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AND

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**21 GREAT WAYS TO
GET AHEAD IN YOUR CAREER**

BRIAN TRACY

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BRIAN TRACY



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Get Paid More and Promoted Faster

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This book is dedicated to my good friend and business partner, Victor Risling, a man who exemplifies the finest qualities of commitment, dedication, responsibility, and the willingness to always go the extra mile to get the job done. Victor is the ultimate role model for anyone who truly wants to get paid more and promoted faster.

Contents

Preface ix

Introduction: Taking Charge of Your Career
and Your Future 1

- 1 Decide Exactly What You Want 5
- 2 Select the Right Company 11
- 3 Choose the Right Boss 15
- 4 Develop a Positive Attitude 19
- 5 Create a Successful Image 23
- 6 Start Earlier, Work Harder, and Stay Later 29
- 7 Push to the Front 33
- 8 Ask for What You Want 37
- 9 Guard Your Integrity as a Sacred Thing 41
- 10 Think about the Future 45
- 11 Focus on Your Goals 49
- 12 Concentrate on Results 55
- 13 Be a Problem Solver 59
- 14 Unlock Your Inborn Creativity 63

viii Get Paid More and Promoted Faster

- 15 Put People First in Everything 67
- 16 Invest in Yourself Continually 71
- 17 Commit to Excellence 75
- 18 Concentrate on the Customer 79
- 19 Focus on the Bottom Line 83
- 20 Develop Positive Personal Power 87
- 21 Get the Job Done Fast 91

Conclusion: Moving onto the Fast Track
in Your Career 95

Learning Resources of Brian Tracy International 99

Index 107

About the Author 113

Preface

This book is for anyone who wants to take full control over his or her career. If you feel that you are deserving of far more than you are receiving today, you are probably right. This book will show you how to get it. The twenty-one ideas you are about to learn will give you a series of practical, proven techniques that you can implement immediately to move upward and onward more rapidly in any company or job.

These strategies have been distilled and condensed from my more than thirty years of experience in the world of work, at every level, from the most menial job all the way up to the executive suite. I started as a dishwasher and then was a stock boy in a department store. I worked my way through more than twenty different jobs in varying industries and different countries, learning these principles the hard way as I struggled forward.

Throughout my career, I was continually looking around me and asking, "Why is it that some people are more successful than others?" Specifically, why

do some people get paid more and promoted faster at work and others not?

Over the years, I rose from laboring jobs through sales and into management, eventually becoming the chief operating officer of a \$265 million company. Today, I consult with the executives of some of the biggest companies in the world on the subjects of career development and personal success.

In my various positions, I have hired, trained, advised, appraised, promoted, and fired countless people, from junior staff up to company presidents. I have designed and conducted seminars for thousands of ambitious men and women who wanted to get ahead more rapidly.

In my advanced personal coaching programs, I work with successful executives and entrepreneurs to help them to strategize and reorganize themselves to do more of the right things, in the right way, so they can increase their incomes at a faster rate than ever before.

These ideas apply to you, whatever you are doing today. The fact is that you are probably worth twice as much as you are earning right now. You may be worth five or ten times as much. But it is completely up to you to take the necessary actions to maximize your potential at work.

You are in charge. You are the architect of your own career. You largely determine everything that happens to you, especially in the long term. Your chief

responsibility to yourself in your work is to increase your ROE, your “return on energy.” Your main goal should be to get the highest return on the part of your life that you invest in your job. Your aim should be to get paid the very most possible for the amount of time you spend.

It takes just as many years to be a big success in your field as to be average. And the truth is that you are not average. You probably have the capacity to be extraordinary in some way, and possibly in many ways. You almost certainly have within you, at this very moment, untapped talents and abilities that you have never fully utilized. Your job is to identify your special talents and then to apply them to getting the very most out of yourself and your career.

This book has one single focus: career success. It is not about balance, quality of life, or the importance of personal relationships. These vital subjects are better dealt with in another place.

The twenty-one great ideas in this book are aimed solely at helping you fulfill your desire to do as well as you possibly can in your chosen field. These principles are based on the fact that you are in charge of your own career and your own future. You are not a passive agent waiting and hoping for good things to happen to you. Rather, you are the primary creative force in your own life. You are a creator of circumstances, not simply a creature of circumstance.

Every idea, method, strategy, and technique you are about to learn has been tested and proven in the crucible of practical experience. Thousands of men and women are applying these principles every day to dramatically improve their results at work. Regular use of these “twenty-one great ways” will save you years of hard work in reaching the same level of income and success. And there are no real limits on what you can accomplish except for the limits you place on yourself.

BRIAN TRACY

Solana Beach, California

April 2001

Introduction: Taking Charge of Your Career and Your Future

This is a wonderful time in human history to be alive. There have never been more opportunities and possibilities for ambitious people to achieve their career and life goals than exist today.

Your responsibility to yourself and your world is to take full advantage of the doors opening all around you. Your duty is to participate with all your talents and abilities in what many economists are calling “the Golden Age of mankind.” This book will show you how to do it.

In the coming pages, you will learn a series of practical, proven, simple, and effective ways to get paid more money for what you do. You will learn how to get promoted faster to higher levels of authority and responsibility. You will learn how to supercharge your career and put yourself onto the fast track at work.

These methods and techniques are used by the highest paid and most successful people in our society. When you begin to practice them yourself, you

2 Get Paid More and Promoted Faster

will put your foot onto the accelerator of your life and begin racing ahead in your career. You will make more progress in the next couple of years than the average person makes in ten or twenty years of just plodding along with the crowd.

We have moved from an era of lifelong employment to an era of lifelong employability. This means that from now on, you are completely responsible for every part of your work and personal life. One of the biggest mistakes you can ever make is to think that you work for anyone but yourself. No matter who signs your paycheck, you are always your own boss. You are always self-employed. In the long run, you determine how much you get paid, how fast you get promoted, and everything else that happens to you. You are responsible.

The top 3 percent of Americans in terms of pay and promotion view themselves as self-employed, no matter where they work or whom they work for. This attitude of self-employment, of taking complete responsibility for results, makes them more valuable to their companies and to themselves. As a result, more doors open for them. They get paid more and promoted faster.

From now on, see yourself as the president of a company with one employee—yourself. See yourself as responsible for selling one product into a competitive marketplace—your personal services. See your-

self as a consultant to your existing company who is determined to justify the amount you are paid every hour of every day.

Then, begin implementing the twenty-one great ways to get paid more and promoted faster that all fast-trackers use to move ahead more rapidly in their careers. You will never look back.

1

Decide Exactly What You Want

The world has a habit of making room for the man whose words and actions show that he knows where he is going.

—NAPOLEON HILL

This is the “giant step” in personal success and achievement. Decide what you really want from your career. Take the time to analyze your personal talents and abilities. Look deep into yourself to determine what you really enjoy doing. Identify the tasks and activities that most interest you and hold your attention. Think back over your past jobs. What have been your most satisfying experiences and your most enjoyable moments?

You are nature’s greatest miracle. You are the end result of millions of years of evolution. There never has been, nor ever will be, anyone exactly like you. In your genetic code, you have been programmed with

remarkable potential abilities that you can develop to perform certain tasks extraordinarily well.

You have been engineered for success from birth. You have within you deep reservoirs of talent and potential skill that you have not yet tapped into. You have the capacity to be, do, and have virtually anything that you put your mind to. But you must first accept the responsibility of deciding exactly what you really want and then dedicate yourself wholeheartedly to becoming everything you are capable of becoming.

In deciding what you really want, practice the process of *idealization* in your career. Project yourself forward five years and imagine that you were doing the ideal job, with the ideal people, at the ideal salary, and under the ideal conditions. What would it look like? Define your ideal clearly and then determine what you would have to do, starting today, to make it a reality.

Imagine for a moment that you could have any job at all. Imagine that all jobs and positions are open to you. Imagine that there is a job that you would really enjoy doing, hour after hour and day after day.

One of the greatest of all success secrets is for you to decide what you really enjoy doing and then find a way to make a good living doing just that. And this is up to you. No one else can do it for you. You are responsible.

You will almost always be paid more and promoted faster when you are doing something that you

enjoy, something that you find interesting and challenging and that stimulates and motivates you. The fact is that unless you really enjoy your work, you will never be able to develop the commitment, enthusiasm, and dedication necessary to rise above and push through the difficulties, challenges, and setbacks that every job or career contains.

To clarify your thinking, practice *zero-based thinking* regularly in your career and in your personal life. This method of analysis is a key thinking skill that comes from zero-based accounting and is one of the most powerful thinking techniques that you can learn and practice.

The way it works is simple. In zero-based accounting, you look at every expense and ask, "If we were not now engaged in this expenditure, knowing what we now know, would we begin it again today?"

Zero-based thinking is similar. Consider all of your previous decisions and ask yourself this question: "Is there anything in my life that I am doing today that, knowing what I now know, I wouldn't get into again today if I had to do it over?"

This is one of the most helpful questions you can ever ask and answer. *Is there anything in your life that you are doing today that, knowing what you now know, you wouldn't get into again today if you had to do it over?*

The fact is that in times of turbulence and rapid change such as today, and probably for the rest of

your career, you will always be able to say yes to that question regarding some area of your life or work.

Apply zero-based thinking to your current job. Knowing what you now know, would you take this job again on the same terms and conditions that you are now working under? Would you take this job working for this particular boss? Would you go to work for this company? In this industry? At this salary? Or in this position? Yes or no?

If the answer is no, your next question is, "How do I change this situation, and how fast can I do it?" You are responsible.

You may have to invest a lot of effort and make a lot of false starts before your ideal career. But it all begins with your sitting down and deciding what you really want in a job, as well as what you don't want, and then taking action to achieve that goal.


TAKE ACTION NOW!

Make up a “dream list” for your ideal job or position. Begin by imagining that you have no limitations on what you could do. Imagine that all possibilities are open to you. Imagine that you have all the education, all the knowledge, all the experience, all the contacts, and all the time and money you need. What job would you choose if you could have any job at all?

Think in terms of specific actions that you could take immediately. What could you do right now to begin preparing yourself and moving toward the exact job or position you really want? Whatever your answer, do something, do anything, but get started. You are responsible.

2

Select the Right Company

The choice is yours. You hold the tiller.
You can steer the course you choose
in the direction of where you want
to be—today, tomorrow, or in a
distant time to come.

—W. CLEMENT STONE

In these times of continuous and accelerating change, some industries are growing and expanding and absorbing many thousands of people. These industries are offering incredible opportunities for men and women who want to get ahead faster than the average person.

In the meantime, many other industries have leveled off or are actually declining in economic importance and employment. These industries continue to hire people to replace the workers who quit or retire, but as a result of automation, new technology,

changing consumer preferences, and competition, these industries are not likely to grow much in the years ahead. Your first job in the pursuit of great career success is to separate the high-growth industries from the low-growth industries.

You can make more progress toward getting paid more and promoted faster in a high-growth industry in a couple of years than you might in five or ten years in a slow-growth industry. Many people change their entire lives by simply walking across the street and taking a different job in a different company in a faster growing sector of the economy.

Look upon your special combination of talents and abilities as a precious resource, like money, and view the job market as a place where you are going to invest yourself to get the very highest return. Treat your mental, emotional, and physical energies as your "human capital," to be allocated in such a way as to give you the maximum payoff. Be perfectly selfish when it comes to committing your life and your work to a particular company or a particular industry.

When you find the right job in the right company, you should then throw your whole heart into doing that job in an excellent fashion. Continually look for ways to increase your value. This strategy will put you in a perfect position to be paid more and promoted faster in the months and years ahead.



TAKE ACTION NOW!

Look around you in the marketplace of jobs and careers today. Identify the companies and industries that are getting the most attention in the news because of their new products, processes, and growth rates. Decide if any company or industry out there interests you, attracts you, draws you toward it.

Do your research. Check newspapers, magazines, and libraries. Surf the Internet. The power is on the side of the person with the best information. Then, start talking to people who work with or in the type of companies you are attracted to. Apply for a position and ask what skills or competencies a person would need to succeed in that business. This research process could change your whole life.

Conclusion:

Moving onto the Fast Track in Your Career

Let me conclude this book by repeating a key point. You are in charge of your career and your future. No one else cares as much as you do. No one else will make the key decisions for you. You are responsible. And there are no limits to what you can accomplish with your virtually unlimited variety of talents and abilities.

This is one of the very best times in all of human history to be alive. There are more opportunities for you to get paid more and promoted faster today than have ever before existed. You can make more progress in a few years today than your parents or grandparents might have been able to make in a lifetime. Your job is to do everything you can to participate fully in this “Golden Age” by practicing these twenty-one great ideas for the rest of your career.

Here they are, once more:

1. **Decide exactly what you want.** You can't hit a target you can't see. Define your ideal job and never stop striving until you get it.

2. **Select the Right Company.** Do your homework and be sure you are committing yourself to a company where you can make the greatest progress.

3. **Choose the Right Boss.** Be sure that you like, respect, and feel that you can perform at your best for this boss.

4. **Develop a Positive Attitude.** Look for the good in every situation and dedicate yourself to being the kind of person that others want to work with and help succeed.

5. **Create a Successful Image.** Take the time to dress, groom, and look like a winner in all your work activities.

6. **Start Earlier, Work Harder, and Stay Later.** Always look for ways to go the extra mile, to do more than you're paid for.

7. **Push to the Front.** Dedicate yourself to making the most valuable contribution you possibly can.

8. **Ask for What You Want.** Speak out clearly and ask for more responsibility, more opportunities, and more money.

9. **Guard Your Integrity as a Sacred Thing.** Be honest, straightforward, and truthful in all your interactions with others.

10. **Think about the Future.** Continually look for ways to improve your company and your work in the weeks and months ahead.

11. **Focus on Your Goals.** Determine exactly what you want to achieve, and work on your major goals every single day.

12. **Concentrate on Results.** Focus your mental and physical energies on getting the most important results in your job.

13. **Be a Problem Solver.** Continually look for better, faster, cheaper ways to solve the problems facing your company and your boss.

14. **Unlock Your Inborn Creativity.** Practice tapping into your mind to come up with ideas to help your company get results faster, cheaper, and easier than ever before.

15. **Put People First in Everything.** Look for ways to help your boss and others make their greatest contributions to the company.

16. **Invest in Yourself Continually.** Read, study, attend seminars, and listen to audio programs every single day to increase your knowledge and skills.

17. **Commit to Excellence.** Resolve to become very good at doing those things that are really important to your company and to your customers.

18. Concentrate on the Customer. Place the needs and well-being of your customers at the center of all decision making.

19. Focus on the Bottom Line. Treat every source of revenue and expense as if it were your own money and always look for ways to improve the financial results of your company.

20. Develop Positive Personal Power. Resolve to become the kind of person with the expertise and the personality to get ever greater results for your organization.

21. Get the Job Done Fast. Develop a reputation for being the person who gets results faster and more dependably than anyone else.

Today, the primary sources of wealth are talent and ability, knowledge and ideas. Money and resources flow to the men and women who demonstrate that they can get the job done quickly and well.

When you begin to practice these twenty-one great ways to get paid more and promoted faster, you will put your career onto the fast track. You will move ahead more rapidly than anyone else around you. You will move upward and onward and you will make your life and career into something truly extraordinary. There are no limits. Take action today!

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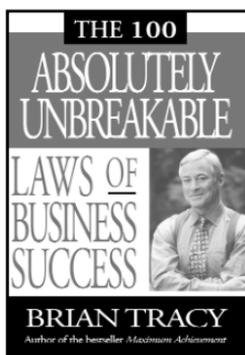
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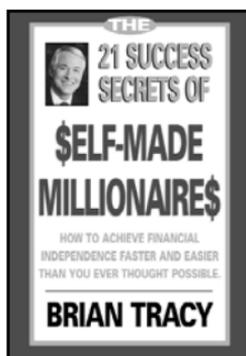


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Index

A

acting as if, 26–27, 85
action orientation, 20, 91–93
actions. *See* taking action
amazing your customers, 81
analysis, methods of, 7
attitude
 changing your, 60
 developing a positive, 19–21, 96
 problem-solving, 59–62, 97
 of self-employment, 2–3
 toward assignments, 34
attracting power, 89
audio programs for car, 73, 74

B

Banfield, Edward, 46
bias for action, developing, 91
bosses, 15–18, 80, 96
bottom line, focusing on, 83–85
Buckley, Reid, 72
“business spouse,” your boss as
 your, 15

C

cash flow, 85
casual dress, 26
character, 41–42
clarity, 7–8, 49, 65
clothing. *See* image
color and professional image, 25
committing
 to excellence, 75–77, 97
 to hard work, 29–32
companies
 criticizing your, 42–43
 future of, 47
 high- versus low-growth, 11–12
 selecting the right, 11–13, 96

complimenting others, 68
compromising your integrity, 43
concentrating on customers, 98
concentrating on results, 97
conscience, 43
constraints, 62
contributing to your company, 57, 96
cost reduction, 84
coworkers as your customers, 80
creativity, 63–65, 97
criticizing your company, 42–43
customers, 79–82, 98

D

deadline setting, 51
deciding what you want, 5–9, 50, 95
defining problems, 65
definition of customer, 80
delighting customers, 81
dependability, 42
distractions, handling, 30, 31–32
Dress for Success (Molloy), 25
Drucker, Peter, 47

E

education, impact of, 55
efficiency, 30
Eisner, Michael, 49
elements of character, 42
exceeding customer expectations, 81
excellence, committing to, 75–77, 97
expert power, 88
expressing gratitude, 68
external appearance, 23–28

F

fast tempo of working, 91–92
fast track, summary of ideas for
 moving onto, 95–98

106 Get Paid More and Promoted Faster

finding the right job/company, 11–13

focus

on bottom line, 83–85, 98

on goals, 49–53, 97

importance of, 52

on improvement, 76–77

on solutions, 61

following leaders, 26

forcing system, 51

forms of positive power, 88

future orientation, 20, 45–48, 97

G

gap analysis, 47

getting ahead, 33–35

getting the job done, 91–93

giving your word, 42

goals

clarity of, 49

focusing on work, 31

key work, 92

goal-setting approaches, 50–52

Golden Hour, 74

Golden Rule, 67–68

gratitude, expressing, 68

grooming. *See* image

guarding your integrity, 41–44

H

habits, 21, 46

happiness with your job, measuring,
16–17

hard workers, 29

highest value activities, 55

high- versus low-growth companies,
11–12

I

idealization, 6–7, 46

ideas, stimulating, 64

image, creating a successful, 23–28,
96

impressions, making positive, 24–25

improvement, focusing on, 76–77

inborn creativity, 63–64

increases in pay, asking for, 37–40

increasing revenues, 83–84

influence over people/resources, 87

insights, 63

integrity, 41–44, 96

intelligence, 63–64

investing in yourself, 71–74, 97

J

Jourard, Sydney, 19

K

keeping current, 72

keeping promises, 42

key player, becoming a, 84

key result areas, 75–76

keys to lifelong learning, 72–73

L

Law of Indirect Effort, 89

Law of Reciprocity, 68

Law of Sowing and Reaping, 68, 69

Leavitt, Theodore, 41

levels of customer satisfaction,
80–81

lifelong learning, 71

limiting factors, 62

Lincoln, Abraham, 68

listening to audio programs, 73, 74.

See also reading recommendations

list making, 51–52

long-term vision, 46

looking successful, 23–28

loyalty, 42–43

M

making a list, 51–52

master skill of success, 50

meeting customer expectations,
80–81

Molloy, John, 25

motivation, 32

moving toward your goal, 52

N

negative power, 87–88

Newton's third law of physics, 68

O

organizing tasks, 58
 overwhelmed feelings, 59–60

P

pay increases, asking for, 37–40
 people-oriented people, 67–69, 97
 personal power, 87–89, 98
 personal talents, analyzing your, 5–9
 plan making, 51–52
 position power, 88
 positive attitude, developing, 19–21
 positive personal power, 98
 positive power, 87–88
 Powell, Colin, 61
 principle of equal and opposite reactions, 68
 principle of positive attitude, 60
 priorities, 29
 problem-solving, 59–62, 97
 process of idealization, 6–7
 producing results, 55–57
 professional image. *See* image
 profit orientation, 83–85
 promises, 42
Public Speaking (Buckley), 72
 pushing to the front, 96
 putting people first, 67–69

Q

qualities of good bosses, 16
 quality work, 77, 92
 questions
 for clarifying your thinking, 7, 8
 for potential bosses, 15–16
 for results orientation, 55–56

R

reading recommendations
 Dress for Success (Molloy), 25
 keeping current, 72–73
 Public Speaking (Buckley), 72
 studying your industry, 64
 relationship between creativity and success, 64–65
 relationship with your boss, 16–17

reputation, 41–42
 requesting pay increases, 38–39
 responsibility, asking for more, 33–35
 responsibility to yourself, 1–2
 results orientation, 55–58, 97
 revenues, increasing, 83–84
 Riley, Pat, 72
 rule for success, 25

S

satisfaction of customers, levels of, 80
 selecting the right company, 11–13, 96
 self-employment attitude, 2–3
 self-image, 2–4, 12. *See also* image
 seminars, attending, 73
 sense of urgency, 92
 Shakespeare, William, 43
 skills
 developing key, 76
 goal setting, 50
 half life of, 71–72
 thinking, 7
 solution-oriented people, 60
 sources of wealth, 98
 staff as your customers, 80
 steps for goal setting, 50–52
 stimulating ideas, 64
 strategies, for getting ahead, 33–35
 success factors
 asking for responsibility, 33–35
 asking for what you want, 37–40
 attitude/personality, 19–20
 creativity, 64–65
 external appearance, 23–28
 future thinking, 45–48
 goal setting, 50
 identifying key result areas, 75–76
 problem solving abilities, 61
 profit orientation, 83

T

taking action
 daily reading/learning, 74

taking action, *continued*

- developing a reputation, 44
 - developing positive power, 89
 - developing standards of performance, 77
 - dressing for success, 28
 - finding a perfect boss/improving your relationship, 18
 - focusing on work habits, 32
 - identifying important customers, 82
 - imagining your perfect job, 48
 - increasing profitability, 85
 - increasing your value, 35
 - making a "dream list," 9
 - organizing tasks, 93
 - practicing Law of Sowing and Reaping, 69
 - problem solving, 62
 - requesting a pay increase, 40
 - researching/applying for a job, 13
 - task organization, 58
 - Twenty-One-Day Positive Mental Attitude Diet, 21
 - unlocking creative powers, 65
 - writing down/planning your goals, 53
 - on your plans, 52
- team players, 19–20
- thinking
- clarity of your, 7–8
 - out of the box, 65
 - positive future-oriented, 45–48

- time, use of, 55–56
- treating others well, 68–69
- trust, 41, 43
- Twenty-One-Day Positive Mental Attitude Diet, 21

U

- upgrading your knowledge/skills, 72
- urgency, having a sense of, 92

V

- value
- acting as if you have high, 26–27
 - of an employee, 30
 - strategies for increasing your, 12
- valued employees, 84
- vision, developing clear, 47
- volunteering for assignments, 33–34

W

- Walters, Barbara, 61
- Walton, Sam, 79–80
- wealth, sources of, 98
- work habits
- getting the job done fast, 91–93, 98
 - going the extra mile, 29–32, 96
 - quality, 77
- writing down your goals, 50–51

Z

- zero-basing thinking, 7–8

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