

Book Preview

Achieving Authentic Success®



*M*ake Things Happen
*A*chieve Personal Significance
X Out the Negatives
*I*nternalize Right Principles
*M*arch to a Mission
*I*ntegrate All of Life
*Z*ero In on Caring for People
*E*nergize Internally
*R*ealign Rigorously
*S*tay the Course

**10 Timeless Life Principles That Will
Maximize Your Real Potential**

Authored By:
Dr. Ron Jenson

The Need In The Marketplace

The media today is full of stories of organizations brought down by a lapse in (or total lack of) ethical and moral integrity. Many lives have been adversely impacted by the outcomes. Our culture today clearly demonstrates a significant need for solutions that help to not only identify the character and behavior problem, but to provide long-term sustainable learning solutions and tools to address this need.

Research consistently showed that emotional intelligence (EQ) and its related character competencies have an equal if not higher correlation to success in most roles than either mental intelligence (IQ) or personality alone.

Emotional Intelligence Quotient

- ⇒ ***Interpersonal*** intelligence is the ability to understand other people: what motivates them, how they work, how to work cooperatively with them.
- ⇒ ***Intrapersonal*** intelligence is a correlating ability turned inward. It is a capacity to form an accurate view of one's self and to be able to use that model to operate effectively in life.

Emotional intelligence qualities incorporate the areas of self-awareness, self-regulation, self-motivation, social awareness, and social skills. It can no longer be argued that personal leadership development is a “soft-skills training” option that is less important than technical skills within an organization. In fact, writers such as Daniel Goleman and others have pointed out that the Emotional Quotient (EQ) is just as important as Intelligence Quotient (IQ) in today's complex business environments.

In their book *Results-Based Leadership* authors Ulrich, Zenger & Smallwood also demonstrate how the vital and often missing link to effective management of an enterprise is the area of “personal character.” In fact, as they so eloquently show it is the pivot point around which the remaining three keys revolve: setting direction, mobilizing commitment, and engendering capability. Organizations that effectively build a core of principle-centered leaders consistently outperform their competitors and often achieve a breakaway performance within their industry.

Character & Behavior Count™

In light of the renewed awareness and interest in the critical role of character in personal and professional success, we've identified, tested and developed a behavior and character assessment tool known as the MERIT Profile™. In effect, we have created a mechanism to identify and develop a person's character quotient.

Therefore, we've moved to a third arena of personal and professional excellence and success, one's CQ or (character quotient). Our experience is that focusing on the roots of character secures the ultimate fruit of success, fulfillment, productivity, meaningful relationships, and overall completeness.

So, we now have moved from IQ to EQ to CQ. All three of these play an important role in overall success, but we would maintain that CQ is the foundation for ultimate authentic success. Keep in mind that...

- ⇒ Character refers to attitudes, beliefs and commitments, and these will influence behavior much like a software operating system will limit or determine the performance capabilities of a computer.
- ⇒ Behavioral competencies refer to the specific ways in which individuals will carry out tasks at work or elsewhere.

An organization will likely be unable to take full advantage of a person's exceptional skill set if the individual is found to have a poor character and behavioral fit with the organization and its culture.

The world today needs character-centered people and *authentic leaders* that can help make a difference. I want to encourage you to embrace the character and lifeskills principles shared within this book.

**Impacting and Transforming Lives...
One Life At a Time!**

The Foundation

Everyone has a definition of success. We may not be able to articulate it or write it down, but we are *always* trying to succeed at something. That “something” (whatever it is) drives our thoughts, feelings, and actions.

We are constantly focused on what we want to accomplish whether we realize it or not. Our concept of success has been developed and conditioned over the years by the media, family upbringing, peers and associates, and various experiences. The net effect can be either positive or negative.

Therefore, the questions to ask yourself are: “What are you trying to accomplish?” “How will you know if you have succeeded once you ‘get there’?” And, moreover, “Can you *ever* ‘get there’, or is it all just a process?”

How Are You Defining Success?

Power? Is power the secret to success? Hitler had a lot of power, but calling him a success would be to condone his actions! Think about the stories Wall Street provides. There are hundreds of “successful” businesspeople with enormous power along with broken marriages, failing families and ruined reputations. The common philosophy is that if you’re going to succeed in business, then you have to forfeit success in other areas of life. I don’t buy that!

Prosperity? Materialism is a major problem today. Yet, possessing things and having money aren’t wrong. It is only when we become preoccupied with those things that we begin to miss the purpose and meaning of life.

The January 28, 1960 issue of *The Washington Post* records a letter from author John Steinbeck to politician Adlai Stevenson. Steinbeck wrote, “A strange species we are. We can stand anything God and nature throw at us save only plenty. If I wanted to destroy a nation, I would give it too much, and I would have it on its knees - miserable, greedy, and sick.”

Position? Some people say that position defines success. Ferdinand and Imelda Marcos had prominent positions in the world, but did they succeed? It all depends on your definition of success.

I have a friend who was a longtime U.S. congressman. During a visit to his office I saw many of the “hate letters” he’d received displayed on his bulletin board.

This great man had enough humility and wisdom to know that a responsible position inevitably carries with it substantial criticism, both fair and unfair. Therefore, position alone isn’t a worthy measuring stick for success.

Prestige? Being known and recognized - many people who have it can tell you that prestige can be very fleeting. Do you remember baseball star Pete Rose? He was a man of prestige at one moment and a man of notoriety the next.

Prestige certainly is no guarantee of success. In fact, those who have prestige normally receive an equal or even greater amount of denigration.

Pleasure? “The rule of life is to make business a pleasure, and pleasure our *only* business,” said Aaron Burr. Though spoken long ago, this aptly conveys the rampant attitude of pleasure seeking today.

Widespread as this desire for pleasure is, and as well documented in our day and age in particular books such as *Through the Culture of Narcissism*, there is nothing new about it. It’s simply a form of Hedonism.

Hedonism, a philosophical worldview in which the experience and appreciation of pleasure are the highest goals, has been around since the beginning of time. Aristippus (435–356 B.C.), whose motto “Eat, drink, and be merry, for tomorrow you die” could also fit the pleasure seekers of the new millennium, was one of the early advocates of Hedonism. To be a Hedonist is to make a god out of pleasure. Building a life around self-focused pleasure is simply not satisfying in the long run.

You can easily see the problem. People put all their eggs in one basket to chase the five Ps to find success...

- *Power*
- *Prosperity*
- *Position*
- *Prestige*
- *Pleasure*

To be fair the five P's don't always result in personal devastation. In fact, they are rather amoral, neither good nor bad in themselves. But, their use or abuse determines the outcome of a person's life. I don't want to discourage you from enjoying the rewards of your hard work. I want to encourage you to leverage those rewards for the good of others and yourself.

What about you? What is your concept of success? Have you deliberately developed one, or has yours simply evolved through the influence of the culture around you? And, is it the *right* concept of success?

Build Success in All Areas of Your Life

Any success you attain must be holistic success - that is balanced, integrated success, one that is in harmony with who you are. I believe that if you succeed in work and yet fail in personal relationships, you haven't succeeded. And, if you accomplish great things, but live miserably in the process, then you haven't succeeded. Only a life rooted in *real and lasting values* is successful.

Think about it for a moment. You are a whole person. You have emotional, mental, physical, spiritual, and relational sides to your being. Beyond that, you have responsibilities in various realms: business, family, community, etc. Each of these areas has sub-responsibilities.

They are all interrelated. You cannot afford to succeed in your finances and yet fail in your marriage. You cannot achieve levels of excellence in your business and yet burn out physically and emotionally. You must be winning in all vital areas to be successful. You may be thinking, "But, you can't have it all!" Oh, yes you can!

You were *meant* to have it all. The key is having it all *correctly*. Now, if you're a business owner, this idea of holistic success might make you a little nervous. After all, if employees give attention to their personal lives, families, community services, etc., won't that hurt your organization's bottom-line? No!

Not if you have defined your bottom line, not only in fiscal terms, but also in human terms. You have to realize that a well-managed life produces a well-managed business. Happy and growing people are more productive; healthy families feed profitable ventures.

This reality has been driven home in recent days by author Jim Collins who says, "... the key to successful leadership is a matter of *intense professional will* and *intense personal humility*. You must have an 'iron will' professionally and you must have humility."

In a similar vein Daniel Goleman has written in his work, *Primal Leadership*, "Managing for financial results begins with the leader managing his or her inner life so that the right emotional and behavioral chain reaction occurs. Managing one's inner life is not easy. For many of us, it's our most difficult challenge." He goes on to say that it is all about personal and interpersonal skills, or to put it another way, personal leadership and character development.

My goal is to help you with such skills as you refine, clarify, and articulate a definition of success that is in harmony with the real *you* and will allow you to lead a balanced, fulfilled, productive, and significant life.

Success Depends on What *You* Do with *You*

Success is in your hands. Indeed, all success is based on the way you manage yourself. And, the way you manage yourself is only as good as the principles upon which you build your life. Therefore, pursue *truth*. By that I mean universal truths. The tendency today is to elevate a relativistic mind set in which no absolutes exist. This viewpoint is nonsense. ***Absolute universal principles exist!***

Just as physical laws govern the physical universe, so universal principles govern human existence. If these "laws" are violated, inevitable repercussions result. These principles are abiding truths - universal, absolute, non-negotiable. They are as factual as the law of gravity.

We may not understand them or buy into them, but that doesn't invalidate them. They simply won't move; they are firm. Our choice is either to discover and fully embrace them and thereby succeed as we are meant to or to ignore them and fail without ever knowing why.

If you want to succeed in life, you must passionately pursue the discovery of truth and know how to apply that truth appropriately in your life. This is called *wisdom*. The word *wisdom* in the original Hebrew language referred to craftsmanship. To be wise was to be a craftsman at living, an artisan of life. In short, that is what this book is all about.

- ✓ Assumption One: You are moving toward your definition of success.
- ✓ Assumption Two: Authentic success means maximizing all of your life and impact.
- ✓ Assumption Three: Wisely applying universal principles is the key to authentic success.

I am suggesting **10 non-negotiable principles** that can serve as the 'organizing system' around which to develop your character and behavior. These principles form a framework for the MAXIMIZERS acrostic that I will provide for you.

The MAXIMIZERS is a *life*time operating system* that has been helpful to thousands of people. However, it can be overwhelming for some people to get their minds around ten principles at one time. So, rather than focus on the acrostic, focus on the big idea of the **ABC's for Living** with an emphasis in life skills.

You might say that just as there are ABC's for Learning so there are ABC's for Living. This is catchy and helpful for people to remember. The ABC's are our *attitudes, beliefs, and commitments*. If you will remember this and the statements I've listed in **bold** after each ABC below, you will have a memory hook that will help you build these principles into your life.

The overall flow for the MAXIMIZERS is as follows:

- **A...Attitudes - Develop a winning attitude**
 - M** Make Things Happen
 - A** Achieve Personal Significance
 - X** Out the Negatives

- **B...Beliefs - Clarify and live out my core beliefs**
 - I** Internalize Right Principles
 - M** March to a Mission

- **C...Commitments - Make and keep significant commitments to myself and others**
 - I** Integrate ALL of Life
 - Z** Zero In on Caring for People
 - E** Energize Internally
 - R** Realign Rigorously
 - S** Stay the Course

The power of these three categories comes through aligning them together. Some people have good attitudes, but lack commitment and follow-through. Others have solid beliefs, but negative attitudes sabotage their authentic success. Still, others are volitionally strong and can will themselves to accomplish things, but consistently fall short because either their belief systems or attitudes are inhibited. Finally, others may be solid in all three areas, but lack the integration of the ten MAXIMIZERS principles.

If you are going to authentically succeed, you must focus on the roots and not the fruit of your life.

The fruit in your life includes happiness, fulfilling relationships, prosperity, influence, position, etc. The roots are the non-negotiable principles around which you build your life. If you feed these roots, the fruits will come in greater abundance.



These are the basic *attitudes, beliefs, and commitments* I will communicate and illustrate throughout this book via the MAXIMIZERS principles. The soil for those roots is wisdom or universal truths. Perhaps, you have spent your life focusing on obtaining fruit. I urge you to stop. Make a commitment now to spend the rest of your life focusing on *roots*, those principles that when fully embraced produce authentic success.

*“Authentic Success is the progressive realization of
all that you were meant to be and do.”*

Dr. Ron Jenson

Action Steps

- (1) Take a few minutes to write your own obituary.
- (2) How will you know you have succeeded at the end of your life?
- (3) Rate yourself according to the MAXIMIZERS principles listed here in the form of a creed (1 = lowest rating, 10 = highest):

MAXIMIZERS

Make things happen. I take charge of my life as a difference-maker.
1 5 10

Achieve personal significance. I live my life with a sense of destiny.
1 5 10

X-out the negatives. I embrace problems as positive opportunities.
1 5 10

Internalize right principles. I center my life on bedrock principles.
1 5 10

March to a mission. I passionately pursue my mission.
1 5 10

Integrate all of life. I keep all vital areas of my life in balance.
1 5 10

Zero in on caring for people. I put others first and serve them.
1 5 10

Energize internally. I cultivate my character and behavior.
1 5 10

Realign rigorously. I keep adjusting to needs.
1 5 10

Stay the course. I will never, ever, ever quit.
1 5 10



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