

## Introduction

Big Brother no longer cares.

Once upon a time, you signed on for a lifetime career at some big corporation. They trained you, they nurtured you, and they put you on a ladder to the top. How high you climbed the ladder was based on how hard you worked. Things were simple and foreseeable.

If you made only a modicum of mistakes, you would be successful and you could retire in glory. You didn't have to worry too much about your career. The company would do it for you. Justice would prevail. The harder you worked, the greater your chances of getting to the top. Diligence, patience, and loyalty were the highest corporate virtues.

That was yesterday.

In today's world of intense competition, restructurings, and corporate takeovers, it's become every person for himself. Or herself. You can't rely on the company to care of you because the company can't be sure it will be around to take care of you. You have to take care of yourself.

The age of competition has come sweeping through the business world. Companies are now competing on a global basis, and mistakes cost dearly.

On top of that, the wheeler-dealers and green-mailers arrived and started to “restructure” Corporate America.

No longer can companies carry extra people. “Lean” and “mean” are the watchwords of the day. No one is immune from the vagaries of takeovers or corporate raids.

The rash of corporate restructurings may partly explain employee malaise. In a recent survey, 51 percent of top executives say that their company has changed senior management and reorganized jobs in the past year or two. (Even that notorious revolving door, the federal government, revolves only once every four years.)

The bottom line: You can't depend on the company to take care of you. Big Brother is too busy trying to survive. To be successful today, you have to view yourself as a product rather than an employee. Your career is in your own hands, not in the hands of your friendly head of human resources.

Lifetime employment is no longer for life. The average college graduate today changes jobs three times in the first ten years out of school. (A sentence of “life in prison” today lasts for only eight years, on the average.) Indeed, people who spend their entire lives working for the same company are often disparagingly referred to as “tree-huggers.”

As marketing strategists, we have watched, worked, and written about these turbulent times. The more we

wandered around Corporate America, the more we realized that the traditional keys to success were no longer valid.

Trying harder, believing in yourself, and thinking positively are not steps up the ladder of success. As a matter of fact, success does not spring from anything inside yourself at all. Success is something given to you by others.

How to get others to make you successful is the theme of this book. Literally, you have to go out and market yourself.

Let's get one thing straight, however. This book is not a planning manual. There are no lists, no psychological exercises, no predictions of tomorrow's hot industries.

The purpose of this book is to shake you out of your concentration on yourself. We think you need to open your mind to the outside world. You need to search for success outside of yourself. This book will describe some of the people, places, things, and ideas where you can find it.

Losers look inside themselves for the key to success when success is all around them, needing only an open mind and a keen eye.

Winners look to others to make them successful. You have to know where to look and what to look for.  
Good luck.

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## You're Wrong, Norman Vincent

No book has had as much impact on establishing the principles of success as *The Power of Positive Thinking* by the Reverend Norman Vincent Peale.

“Formulate and stamp indelibly on your mind a mental picture of yourself as succeeding,” said Dr. Peale. “Hold this picture tenaciously. Never permit it to fade. Your mind will seek to develop this picture.”

If you believe the Norman Vincent Peales of this world, you are what you think. “Change your thoughts and you can change your world,” states the Reverend Robert Schuller. In other words, unleash the power within you.

Is believing in yourself the key to success? We think not. We believe the key to real success in life is believing in someone else. In other words, find a horse to ride.

When you focus on yourself, you have only one ticket on the race. By expanding your horizon to include others, you greatly increase the odds in your fa-

vor. Furthermore, you open your mind to other possibilities besides people. The Product Horse, the Idea Horse, the Geography Horse, the Publicity Horse. Why settle on yourself with only one chance to win? Open your mind to thousands of other possibilities.

### **The believing-in-yourself theory of success**

Look in a mirror and ask yourself, "Do I believe in that person who is looking back at me?"

Most of the experts think you don't. Which is why there are so many books on the power of positive thinking.

*The Believe in Yourself and Make It Happen Guide* by Dr. Connie Palladino is typical of the genre. "How much we earn is a report card that reflects how we see ourselves and how good we feel about ourselves," states Dr. Palladino, a career development consultant.

Los Angeles author Dave Grant flatly asserts: "Whatever you get paid is what you think you're worth. It's determined by your self-worth, your self-esteem." (Hey, McGraw-Hill, let's charge \$100 for this book!)

What those and other experts have noticed is a high correlation between the elevated egos of this world and material success.

Success and self-confidence represent a chicken-and-egg problem with an answer. Actually, two answers.

Does self-confidence make you successful? Or does success make you self-confident?

Two yeses, in our opinion. But there's a big difference in the two approaches. To increase your own self-

confidence is enormously difficult. It's like pushing on a string. You have to believe that most people with overactive egos were born that way. Donald Trump went to Norman Vincent Peale to get married, not to pump up his self-confidence.

Conversely, the self-doubters of this world either were born that way or acquired their insecurities in childhood. The classic mental illness of depression is perhaps an exaggerated form of self-doubt. (Try telling people who are depressed that all they have to do to get better is to increase their self-confidence.)

We believe you are born with a CQ as well as an IQ. A Confidence Quotient as well as an Intelligence Quotient. You can't really do much about raising either.

Yes, by all means, become more confident if you can. But do it the easier way. Become more successful and let success feed your self-confidence.

### **The setting-a-goal theory of success**

Next to believing in yourself comes setting a goal. If you study the self-help books, you'll find that you can't be successful without one. First you start with a life goal. Then you set 5-year goals, 10-year goals, 15-year goals, etc.

If you study reality, you begin to wonder. If your goal was to be chief executive of a computer company, would you have spent the first 16 years of your working life with a cola company? Probably not. Yet that's what Apple chairman John Sculley did.

It works in the other direction too. If you wanted to own a pizza chain, would you have started out in com-

puters, eventually taking the job of vice president of MIS at Pillsbury? That's what Herman Cain, president of Godfather's Pizza, did.

If you wanted to be Vice President of the United States at the age of 41, would you have spent four years in college drinking beer, playing golf, and getting grades of Cs and Ds? Dan Quayle did.

Dan Quayle's grandmother once told him, "You can be anything you want if you just try hard enough."

Not true. Dan Quayle didn't make Dan Quayle Vice President of the United States at the age of 41. George Bush did.

In our democratic egalitarian society, people have forgotten the classic definition of the road to success: It's not *what* you know that counts. It's *who* you know.

If you think that's a terrible way to run a country, you have company. So do we. It might be terrible, but it's also typical.

When you set a goal for yourself, you assume that your efforts alone will enable you to reach that goal. Very seldom is that true. You can't get to heaven all by yourself. You need a little help from God.

When you set a goal for yourself, you also put on "blinders." You miss opportunities which are not "in the main sequence." If you know where you're going, then you are not going to see the side road which often leads to the opportunity of a lifetime. You suffer from "tunnel vision."

Most people do. If there is one common mistake in marketing yourself, it is setting a personal goal and then failing to see other possibilities as they develop.

When you set a goal for yourself, you also take the mystery and excitement out of life. "If you always know

exactly what you want,” said Pablo Picasso, “that will be the most you’ll ever find.”

When you set a goal for yourself, you usually forget that others are setting goals too. If everybody wants to be king of the hill, the hill is going to get a little crowded. Try the valley instead.

According to *Playboy* magazine, 41 percent of American parents want a child of theirs to become President of the United States. With roughly 80 million families and two children per family, there are some 65 million kids with their eyes on Washington, D.C.

Look the other way.

Keep your options open. Don’t lock yourself into a goal. For many people the future can be more exciting, more glamorous, and more rewarding than they could possibly imagine.

“I don’t know where I’m going,” said Daniel Richard Cooperman, 1989 graduate of Portledge Prep School on Long Island, “but I can’t wait to get there.”

Even after you have arrived, the road that took you there is never straight. “Life is a cobweb,” said Ross Perot. “The lines cross at funny angles. Whether you’re successful or not doesn’t depend on how good your plans are, especially those five-year strategic plans business schools teach. Success depends on how you react to unexpected opportunities.”

Tom Peters echos the same idea: “I don’t like the whole notion of career planning. I’ve never had a formula, never had a life plan. I’ve taken advantage of luck when it came along.” And he adds, “Luck is 98 percent of the deal.”

Both Ross Perot and Tom Peters are iconoclasts.



They don't hesitate to attack traditional ideas. Most people, when they get to the top, proceed to cover their tracks. They never credit luck or being in the right place at the right time. Rather they credit hard work, setting goals, and believing in themselves.

They don't want you to know how they did it. It's a lot more satisfying to maintain the myth of merit. When you hear the head honcho or honcha give the speech about the wonderful opportunities that exist in the company for a person with ability who works hard, just say "Dan Quayle" ten times under your breath. It will keep your mind clear to recognize the real way up the ladder of success.