver’s seat of your work life. You can identify your best fit as an employee, a free agent, an independent contractor, a contingency worker, a consultant, an entrepreneur, or a business owner and be confident that you have chosen meaningful, fulfilling work. The Bible doesn’t talk about computer programming or being an airline pilot, but it gives us solid principles for work that matters. Your options are not shrinking, they are expanding. You’ve shattered any comfortable misery. You’re past the point of ever being content with just getting a paycheck. Get ready to remove forever the stigma of Monday mornings. From now on, every day is Friday!



DON'T BE "STUPID"

William and his wife, Bonnie, were smiling when they walked into my office, but it was clear they had a lot on their minds. They were worried about their financial future and eager for advice. Both were attractive, vibrant professionals who were clearly confident and successful. At fifty-three years old, William had been a commercial pilot with a major airline for twenty-seven years. His annual salary was more than \$200,000, and years earlier he had calculated that, with his investments and his pension, he could retire in high style by age fifty-six. But then his investments took a big dive and the airline defaulted on its pension plan. Suddenly it seemed uncertain that he'd even have a job for three more years, let alone the money to stop working.

William and Bonnie are not alone in having their career path and financial plans disappear within months. The status of most employee pension plans sits somewhere between threatened and dead and gone. IBM has announced it will discontinue pension benefits starting in 2008 and shift to 401(k) plans that will save the company as much as \$3 billion over the next few years. Following the lead of United and US Airways, other major airlines have proposed dumping their pensions in bankruptcy. All-state Insurance has "invited" all 6,200 of its agents to become independent contractors, giving up their health insurance and pension benefits in the process. There is no way the federal Pension Benefit Guaranty Corporation can back up these folding

pension plans. The PBGC is already on the hook for \$62.3 billion in expected pension payouts with only \$390 billion in its accounts. So where does this leave you and me?

“Revolutionary” Thinking

As I told William and Bonnie, if you think like a traditional “employee,” you are placing yourself in jeopardy. We are witnessing the dawn of a revolution in which each one of us will become completely responsible for our own income, benefits, and retirement. But don’t assume this is a negative transition—in fact, what I’m going to reveal in these pages is that never before have we had so many opportunities to take control over the shape of our careers. Never before has the potential for fulfilling work and true wealth been greater. Sure, the times, they are a-changing. But you can stay ahead of the inevitable changes—and benefit from them—by *seeing* the wealth of new opportunities available to you and planning for them now.

While my use of the word *Revolutionary* may conjure up the idea of donning a pointy hat and bringing a cannon in to work tomorrow, that’s not exactly what I have in mind. The dictionary defines *revolutionary* as “radically new or innovative; outside or beyond established procedure, principles, etc.,” as in a revolutionary discovery. It’s revolutionary to become more than simply complacent in your workplace. After all, the traditional employee does not often embrace radically new or innovative thinking—and frequently does not think much at all. The traditional employee does what he or she is expected to do, completes established procedures, and makes sure things are done today the same way they were done yesterday. Revolutionaries pave their own ways; they stretch the rules and think of ways to do things *better*. A brief warning: Revolutionaries may be seen as threats to the status quo. I even have a close friend who was fired for “thinking too much.” In traditional work positions, the requirements of the job are frequently imposed on you, regardless of

your passions, calling, or unique skills. But what kind of way is this to spend the majority of your waking life? Wasn't my friend's firing really a kind of liberation?

And what about you? Does your work really allow you to make the best use of your abilities, your personality traits, your values and dreams? If you were to pull the paycheck blindfold off your eyes, would you see work that's authentically fulfilling?

If you are committed to a life of purpose and meaning, your work will necessarily become something more than a tool to make money. Work itself will become a sacred experience, a channel through which you shine your unique light, extend your love, and make a difference in the world. We can transform our work by seeing it as the primary application of our purpose rather than a necessary and practical evil. We will shift from viewing work as something that serves only our own needs to seeing it as a calling that enables us to serve others, share God's love, and activate a chain of miracles. "Anyone, then, who knows the good he ought to do and doesn't do it, sins" (James 4:17, NIV).

Have You Made the Most of the Life You Have?

- Are you where you thought you'd be at this stage of your life?
- Have you ever had a sense of God's calling?
- How did you hear that calling?
- Is your work a fulfillment of your calling?
- Do you go home at night with a sense of meaning, purpose, and accomplishment?
- If nothing changed in your life over the next five years, would that be okay?
- If you want different results next year, what are you willing to change about what you are doing now?

Within the pages of *No More Dreaded Mondays*, you will discover new opportunities and rediscover things about yourself that will provide you with a sense of meaning, accomplishment,

and fulfillment. This book is filled with practical advice on how to move from traditional work to an authentic—and perhaps revolutionary—investment of your time and energy. And as you become a Revolutionary, you will find the preceding questions much easier to answer.

Success is never an accident. It typically starts as imagination, becomes a dream, stimulates a goal, grows into a plan of action—which then inevitably meets with opportunity. Don't get stuck along the way.

Sit Straight and Stay in the Lines . . . Why?

Unfortunately, from the first day of school, our academic system has been teaching us to work in a workplace that is disappearing. We were told to sit up straight, talk only when it was our turn, walk in an orderly fashion to the lunchroom, follow instructions, and color inside the lines. These instructions encourage the mindset we can refer to as “paycheck mentality.” As children, we learn that, if we go by the rules, do what we’re told, we will be rewarded. Do what the teacher says, and you’ll get good grades. Naturally these lessons prepare us for a paycheck mentality: Show up for work, don’t make waves, and put in your time. With these skills you can get a paycheck, but you probably won’t be equipped for the revolution in the workplace that will liberate you from the old way of working: mind-numbing and often poorly paid production- and knowledge-based work models. By *production work* I mean the repetitive work done in factories and on assembly lines. By *knowledge work* I mean the kind that involves managing data and analyzing information. Not only are these models outdated and soul-stripping, but they’re endangered by technology and easily outsourced. *Revolutionaries*, by contrast, may change what they do every day; they look for results, they

don't watch for how many hours they have worked, and they work in ways that may be unique and surprising.

He who rejects change is the architect of decay. The only human institution which rejects progress is the cemetery.

—Harold Wilson

According to the late Peter Drucker, we are reaching the end of a forty-year period (1970–2010) that has brought more change than the world has ever seen—and there's more where that came from. As we approach the end of this time frame, the speed of change is increasing. The U.S. Bureau of Labor Statistics is now predicting that 50 percent of the jobs we will have in the next ten years have not yet been created. Bureau experts are further predicting that in another five years only 50 percent of the American workforce will be employees. We are seeing an explosion of new work models, including consultants, independent contractors, electronic immigrants, teleworkers, and contingency laborers. While in past years entrepreneurs were expected to rent buildings and hire employees, these days they may operate Internet businesses that require neither. Today's temps may work from home and design their own schedules. These are not the characteristics of the workplace we were led to expect by our parents and grandparents. These are not the kinds of workplaces where the loyalty of a company guarantees us a weekly paycheck in exchange for our time.

If terms like *contingency worker* or *temp* sound unappealing, you can create your own. What would you like to be called? How about "creative," "free," "imaginative," "innovative," "original," "ingenious," "inspired," "pioneering," "groundbreaking," or "clever"? Why don't you create your own original word for your ideal work environment?

A few years ago I decided that instead of *entrepreneur*, the term

Eaglepreneur had a nicer ring to it and accentuated the way I differ from a traditional entrepreneur. I liked many aspects of what is implied by the term *entrepreneur*, but I did not envision myself as another Bill Gates or Sam Walton or dream of managing twenty thousand employees. I enjoy working independently and making my own decisions, but I'd rather not be bogged down by the traditional business elements of a bricks-and-mortar establishment with employees, leases, and sign permits. Therefore, I decided I was an Eaglepreneur. Go ahead, check it out—<http://www.eaglepreneur.com>—I have the domain. I claimed that title, and you can do the same with your own. As a Revolutionary, you too will recognize the new opportunities to custom-build your own fulfilling work.

Yes, the workplace is changing—and yes, the career ladder is broken. Today's career path may look more like a labyrinth, in which every time you thought you were heading straight toward the goal, you reach a turn in the road and need to change direction to continue your progress.



It's initially frightening, of course, but only before you consider the payoff. These days, you can build skills and competence in



Revolutionary Insight

Chain Saw Consultant

This is an actual term being used for a consultant hired specifically to reduce employee head count, allowing the company's top executives to remain blameless. (See <http://www.wordspy.com/words/chainsawconsultant.asp>.)

one job and move along to a new company, confident that you are still on the right path. But forget about moving up one notch each year in your current company—it may not happen. You can also forget about being rewarded just because you've been around one more year. Few people are being rewarded for longevity. The only things that get rewarded in today's workplace are *results*.

Yes, millions of Americans have found this new way of working intimidating and unexpected. This giant tidal wave of change has swept over their lives, frequently not taking them *toward* their dreams but setting them *back*, sometimes tragically. Rather than the pleasant retirement they anticipated, they have been confronted with downsizing, outsourcing, reengineering, mergers, acquisitions, and restructuring. Seniority is no longer valued, and common benefits like health insurance are disappearing, even in the jobs that do remain.

As I wrote about in my previous book, *48 Days to the Work You Love*, many people have felt victimized by these workplace changes. ATMs are doing the work of 179,000 former bank tellers, sight-recognition machines have replaced 47,000 postal workers, and self-scanning systems now help you check out at the grocery store without the need for a friendly cashier. Apparel workers and financial analysts have been coerced into training their foreign counterparts who will work for a fraction of the hourly wage expected in America. Also in this group are the 33,000 General Motors employees who have been told their jobs

will be eliminated. Volkswagen is predicting the elimination of 20,000 jobs; at the time of this writing, Ford is threatening to cut 40,000 positions, Chrysler 14,500, and Mercedes 6,000. No one is immune from the changes that face us every day.

There is another important reason that work needs to be re-defined: Today we're all looking for more than just a paycheck. We have philosophical and spiritual questions that challenge our workplace contentment. With all the uncertainty in the workplace and the uncertainty in our world in general, I find that more people than ever before are looking for ways to contribute—to make a difference, to make the world a better place, to do something noble, to make sure they are living out the purpose for their lives by doing work that really matters.

Fortunately, the unexpected opportunities for doing just that are astounding. Thanks to the Internet, the ease of communication around the world, and the growth of service and information computer applications, it's never been easier to start a small business and run it from home with virtually no overhead. People are finding a new affirmation of right-brain skills and the profitability of artistic, creative, and compassionate skills.

Here are just a few examples of some Revolutionaries I've met lately who never could have done what they're doing in previous eras but who are thriving today. At a recent corporate party, a gentleman drew a quick caricature of my wife and me, telling us he gets a hundred dollars an hour for doing what he loves to do. Every Friday our masseuse arrives at our house, providing our massages in a manner convenient for us and with no rent or utility costs for her. A recent client decided to forgo traditional publishing and instead write an e-book; he now nets in excess of ten thousand dollars a month, with no printing or shipping charges. A young man just completed a stamped concrete sidewalk at our country house. Although he has only a high school diploma, I paid him as much as I'd have paid a highly trained professional for his unique ability.

And in my own business, I'm constantly on the lookout for new ways to grow and reach more people. I recently experimented with a teleseminar, giving a talk on a niche topic to students from around the world who participated without the obstacles of travel and hotel expenses. I put on my blue jeans, baseball cap, and a headset, and after a mere seventy-minute presentation deposited eighteen thousand dollars in my bank account.

These and other revolutionary work models aren't just providing us with exciting and fulfilling new career paths. As a (perhaps surprising) added benefit, they are raising our standards of living. People often assume that if they follow their dreams or do something more creative and less traditional, they will have to adjust to a meager income. Most of us assume, for instance, that if we were in "full-time ministry" we would have to adjust to living on beans and rice. However, in my observation and personal experience, I have seen the opposite—following one's dreams, calling, or ministry typically releases not only a new sense of peace, meaning, and accomplishment but also a financial windfall.

The Bible gives dignity to any honest work. There are few non-sacred occupations. The idea of being "called to ministry or

Outrageous Outsourcing

We've all heard about the jobs going to India and China. Well, here's an even more imposing proposition. A California company plans to anchor a six-hundred-cabin cruise ship just beyond the three-mile limit off the coast of El Segundo, near Los Angeles, and fill it with foreign software programmers. The company will classify the workers as seamen and thus avoid U.S. payroll taxes and the need for visas. The programmers will work eight- or ten-hour shifts, day or night, and receive about \$21,500 a year. I can't decide whether to admire the company's creativity or be outraged by its audacity.

POT-SHOTS

Brilliant Thoughts in 17 Words or Less

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full-time service” is simply a cultural misrepresentation of God’s view of meaningful work. We need to eliminate the artificial ranking that assigns a higher degree of godliness to certain types of work. There are no second-class citizens in the workplace. I thank God for the talents of our lawn-maintenance man, and I’m touched deeply when I see the beauty he creates in the grass, flowers, and trees surrounding our home. Fulfilling our unique calling will be expressed in a wide variety of applications in the work we do. Don’t assume that only church-paid positions provide



Revolutionary Insight

Tabula Rasa—The Power of a Clean Slate

Tabula rasa is a Latin term meaning “clean slate.” Now, I know this may sound intimidating when we’re talking about a career path. After all, many of us have been trained to think of our careers—and our lives—as linear progressions. We go to school to learn certain skills to benefit us in a particular trade or profession. Who wants to start a new career path from scratch once they’ve laid the foundation for what they thought was a

predictable one? Well, the most successful people usually view change differently.

It was a cold December night in West Orange, New Jersey. Thomas Edison's factory was humming with activity. Work was proceeding on a variety of fronts as the great inventor was trying to turn more of his dreams into practical realities.

Edison's plant, made of concrete and steel, was deemed fireproof. As you may have already guessed, it wasn't! On that frigid night in 1914, the sky was lit up by a sensational blaze that had burst through the plant roof.

Edison's twenty-four-year-old son, Charles, made a frenzied search for his father. When Charles finally found him, the famous inventor was watching the fire. His white hair was blowing in the wind, and his face was illuminated by the leaping flames. "My heart ached for him," said Charles. "Here he was, sixty-seven years old, and everything he had worked for was going up in flames. When he saw me, he shouted, 'Charles! Where's your mother?' When I told him I didn't know, he said, 'Find her! Bring her here! She'll never see anything like this as long as she lives.' "

The next morning, Mr. Edison looked at the ruins of his factory and said this of his loss: "There's value in disaster. All our mistakes are burned up. Thank God, we can start anew."

What a wonderful perspective on an event that at first glance seemed disastrous! A job loss, a business failure, a personal dream gone sour—whether these things destroy an individual depends largely on the attitude he or she takes toward them. When you're faced with your own disaster, sort out why the misfortune happened and learn something from it. Think of different approaches that can be taken the next time. With any failure, there is a lesson to be learned and forgiveness to be found. Wipe the slate clean and look forward. Start over. Be wiser and humbler in view of what has happened, but don't stop living because of it.

Don't ignore the value of your *tabula rasa*.

opportunities to do godly work. Humanitarian, non-profit, and ministry work opportunities are exploding—and they don't require a poverty-level income.

Telecommuting allows today's workers to make big-city money while living high in the hills of Colorado. Virtual businesses allow shoestring operations to compete with traditional bricks-and-mortar businesses, without the hassle of overhead expenses.

And the opportunities aren't limited to those of us who want to strike out on our own. In the past ten years, there has been a 96 percent increase in the number of American workers who have negotiated flexible work schedules. John Challenger, of the outplacement consulting firm Challenger, Gray & Christmas, recently reported that 29 percent of the workforce has a lot of say in where and when they work. JetBlue Airways may be the ultimate example. All of the airline's one thousand reservations agents work from computers in their homes.

With advances in technology and a shrinking skilled labor pool, companies can look anywhere in the world for workers. You can complain about "all the jobs going to India" or be thrilled that now you can live on top of a mountain in Woodland Park, Colorado, and still be integrally involved in the day-to-day operations of a great company (as my son Kevin is). Thanks to satellite Internet reception, he can run with the elk in the morning, teach his kids to fly-fish at midday, and be on a national conference call that afternoon—all with no commute to the office or compromise in compensation.

Make no mistake about it, change of all kinds—economic, social, cultural, technological, and political—is not merely accelerating but exploding. And the rate of change shows no sign of slowing in our lifetime. *Capitalism and free enterprise have fueled the new opportunities—and also widened the chasm between those who cling to the past and those who welcome the inevitable changes.*

No More Dreaded Mondays will put you in the driver's seat to understand, embrace, and profit from these inevitable changes.

Failure is the opportunity to begin again more intelligently.

—Henry Ford

Don't Be "Stupid"!

As the United States has become more industrially and technologically advanced, we have confused bigger with better, more work with more success, and in the process lost many simple pleasures. Too often we see our work as little more than the means to a paycheck—a boring, repetitive process devoid of any real challenge and appealing engagement.

As far back as 1776, Adam Smith saw the dangers of moving in this direction. In his highly influential *Wealth of Nations*, he wrote that a person who spends his life performing the same repetitive tasks “generally becomes as stupid and ignorant as it is possible for a human creature to become.” Wow! Now, that’s not a pretty picture. Unfortunately, much of our work today consists of those boring, repetitive tasks. But those of us doing these tasks are not only in danger of extreme boredom; we are also highly at risk for being replaced by computers, by new technologies, or by people somewhere in the world willing to work for lower wages. And we are at risk of losing touch with our sense of God’s calling.

Let me assure you, this is not a time to move backward or to discard the many advances in work models and options. I am writing to assure you that *business is not declining and opportunities are not diminishing. However, they most surely are changing.*

We have seen similar changes and transformations as we moved from the Agricultural Age to the Industrial Age to the Technological Age to the Information Age and now to the Idea Age. Just as we have seen transitions from production work to knowledge work, we are now moving into an era that embraces

“high concept” and “high touch” models of work. In place of the left-brain skills that were so crucial in the dawn of the Information Age, we are seeing empathy, joyfulness, storytelling, and caring as the defining characteristics of those who are flourishing and prospering today. If you have a heart of compassion and a desire to bring healing to the world, today may be the most opportune time in history for you to fulfill that passion.

In today's work arena, creativity may be more of an asset than competence.

Competence may imply arriving on time, doing what's expected, and being a loyal employee. It may mean having an appropriate degree and being certified to complete a series of tasks. Yet thousands of workers with all of those characteristics have found that they have been summarily replaced or simply eliminated, often with little compensation or advance notice. Creativity does not come from special intelligence or training—rather, it comes from listening to what you already know, looking at yourself, and recognizing common solutions to new challenges. Most

Honey, I Got Fired

Nathaniel Hawthorne went home to tell his wife that he had just been fired from his job. “Good,” she said. “Now you can write your book.” “What do we live on meanwhile?” Hawthorne asked. His wife opened a drawer filled with money. “I have always known that you are a man of genius,” she said. “So I saved a little each week, and now I have enough to last for a year.” Hawthorne used the time to write *The Scarlet Letter*, one of the great masterpieces of American literature.

of us have creative ideas every day, in the shower, on a walk with our kids, or during a boring meeting. Now is the time to embrace those ideas and act on them.

I have a friend whose husband came home with a red computer button and casually asked her, "What can we do with this?" Together, they turned it into a gag gift item (PANIC button) and have sold over 130,000 without any paid advertising. Soon thereafter, they developed "the lowest cost PC (Pencil Computer) on the Planet." They state that you can brag that this PC is "crash proof, never gets viruses, never needs to reboot, and is wireless." And, yes, they've sold over 100,000 ordinary pencils in little plastic bags that announce their wonderful features. (See <http://www.panicbuttons.com>.)

I urge you to stop looking at today's changes as threats and start seeing them rather as opportunities. As Napoleon Hill wrote in 1937 in his classic book, *Think and Grow Rich*, "With every change, there are the equal seeds of opportunity."

Throughout history, society's problem solvers have been generously rewarded for their efforts. Eli Whitney invented the cotton gin. But the Eli Whitneys of the world didn't add to unemployment; they stimulated the development of new and fulfilling opportunities as people were absorbed into the next equally fulfilling and prosperous chapter in American history. Repeatedly I hear from people eighteen months after they were fired that losing their jobs was "the best thing that ever happened" to them.

Ready for a Change? This Book Is for You!

Today's best opportunities may not include punching a clock, having a company car, or being provided health insurance and a retirement plan. They may not involve an eight-to-five schedule or even the need to go to an office. While this may be frightening to you if you have never experienced anything else, recognize that these opportunities are more exciting, personally fulfilling,

and financially rewarding than any of the predictable jobs of the last hundred years.

*Oh, you hate your job? Why didn't you say so?
There's a support group for that. It's called everybody,
and they meet at the bar.*

—Drew Carey

If you are a baby boomer (born between 1946 and 1964), you may never have experienced anything other than the “go to work—get paid” model. Fortunately, it’s never too late to stretch your thinking. You are about to see a variety of examples of the coming models of work. While retirement may be expected at age sixty-two, you may be one of the many who want or need to continue in fulfilling and profitable work. No problem—you will see the variety of ways you can do exactly that. And you don’t have to beg for a paycheck for that to happen.

If you’re a member of Generation X (born between 1965 and 1981), you may already have seen parents lose their jobs after twenty-five years of faithful service and through no fault of their



Revolutionary Insight

Reframing—A New Way of Thinking

No, I’m not going to offer instruction on how to build your house again. *Reframing* is a term used in Neuro-Linguistic Programming that refers to the process of seeing things, problems, situations, or people in new ways. Psychologists frequently help their patients reframe negative thoughts or beliefs by connecting them with positive experiences. But there are many ways to use this technique in every area of our lives. For example, if you imagine a computer keyboard with a new layout, then

you've just reframed the idea that the current model is the best there is. Travel in England and drive on the "wrong" side of the road and you've reframed your normal experience of highway travel. Dream up a life in which you never want to retire and you've reframed your normal way of thinking. There is a story of the Peruvian Indians who, upon seeing the sails of their Spanish invaders coming in from the sea, attributed the sight to a mirage or freakish weather and went about their business. They had never seen a sailing vessel before, so they screened out what did not fit their previous experience. Rather than reframing their limited experience to include scenarios they'd never imagined possible, they allowed their conquerors to approach unhindered.

To think of your job as two thousand hours of work in a year rather than fifty weeks of forty hours a week opens up the opportunity of reframing. Another way of reframing your notion of work is to recognize that you may be able to do some of your work at home, in a lake cabin, or while writing a book or spending time with your family.

I worked with Jane to help her reframe her concerns about a teaching position in interior design she'd been offered. Yes, they still want a minimum of forty hours a week, but she will be going to campus only three days a week for two semesters and only two days during the summer. She can devote a great deal of her time to her own practice and the professional organizations of her choosing. Meanwhile, the university will be funding the industry-related research she'd wanted to do for a long time and has offered her a generous allowance to decorate her office. All this in addition to a "full-time" salary package. This is just one example of reframing a "normal" opportunity and recognizing its potential to allow you to do extraordinary things.

How can you reframe your ideas about work and life? Rather than feeling you have a diminishing ability to contribute, perhaps you could take a cue from the movement from production work to knowledge work and think of yourself as moving from "energy" to "wisdom," thereby increasing your value.

own. Your generation is more receptive to building a career path around your areas of competence, but keep in mind that the application of those skills may change as you move from one company to another or even branch out on your own. You are likely looking for a new kind of work—a work model that allows flexibility, embraces family and other personal values, yet connects with a larger sense of purpose. *No More Dreaded Mondays* is your window into the Ideas Age and the resulting “green” businesses, humanitarianism, social entrepreneurship, and ministry opportunities.

*You can't sail to new lands unless you're willing to lose
sight of the shore.*

If you are a Millennial (born since 1981), you are a member of an incredibly sociable, talented, open-minded, influential, and achievement-oriented generation. But you probably have little interest in being tied down by an eight-to-five schedule. Companies are scrambling to design work environments for recruiting, managing, motivating, and retaining you and your peers. But this book will also confirm the many choices you have for *creating* your own version of meaningful work.

If you are an executive or small business owner looking to streamline your business, this book will show you new options for compensating for results, rather than guarantees for time alone. Perhaps you would like the services of a brilliant graphic designer, accountant, salesperson, or web team without the obligation of salaries and benefit packages. Yes, you can reduce your exposure and fixed expenses while still rewarding those who bring value to your company's goals.

If you are a manager hoping to inspire your employees, *No More Dreaded Mondays* will help you match those individuals with positions that release their strongest areas of competence—and thus equip them for peak performance and yourself for managerial excellence.

If you are a university career center director or high school guidance counselor, this book will provide a road map for helping your students recognize what work skills the world really needs. We already know that, ten years after graduation, 80 percent of college graduates are doing something totally unconnected to their degrees. And that's okay. We have to understand that a college degree is part of the maturation process. It helps broaden horizons, but it may do little to prepare for the actual work required for success ten or twenty years later.

Whether you love your current job or loathe it, are hoping to start a new business or better manage your current one, *No More Dreaded Mondays* can help you find, or create, more meaningful, fulfilling, and profitable work.

*The real act of discovery is not in finding new lands,
but in seeing with new eyes.*

—Marcel Proust

Get ready to open your eyes!

If You're a Revolutionary, You Will

- Approach the inevitable changes with excited anticipation rather than intimidating, crippling fear.
- Understand how to create continuity in your life while navigating work-life changes.
- Learn that the goal is not to maintain predictable levels of accomplishment but to open the door to higher levels of success than you ever thought possible.
- Leave mediocrity behind and rise above the day-to-day existence of the average person.
- Move forward expecting to more completely fulfill your calling and to *increase* your time freedom, sense of purpose, and income!