



DISRUPT! **Think Epic. Be Epic.**

25 Successful Habits For an Extremely Disruptive World

BILL JENSEN

BILL JENSEN is founder and CEO of The Jensen Group, a change management consulting firm. Mr. Jensen is an information architect and has carried out a twenty-year research program titled *Changing How We Work: The Search for a Simpler Way*. He is the author of several books including *Simplicity*, *Work 2.0* and *Simplicity Survival Handbook*. Mr. Jensen is an accomplished public speaker and is a graduate of the Rochester Institute of Technology.

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MAIN IDEA

The introduction of new technology and change are ongoing and won't be slowing down any time soon. This is absolutely the age of continuous personal and business disruption – some major, many minor but disruptions nonetheless.

So how do you excel in the face of ongoing disruptions? The key is to develop the right habits. Studies consistently show that up to 45 percent of what you do every day is driven by your personal habits. To excel today, focus on developing the right set of personal habits.

In particular, there are 25 habits which world-class performers use today:



To achieve more now and in the future, don't worry so much about the external changes which are happening in the world. Focus on the inward journey. Integrate these habits into your daily routine and you will welcome rather than fear the disruptions of the future.

"Everything is figureoutable. It boils down to a pretty simple thing: Put one foot in front of the other and figure it out. We should be seeing what sucks and taking the steps to fix that. People always assume that someone else is going to take care of it, but if everyone took personal initiative, then we'd have a much more exciting, vibrant world."

– Miki Afrawal, founder, WILD and THINX

"The people who will succeed in this era are those who figure out how to benefit from, or take advantage of, continuous disarray, disorder and disruption. You already have much of what it takes to master successful habits in the age of personal disruption. It's time to free those qualities and skills."

– Bill Jensen

25 Successful Habits for an Extremely Disruptive World

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1. The Do's

25 Habits 1 Question everything

Never assume that something cannot be done. Challenge your assumptions and do things differently.

One great way to get ahead in business or in life is to ask all the questions everyone else just glosses over. Try and challenge the limiting assumptions others work under and you can zoom ahead. Good questions to start with are:

- How do I define success?
- How did I arrive at that personal definition?
- What can I do differently to excel in the future?
- How can I approach challenges in a creative way?

The simple dynamic is most people and almost all organizations just try to deal with the current situation as if it is locked in stone. If you get busy asking questions that rock the boat, you just might uncover an opportunity nobody else has noticed.

"The rules of the world in which we live are not written on tablets handed down by God. They are artifacts of our history. Most of them were done for good reasons, but sometimes those reasons have changed. And it's appropriate to reexamine the rules."

– Jamie Heywood, co-founder, Patients-Like-Me

"Objects and information are starting to co-mingle in a very interesting way. Think about smarter everything. Think about: What's the information layer that's hiding within everything and how do we use that?"

– Aaron Dignan, CEO, Undercurrent

"We are in the midst of a massively disruptive era, where almost every system or rule for how we do things has been, and will continue to be, up for grabs. Every business is trying to get things to run smarter, faster, stronger and cheaper. And the holy grail of the current age of disruption is getting all those digital things to talk to each other so everything you use and interact with is smarter – creating constant feedback loops and even better ways of doing things."

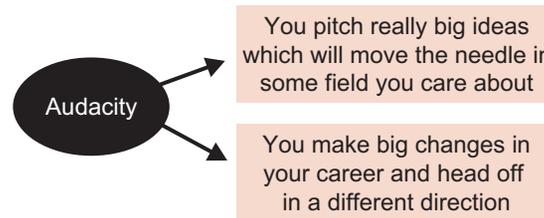
– Bill Jensen

25 Habits 2 Be audacious

Be aggressive with your ideas and beliefs. Look to make big changes, not incremental improvements.

In a disruptive world, audacity matters. You've got to put yourself out there and come up with bold ideas which have the potential to be game-changers. Find something that matters to you at a deep personal level and get busy dreaming big.

In practice, being audacious really means one or both of two things:



"Be ballsy. Get aggressive. Just make sure you use that audacity to make a difference. You knew how to do it as a child when you wanted something. The only thing holding you back are the excuses you've accumulated since then. Burn those!"

– Bill Jensen

25 Habits 3 Kill what you cherish the most

Whenever you develop a project, build in obsolescence right from the start. Get iterating from the word go.

Whenever you conceive a new project, you should:

1. Admit that your brand new idea will one day seem quaint and old fashioned.
2. Make the decision to embrace constant disruption rather than fear it.
3. Continuously inventory your best ideas and then get busy figuring out how you can disrupt them.
4. Publicly inventory your best emerging ideas and discuss them with your boss and team members.
5. Disrupt now – before someone does it to you.

If you can build an iteration loop right into your new project which will remind you to keep working at improving it all the time, you won't have those internal conflicts which trip up very bright people. Every idea that exists gets disrupted sooner or later. Make yourself your own Chief Obsolescence Officer and get busy. There will always be plenty to do.

"Those people who move quicker, and are more willing to make trade-offs and lose something that isn't close to their core purpose, are the ones who will ultimately succeed."

– Priya Parker, founder, Thrive Labs

25 Habits 4 Do epic stuff

Disruptive times call for epic dreams, goals and actions. Do something great which will make you stand out.

There's never been a better time to go after really big opportunities. All kinds of entrenched businesses right across the spectrum are being decimated by the disruptive digital technologies now coming to market. This is a great time to come up with some bold ideas and to take the steps to make them happen.

"There are so many industries out there that are just old and inefficient. We're going to have to make things better and solve the most big problems of the world by having more people who will go out there, and not just work at a company, but figure out how they can solve some of these problems."

– Garrett Camp, co-founder, StumbleUpon

The key skill nowadays is to identify a set of market needs nobody else is meeting particularly well and come up with a solution and a delivery ecosystem which works better. As physical items become smarter, the products and services of the industrial era will be dismantled and recreated using new technology. If you can become skilled at doing this, you position yourself to deliver some genuinely world-class products and services.

"In an era of continuous disruption, everyone can and must start thinking of themselves as the best in the world. And, of course, backing that up by delivering the goods! That's fundamental to all work: great execution."

– Bill Jensen

25 Habits

5

Blow your own stuff up

Create some revolutionary change in what you do. If that's not feasible, study rebels and steal from them.

"In today's disruptive world, there are two kinds of people. There are the people who are looking for the edge, for what's next. And then there are the people who are holding on for dear life, waiting for the world to stop shaking. Those people are going to wait for a long time."

– Lisa Gansky, author

One of the keys to success in today's world is to keep coming up with new and better ways to do the things people are trying to do. Put differently, you've got to be willing to figuratively blow things up – industries, established ways of doing things, even people's attitudes – so you can rebuild something which is a quantum leap forward. If you try and defend the status quo, you're going to get left behind.

If you study the lives of rebels, you'll notice they are always described as being "crazy" in the early stages of their careers. People tend to mistake the passion and zeal they bring to the challenge as being odd behavior but in reality, it's only when someone steps outside the norms that progress is made.

One of the really big trends in blowing things up is to go small – that is, to figure out cheaper yet better ways to get important jobs done. If you can come up with a system using technology which matches or exceeds the performance of high ticket items, you can ride those innovations to success in the marketplace.

"Blowing stuff up is now part of everyone's job description. The only limitations are your degree of ingenuity, drive and passion for upsetting the status quo. For many situations, all you need is MacGuyver-like ingenuity, readily available cheap supplies, and the drive, determination and will to upset the status quo."

– Bill Jensen

"You can never change things by fighting the existing reality. To change something, build a new model that makes the existing model obsolete."

– Buckminster Fuller, author and consultant

25 Habits

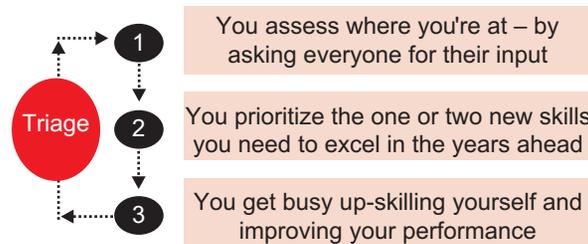
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Become adept at triage

Get very good at assessing what needs to be done, formulating a strategy and then executing it.

If you can make quick decisions based on limited knowledge and then quickly get into action, you'll always be ahead of less organized competitors. Triage is the ability to do those things. It's a highly valuable skill to have as well as a practical mindset. Triage is a fundamental skill for a disruptive world.

In addition to triaging your workplace and industry, you can also triage your career as well. This isn't hard – you generally need to follow a simple sequence:



The good thing about triage is this is a skill which can underpin and drive many other skills as well. Triage brings together many 21st-century competencies – scanning for opportunities, making sense of disjointed markets, analyzing, organizing, simplifying, prioritizing. If you become good at triage, you'll be well positioned to succeed in the future.

"Leaders need to hold in their minds simultaneously conflicting plans. Most successful businesses don't end up doing what they started out to do, so the leader has to have the capacity to quickly make 180-degree turns. It's not about having a goal and going after it. It's about a leader and a team who can be flexible as they go on an adventure together."

– Tim Rowe, founder, Cambridge Innovation Center

"Your ability to triage any situation is now the one skill that drives all others. Don't wait for someone to re-skill or up-skill you. Take ownership for learning how to triage at the highest level of performance."

– Bill Jensen

25 Habits

7

Go ahead and make a mess

The best way to achieve more is to fail more, to fail faster, and then to iterate, iterate, iterate.

"It's totally OK to fail. You just need to fail fast. If what you've tried is working, throw more fuel on the fire. If not, pull back. I don't think of it as failing. I see everything as an experiment. My goal is to find a way to say 'yes.' We'll try anything once. Then, if something goes wrong, know how to learn from it."

– Marissa Mayer, CEO, Yahoo!

In the disruptive economy of today, failing isn't really a problem. It's an asset. Failing is the fastest way to learn so you can create something better tomorrow. If you speak with most high achievers, you'll find they follow the same script over and over:



The whole point is you want to fail forward. Give yourself permission to step outside your comfort zone and do bold stuff. You then keep what works, throw away what does not and keep on trying new stuff. You get better by doing, not by talking about what you should try.

"Don't just give yourself permission to experiment: If your bosses aren't assigning you to Failure Projects (those with higher-than-normal acceptance of disruptive risks), then assign them to yourself."

– Bill Jensen

25 Habits

8

Go ahead and do it anyway

In the disruptive era of business, there will always be massive opportunities for those who ignore "No."

Today every market that exists is up for a complete reinvention. If you wait until you're given permission to participate by those you report to, you'll miss out on the most interesting possibilities. Sometimes, you've just got to trust your gut and get stuck into doing projects that draw on your best talents.

"I'm fairly well-known for going rogue inside big organizations. Sometimes you have to go rogue. Organizations are surprisingly eager for this type of change: People who step up. People who care. Within every organization, there's the great founding passion for the business. And those people will always stand out. There's always some rogue band of passionate people who really care about change and enhancing the outcomes of their work. Find those people. Band with them. Create a support network of people who care like you do."

– Caterina Fake, co-founder, Flickr

In a disruptive world, there's really no place for people to hide behind their bosses. To move forward, you have to step up and be accountable for everything that matters. There aren't silos any more where you can throw your challenges and then blissfully state: "It's not my problem." To take advantage of the massive opportunities created by disruption, you've got to trust your gut. There's no other way to excel.

25 Habits

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Go faster

Today, speed trumps precision. You've got to get out of your own way and figure out how to do more.

If you look at your typical work day in the clear light of day, you'll probably find the main drag on your productivity is yourself. You slow things down because:

- You don't want others to see your work until it's perfect.
- You don't want to look bad in front of your boss.
- You don't have the time to think.
- You make bad choices – and won't admit it.

If you really want to get faster, focus on how quickly you can unlearn the conventional way of doing things so you can learn to act differently. The guys who get ahead in disruptive markets are those who challenge or change the rules to give themselves an edge.

To illustrate, look at athletic shoes. There are really only 9 or 10 pieces to a shoe and yet most shoes are made in huge factories in China. A better alternative would be to have manufacturing machinery located in-store which molds, cuts and then sonically welds shoes together. It would be feasible to put together a customized shoe in about ten minutes. Not only would the shoe fit better, moving manufacturing into the store would be faster and more cost effective.

The disruptive world will value better and smarter choices, not just marginal improvements in logistics and engineering. Free the way you see things so you can develop completely new options.

25 Habits

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Leap before the net appears

Society's safety nets were always an illusion. Be prepared to leap even when there's no net in place.

In a disruptive world, you have to leap first and then build your safety net on the fly while you're going along. Put another way, the best way to get ahead when everything is changing is to take a leap of faith and then hustle to put in place the security and the reassurances you want. The safety nets of past generations are gone forever so adjust and move on.

"A strong social network with good people around you is a good enough safety net. If you have that, you can pretty much leave whatever you have and take a calculated risk on anything."

– Manick Bhan, founder and CEO of Rukkus

The formula for moving forward and getting ahead in today's business environment is:

1. Leap in the direction your heart and your gut tell you to go.
2. Sit down and sketch out a "Wow" vision for an exceptional outcome in that field and then get busy making the first few steps in realizing that vision.

3. With each new step you take, reconnect to your vision. Do frequent debriefs while you move forward to clarify what you're learning by doing.
4. Over time, measure your success by your personal growth. The more you grow, the further you will be able to leap in the future so stay busy.

"The safety net is you. And those who believe in you."
– Bill Jensen

25 Habits

11

Simplify again and again

Most disruptions are an effort to simplify things. Look for ways to reduce friction in everything you do.

It has been shown that complexity typically adds about 15 - 30 percent to the cost of goods and services. Complexity also chews up around 2 - 4 hours of your productive time each day. If you can simplify things, not only will you stand out but you'll also be positioned to produce more every day.

The steps in simplifying are:

1. *Make building simplicity part of your job description* – don't wait to be assigned but automatically work towards simplifying everything you do.
2. *Master clarity of expression* – because this is usually the starting point for simplification. Make your ideas clear, understandable and useful.
3. *Be vocal* – push back against creeping complexity or create some good workarounds. Make it clear to everyone you work with you want to do great work and therefore will ignore the silly stuff.
4. *Always have empathy* – put yourself in the other person's shoes and ask: "Did I make this easier for you or harder for you?" Immerse yourself in the needs of the people you're trying to serve and come up with creative ways to exceed their expectations. If you deliver great solutions and then keep progressively improving them, you'll move forward with the times rather than being stymied.

"Be empathetic to people. Try to understand what they really value."

– David Kelley, founder, IDEO

25 Habits

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Have a business on the side

Don't rely on others for a living. Always have some small projects going on the side. Be entrepreneurial.

In the disruptive era, you need every employee to be entrepreneurial in their outlook. That applies to your own career as well. You can't rely on the firm you work for always being around. You also must be an entrepreneur in your spare time and start something as a spare time project.

The steps involved in doing this are:

1. *Don't wait until the perfect opportunity comes along* – start your business now or find a partner to run with this week. It's drive rather than big ideas that counts the most when you're starting up so get into action.
2. *Keep in mind it's personal growth that matters* – not how much money you make. Do projects that will allow you to reach your highest potential as a human being. Work towards making a difference.
3. *Be smart* – don't risk too much and understand you will need to focus intensely on your cash-flow in the early stages. The good thing is you'll learn more in one year as an entrepreneur than you ever would in a lifetime as an employee. Enjoy the ride.
4. *If being a full-time entrepreneur does not appeal, become a blended one instead* – where you hold down your full-time job and have lots of entrepreneurial projects bubbling away in the background. You may even want to offer your boss the chance to be your silent partner in one of your sideline businesses. That way he or she will understand what's going on if you miss the odd meeting.

The whole point is this is a great time to be trying new ideas and see how they pan out in the marketplace. Job security is a thing of the past and the only real job security which exists resides in your ideas and your skills. Put yourself in a position to benefit from those assets, and in the process kick your addiction to a paycheck. When it comes right down to it, the only thing you really need is drive.

25 Habits

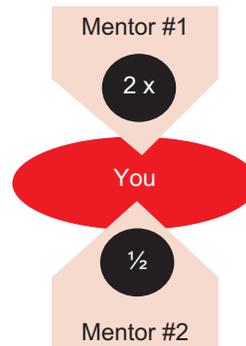
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Keep going back to the future

Get two mentors – one half your age and one twice your age – and tap into their advice.

The good thing about this two mentors idea is you'll get two extremely helpful perspectives on life and your career:

- Your young mentor will remind you that sometimes, the way to get ahead is to have the attitude: "Rules? What rules? Blaze your own trail."
- Your old mentor will have the battle scars to show that he or she has been there and done that and that you should learn from their experiences.



You'll also find both mentors will have complimentary skill sets and strengths:

- Your young mentor will usually be more willing to take risks to get ahead. Use your young mentor to pull together a team in the way a digital native does that and learn from their approach.
- Your old mentor will usually be more risk-averse. Get to know how their perspective and use that to reduce the risks in whatever you try.

By combining and integrating the wisdom you get from both sets of mentors, you will often be able to see new paths ahead that were not previously obvious. Make your mentors proud by doing some epic stuff which takes full advantage of what they tell you and show you. Give them a great return on the time they invest in you.

25 Habits

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Do things that make a difference

The world is full of serious problems. Find something important and dedicate your life to it.

The secret of happiness in a disruptive world is to be completely engrossed in making a difference. If you dedicate yourself to a cause, a need or even a set of values that are bigger than yourself, you can make a difference – and the happier you will end up being.

"By all means, go and work hard and be prosperous. Live a good life. But we need more from you than that. The world is broken, and we need you to provide leadership for transitional change."

– Don Tapscott, management guru

So how do you do this? Some suggestions:

1. *Choose one issue that speaks to you* – and focus on that. Figure out what you need to achieve to add value in this area and get to work. Aim high.
2. *Focus on inequality* – the gap between the haves and the have-nots. All of society's most inspiring projects are working towards addressing or closing those gaps in one way or another. Get busy on doing something comparable.
3. *Be realistic and accept that your passion and your income may not be the same* – so be prepared to work intensely even if there's no money in it. If you're doing something really big, the main payoff will be personal satisfaction rather than wealth. Get comfortable with that.

"There have been several waves of change over the past few years and one of them has been the focus on individualism – giving you, as one person, the absolute freedom and tools you need. I think that's one of the things we should question once in a while. Despite the fact that two-thirds of all people live on less than three dollars a day, many of us forget that because that's not part of our daily lives. Paying tax monies and giving a few donations here and there is not enough anymore. Maybe the answer is for all of us to create our own social initiative, in whatever way we can."

– Saskia Bruysten, co-founder,
Yunus Social Business

2. The Don'ts

25 Habits 15 Don't fight stupid

If you find yourself fighting an uphill battle against enshrined ideas, move on. Don't waste your time.

Unfortunately, organizational and leadership stupidity is rampant. If you find that your boss or your organization is constitutionally incapable of changing, move on to something better. There's too much good stuff that you could be doing in the world to waste your time being frustrated.

A workable approach to doing this is to use the rule of three:

1. *The first time you come up against a stupid idea, give them the benefit of the doubt* – work on the basis there might have been some kind of misunderstanding. Be prepared to overlook it and move on.
2. *The second time you come up against it, see whether a pattern is emerging* – decisions and policies which can't be defended. Start looking at how much stupidity actually surrounds you.
3. *The third time you come face-to-face with stupid stuff, head for the door* – get out before you start becoming part of the problem rather than the solution. Get out of there and find somewhere sane to work. There are literally lots of other opportunities worth pursuing.

If you have a three-strikes-and-you're-out mindset, you won't get stuck in a dead end.

25 Habits 16 Don't hesitate

Acknowledge your fears but then make a deliberate decision to push past them and keep disrupting.

During any era of change, fear will be a constant companion and the age of disruption will be no different. You can choose whether to let fear paralyze you or instead harness those fears as a spur to take advantage of new opportunities.

So how do you do that?

1. *Surround yourself with people who believe fear means "go"* – and let them trail blaze the path ahead. Have great teammates, inspiring leaders and mentors who push you in the right direction.
2. *Start small* – do one thing each day which scares you and progressively work your way up to bigger and better challenges.
3. *Give yourself permission to anticipate the joy you will experience on the other side of your fears* – take yourself to a different place mentally first and then physically. Pretty soon, freedom will replace fear.

"Confidence is a muscle. exercise it constantly."
– Bill Jensen

25 Habits 17 Don't use weak tools

You can't aspire to "put a ding in the universe" unless you have great tools. Invest in the very best tools.

The current era of disruption provides access to some of the greatest empowering technologies in the history of humanity. Make sure your workplace infrastructure isn't holding you back. Get access to the tools which will enhance your personal productivity and learn how to apply them to best effect.

Doing that might be harder than it sounds. If you're stuck in a workplace that isn't up to date with the best tools there are, your options are:



- Be so good at what you do that you can demand your firm upgrades its tools or lose you.
- Start your own firm and buy those tools. (This might be a full-time gig or a part-time project.)
- Run some kind of workaround where you figure out ways to overcome the bureaucratic barriers which trip up everyone else.

The stunning reality is today, your smart phone may be all the corporate infrastructure you need to do some impressively great work. Don't handicap yourself by working with inferior tools.

"Everyone should learn how to code. If you want to do innovation well, you may need to be your own technical co-founder."
– Ben Berkowitz, co-founder, SeeClickFix

25 Habits 18 Don't knock down – try and build

The best way to influence people is to be kind to them and to be optimistic about them. Treat people well.

If you're trying to build something at the moment, you'll probably find that your biggest challenge will be to attract and retain the best talent. People issues loom large in the era of disruption because you'll be asking your people to regularly change the way they think and the actions they take. Once you find people who can do that consistently well, you should aim to kill them with kindness so they never have any reason to look anywhere else.

The basic guidelines for keeping good talent engaged with your organization are pretty much common sense:

- Be a good person yourself.
- Spend your time working on epic stuff which will outlast you.
- Be positive – build people up all the time rather than knocking them down.
- Use your imagination to dream big and allow your people to do the same.
- Don't leave anyone behind.
- Build an insanely great workplace environment and openly invite good people to join you.
- Provide comfort and security.
- Appeal to your people's hearts, minds and passions.
- Treat the people who work with you with kindness and compassion to earn their loyalty.
- Be optimistic.
- Be approachable.

3. Guiding Principles

25 Habits 19 Know thyself deep down

In a disruptive world, knowing where you're heading and what you stand for is very important. Don't lose sight.

To genuinely excel in the disruptive era, you have to understand who you are, what your passions are and what your underlying motivations are. Put another way, instead of worrying about how you're going to get things done, it's more important to clarify why you want to do something. Once you know that, you can get busy finding the resources that will be required.



"More and more, difficult decisions need to be made very quickly. To make good decisions, you need inner clarity. That kind of clarity only comes from truly knowing oneself."

– Bill Jensen

"My parents are an influence in my life all the time. My father was an engineer, my mother was an art teacher. In what I do – which is a blend of engineering and art and product management and other pieces – you can feel both of their passions and what they gave me in terms of appreciation for the world."

– Marissa Mayer, CEO, Yahoo!

25 Habits 20 Of course, follow your passions

In a disruptive world, if you don't follow your passions, you'll be pushed into following someone else's.

Today's marketplace rewards those who follow their passions handsomely. You have to create your own freedoms by picking the career path which will make you happy and then getting into action. The more you do that, the more comfortable you will feel in your own skin and accordingly the more others will follow you.

"we're only here for a split second of time in the grand scheme of things. We won't get a second chance. Follow your dreams. Go do whatever feels right and you can be proud of."

– Ken Banks, founder, Kiwanja.net

"Most of us invest in a future that will come years from now. That's why we go to college. You also need to ground yourself in today – do things today that you were waiting to do next year. Push your boss a little bit harder and say I want to do this now. A lot of people don't get what they want because they don't ask. A lot of what I've received in life was because I had the audacity to ask for it and pursue it."

– Manick Bahn, founder, Rukkus

"A great manager – a truly great manager – will transform work based on an understanding of what is important to each individual: What is it that they throw themselves into with great passion? Transform their work to match that."

– Caterina Fake, co-founder, Flickr

25 Habits 21 Remember resilience matters

There's no point being "sustainable" when the world is changing quickly. Instead, you have to be resilient.

Resilience is something you've got to have in order to succeed in the 21st-century. Even if you have a fine-tuned supply chain in place and have optimized everything you can, change can come from far-off locales. To be positioned to excel in the years ahead, you're going to need to be resilient.

"The world is not as stable as you think it is. Everything you plan will be disrupted, continuously. So: Don't resist that. Embrace it. Resilience is the way forward."

– Bill Jensen

"The key to resilience is continuous learning and unlearning ...fast!"

– Bill Jensen

"Think big. Be so good at what you're doing that it doesn't matter if you get fired. If things go wrong, other companies or other projects will pick up where getting fired left off. Package things in a superior way. Go out of

your way to make a compelling case and to convince others that your way is the right way. Start small. Pilot it and prove your ideas and go from there."

– Stefaan van Hooydonk, head, Philips Lighting University

25 Habits 22 Disrupt yourself again and again

It's inevitable that sooner or later someone is going to disrupt you – so get in first and do it to yourself.

The history of business is littered with companies which got disrupted at the worst possible moment. With that in mind, you should realistically anticipate that it will happen to you as well. The only way you can get ahead of this phenomena is to be proactive – to disrupt your own business model before anybody else gets around to it. In practice, this means pushing for changes in your life and in your career whenever it feels most comfortable to maintain the status quo.

The good thing about disrupting yourself is if you do this, you get to set the direction you head in the future rather than having it imposed on you by others. You also get to specify what level of risk you take and what the long-term payoff will be if things go well. Those are good benefits to enjoy.

The blueprint for disrupting yourself is:



25 Habits

23

Your network is your power

Figure out how you can do extraordinary things with the people in your network. Harness the power.

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"One of the key drivers of this disruptive age is the amazing advances made in all social media. Yet, still, so few understand that it's never been about the latest technology or meme or viral video or eye candy. It has always been about people helping people. Giving. Benefitting others."

– Bill Jensen

Hollywood is a good example of the power of networks to do great stuff. Every new movie is a startup with the script as a business plan. Groups of talented individuals come together, add value and then disband and move to the next project which is configured differently. This is probably a pretty good template for how much business value will be created in the years ahead.

With that in mind, your ability to be productive in the future will probably come down to your ability to either form or be invited to join your next project team. To be aware of those opportunities, you need to have a network which features deep connections.

To achieve that, some things you can do include:

1. *Become a power-user of social media* – that is, participate fully in the current shift of power. Use social media and be up-to-date with what it offers.
2. *Once you build your online network, then get offline* – figure out who the 20 percent of your connections that will generate 80 percent of the value are and take them to lunch. Get to know them. Deepen your relationship with them.
3. *Treat your network like the backbone of your life, your career and your goals* – because it in fact is. Focus on building the depth and the richness of your network all the time.

"The true power in your network comes from paying forward to others that which has been done for you."

– Bill Jensen

25 Habits

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You are the powers that be

Insiders never topple the status quo. Don't wait for permission to disrupt, Make it happen.

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If you wait until your boss gives you the green light to do something extraordinary, all you will ever achieve is a seat on the sidelines. In a disruptive world, don't wait for someone else to start your revolution. Get going right now and make it happen.

"Want better options? Go create them!"

– Bill Jensen

You can either choose to play the game the way it's always been played and hope for the best or you can change the game and slant the odds in your favor. The first approach will keep you on the inside hoping for the best whereas the second will definitely put you in the line of fire but at the same time will also position you to soar.

To make the most of marketplace disruptions:

1. *Pick something you are completely passionate about* – something you personally believe is worth making the effort to topple the status quo in.
2. *Reboot your brain* – find ways to change the old way of doing things and replace it with something much better.

"With any new idea, you have the people who love it, and then there's the old guard who go, 'What are you doing? This is not how we do things.' With ideas that change things, if you don't have anyone pushing back, that's a clue you're not pushing hard enough."

– C. Jimmy Lin, founder, Rare Genomics Institute

"I have a deep passion for constant growth. I think innovation can increase by a factor of 100 if we were just more vulnerable and open to truly open collaboration on an economic front. Anybody who studies how things work will conclude the current economic system is very inefficient. I don't see any evidence that an inefficient system can be perpetuated forever. I believe the next economy is the open-source economy."

– Marcin Jakubowski, founder, Open Source Ecology

25 Habits

25

It's never about you

In this era, we're all dependent on each other to a greater degree than ever before. Erase the boundaries.

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"Self-reliance can be a good thing. It gets you most of what you need. In a disruptive world, other-reliance and being other-centered gets you a lot more of what you need. We are more united by what we have in common, and our shared interdependence, than we are divided by our differences."

– Bill Jensen

Traditionally, people have defined themselves by their quirks and differences. This is a backwards way of thinking. When you get right down to what really counts, humans have more in common than we do in difference. We are all interconnected in one way or another and if you can keep that in mind, you'll do better.

While being a disruptor is great, not everyone needs to be one all the time. For every disruptor coming up with interesting ideas, you need a counterpart who is an anchor working away in the background to make the right things happen. Too much disruption can overwhelm. Anchors provide a calming voice of reason which is valued because it keeps everyone grounded.

"You do not have to be the disruption. You can choose to be the anchor, the voice of reason. But both roles must figure out how to benefit from, and take advantage of, and thrive in the midst of continuous disarray, disorder, and disruption. Because, regardless of your role, the time in which you live is an age of continuous personal disruption."

– Bill Jensen

"Life's too short not to be disruptive."

– Salil Shetty, secretary general,
Amnesty International

"Now that you know the habits for thriving in an age of personal disruption: How will you make use of them? How will you tweak them and make them your own?"

– Bill Jensen