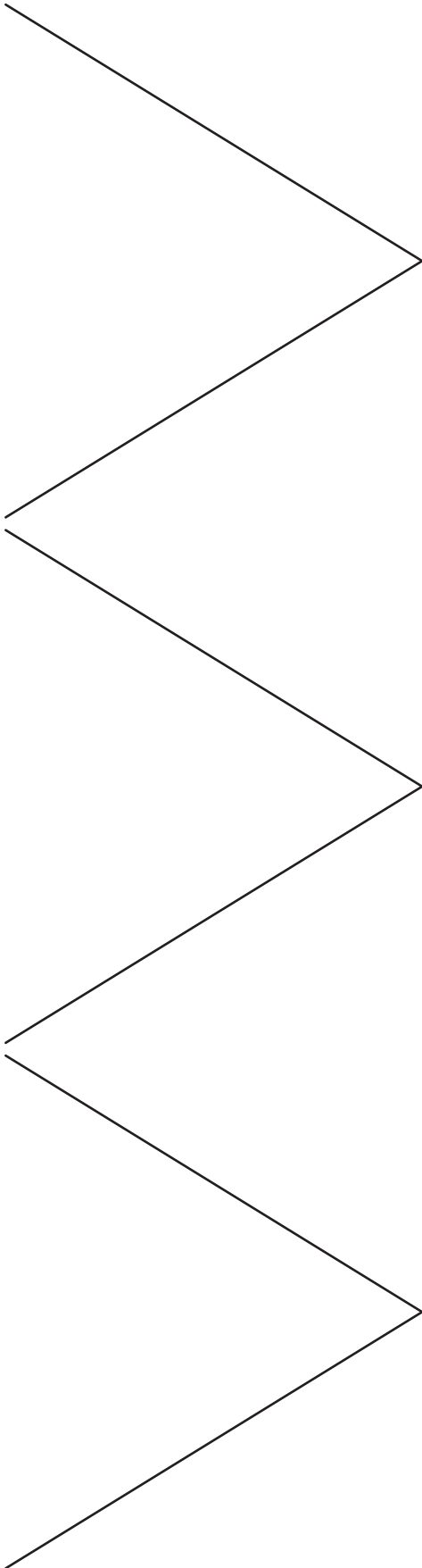


# Find Your Great Work

Napkin-size solutions to stop the busywork & start the work that matters

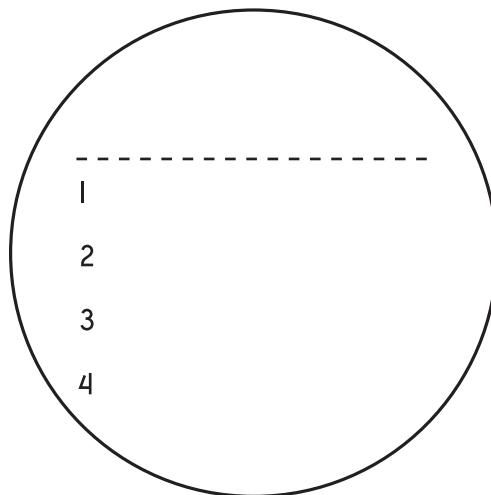
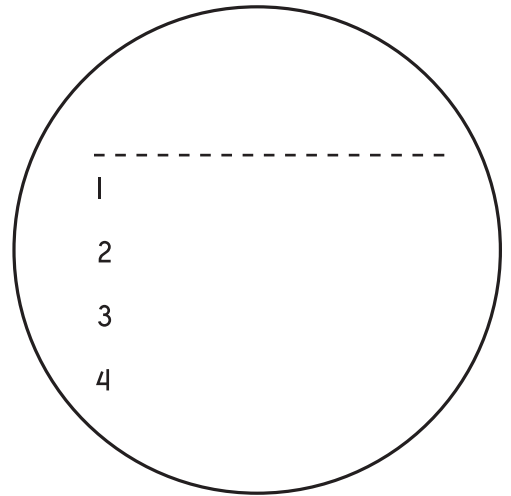
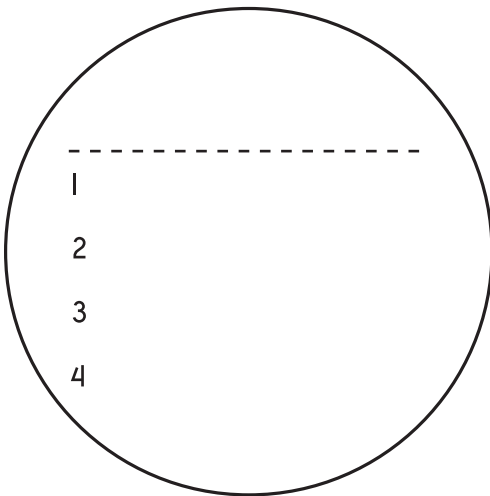
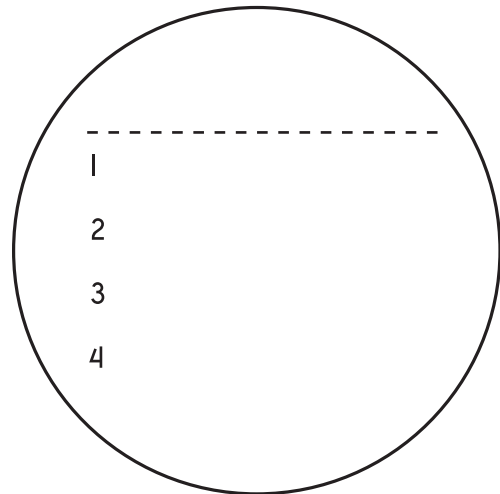
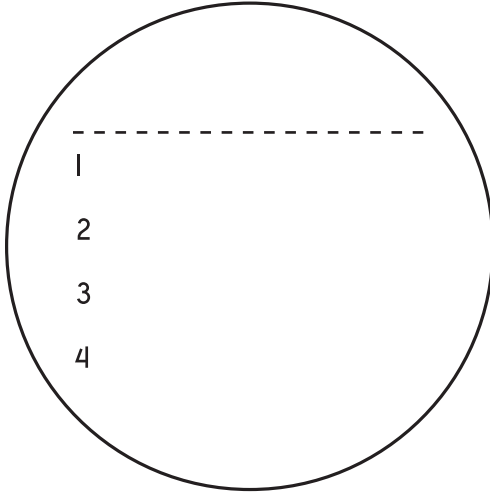
#1



## COMPLETING THE MAP

Follow these steps to populate the map.

- 1 Think back and remember three to five Peak Moments of your life. (Parents, I'm going to ask you to not count the birth of your children.) It doesn't have to be a moment of public triumph or success – although it can be. But it's a moment when you knew this was something significant, something you're proud of, something that has stayed in your memory and even now brings a smile to your face and a thrill as you remember what you did.
- 2 Give each one of those Peak Moments a title, and write down the title next to the "peaks" on the map.
- 3 Now, write a short description (one or two sentences) of what happened. You might consider noting such things as:
  - Were you alone or in a crowd?
  - What was the type of challenge you were facing?
  - What made it Great Work or a Peak Moment for you?
  - What was your role?
  - How did you overcome any challenges?
  - What are you particularly proud of?
  - What skills did you use?
- 4 Now you've done that, look across the peaks. You're looking for any emerging themes, any consistent clues as to what's going on. Pick out three or four "themes" that seem to be showing up.



## COMPLETING THE MAP

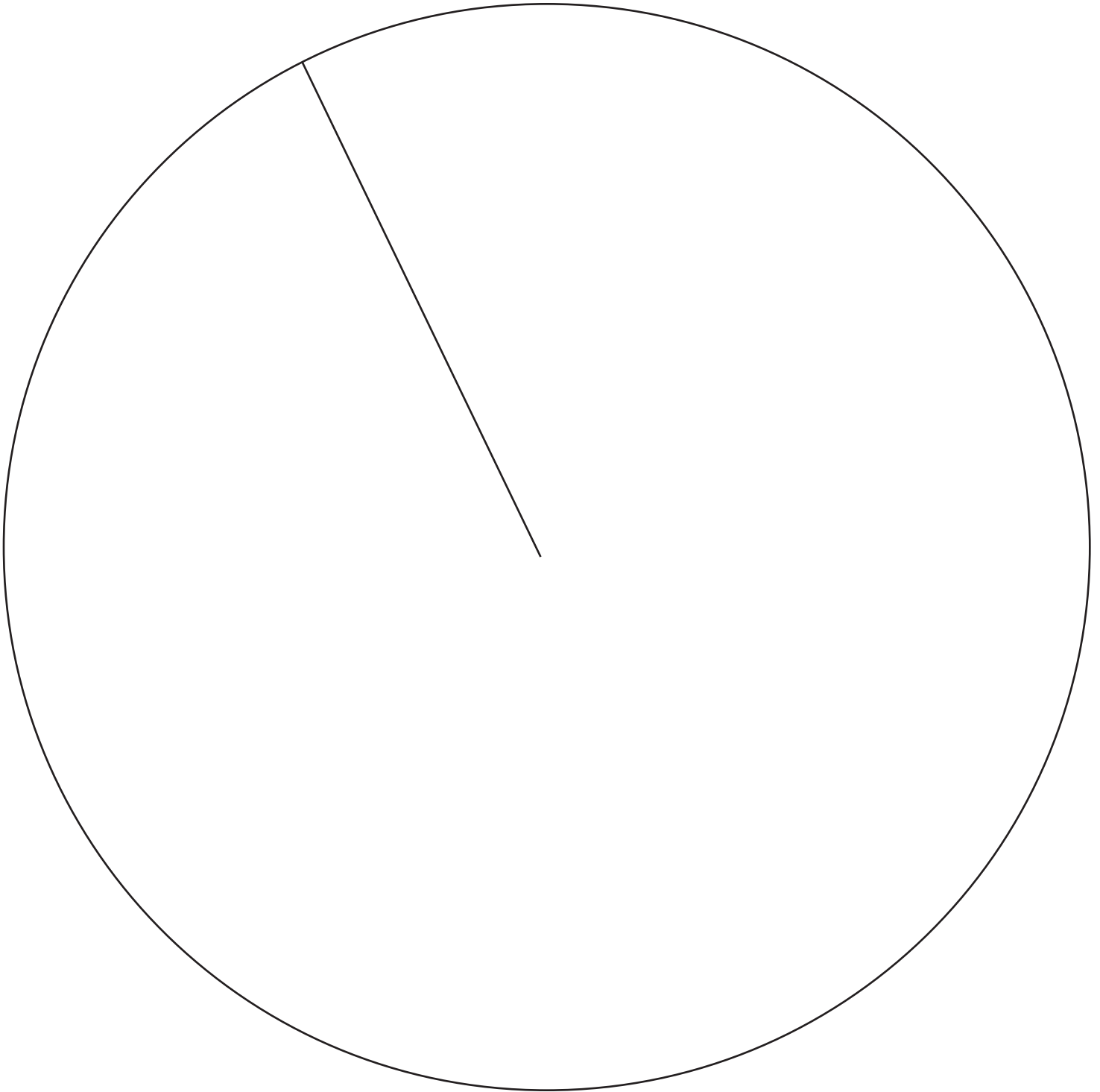
Follow these steps to populate the map.

- 1 Think of ten role models, people you think are inspiring for one reason or other. These are people whose stories capture your imagination, who perhaps even touch off a spark of envy, a sense of "I wish I had done that."
- 2 They can be famous or not, (George Clooney, my mother) local or not, (my high school teacher, the Prime Minister) real or not (Queen Elizabeth, Buzz Lightyear), alive or not (Desmond Tutu, Gandhi), or even not a person at all (the Mini, Apple).
- 3 Narrow that list down to five and put a name in each of the circles.
- 4 List four characteristics of each role model that make them so inspiring to you. These can be behaviours they exhibit, qualities about them you sense, or situations they've created.

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#3



## **COMPLETING THE MAP**

Follow these steps to populate the map.

- 1] Divide the circle into three 'slices' that represent how much Bad Work, Good Work and Great Work you are currently doing. Trust your intuition on this – you don't have to be overly precise. (And by the way, it's almost certainly NOT one third/one third/one third.)
- 2] Write down two examples of each type of work in each pie segment.

Non Negotiable

---

Feels Non Negotiable - but maybe not

---

Negotiable

## **COMPLETING THE MAP**

Follow these steps to populate the map.

- 1 Map everything you've got going on in your life into one of these three categories.
- 2 You might consider including:
  - People & relationships (friends, family, peers, work relationships)
  - Goals and ambitions and dreams
  - Commitments and promises (to others, to yourself)
  - Possessions and things you own
  - Self-care activities (sleep, eating, exercise, spiritual)
  - Money (current earnings, savings, future earnings, security, "opportunity costs")
  - Experiences (occasional, regular)
  - Feelings (sense of calm, security, adventure, etc.)
  - Things that nourish you



What I'll get

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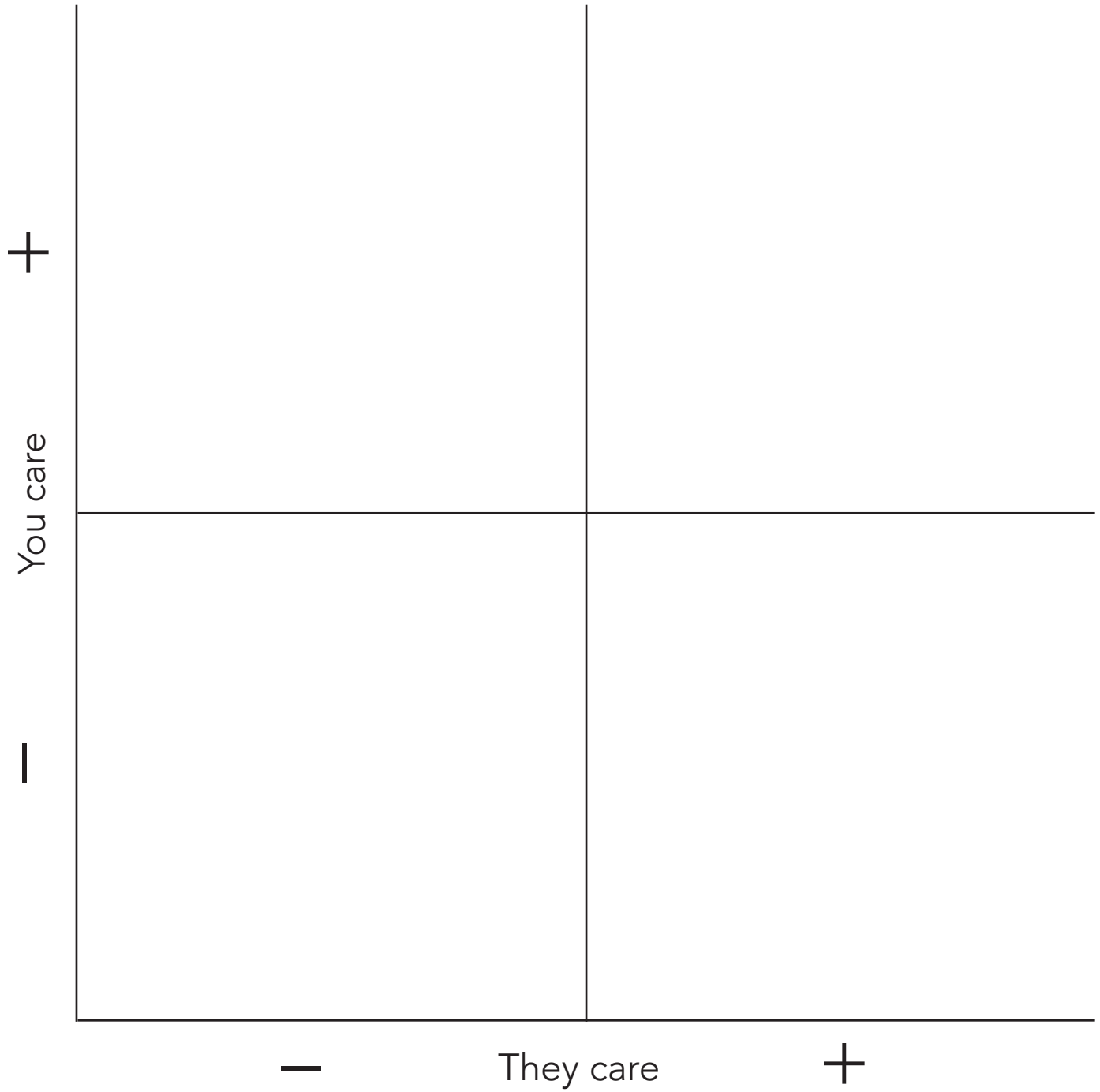
What I'll avoid



## COMPLETING THE MAP

Follow these steps to populate the map.

- 1 As you think about one of your Great Work possibilities, start writing down what's at the heart of why you want to do this? What will you get from doing this? What's in it for you?
- 2 If you've got things on your list about moving towards something you do want, list them above the line. They might look or sound like: "I'll get this, I want this, I'll have this, I'll be this, I'll achieve this." It's all about situation, people or things you'd like more of.
- 3 If you've got things on your list about moving away from something you don't want, list them below the line. They might look or sound like: "I'll avoid this, I'll miss this, I'll get rid of this..." It's all about situations, people or things you want to avoid.



## COMPLETING THE MAP

Follow these steps to populate the map.

- 1 Bring to mind – or jot down on a piece of paper – all the work you do on a daily or weekly basis. The more complete and more specific you can be, the more useful this map is. You might consider:
  - Projects
  - Parts of projects (eg admin, finance, project management, team meetings, strategy, brainstorming, implementation, etc.)
  - Administration
  - Financial management
  - Meetings - regular ones like team meetings
  - Ad hoc meetings
  - Routine work
  - Dealing with customers and clients
  - Dealing with colleagues
  - People management
  - Training and skill enhancement
  - Family responsibilities
- 2 Recognize that this is often trickier than it sounds. Even though you're working 40+ hours a week, it can be hard to recall where you spend all that time. If it helps, consult your calendar or timesheets and see what they tell you.
- 3 Now start plotting this all out on the matrix.
- 4 By "you care" you're thinking about what on this list excites you and engages you – and what doesn't.
- 5 By "they care" you're thinking about what your organization values and expects you to be doing. In thinking about your organization bring to mind your boss's boss. She or he is close enough so you know them, they're a real person, but also far enough away that they have a 'bigger picture' about what are the organization's priorities.

What ideas do you already have?

What's the fun thing to do?

What's the easiest thing to do?

What's the fastest thing to do?

What's the bravest thing to do?

What's the provocative thing to do?

## COMPLETING THE MAP

Follow these steps to populate the map.

From powerful, provocative questions, ideas grow. After you've decanted the ideas you've already got, the five that make up this map are the best I know to generate a range of new options.

- 1 Get a challenge in mind, something to do with getting more Great Work in your life. With no challenge, these questions just don't work.
- 2 Let go of the little imp in your head that says, "I'm not much good at this" or "Unless the idea is perfect I won't own up to it." Trust that you are creative and that you'll generate something interesting.
- 3 Set a time limit – say 5 minutes – and an idea goal, say 15 ideas.
- 4 Start at the top. You need to decant the ideas you've already got before you can get some new ones going. You'll have at least three ideas of things you could already do – and probably more.
- 5 Read point #2 again. I expect some of your ideas to be impossible, half-baked, illogical, illegal, or immoral - or if you're really good, all of these all at once. Remember, it's about throwing out possibilities at this stage.
- 6 Of the remaining questions, pick the one that takes your fancy. Whatever one catches your eye is a good one with which to start. Use it to generate at least three new ideas (or better yet, five.)
- 7 Pick a second question and do the same.
- 8 If you really feeling bold, pick a third.
- 9 Now you've got some real options.... You just need to decide which one you'll actually do.

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#8

	Criteria #1	Criteria #2	Criteria #3	Total Score
Idea #1				/30
Idea #2				/30
Idea #3				/30

## COMPLETING THE MAP

Follow these steps to populate the map.

There are two parts to this process.

- 1 Part One: Get clear on the criteria you're using to judge these ideas. I've found three key criteria is a good number to aim for, five is probably the maximum you need.
- 2 The criteria can be rational ("delivers at least a 10.3% return") or they can be emotional ("makes me smile"). Just so long as you're clear that they are in fact the right criteria.
- 3 One way to do this is generate a list of 5 to 10 criteria, and then pick your top three. Here are some potential criteria for you to consider:
  - It's easy to do
  - It would have the biggest impact
  - I want to do it
  - It's fun to do
  - The boss would choose it
  - It's likely to find a senior sponsor
  - It would be fast to do
  - It's cheap
  - It's cool
  - It's aligned with the strategy
  - It fits with the corporate culture

The first three on this list are ones I use all the time - I can recommend them.

- 4 Part Two: Play your possible ideas off against one another using the criteria and scoring each idea out of 10 and then adding up the total - highest score wins!
- 5 Alternatively, you can give your criteria different weightings. You'd do this if the criteria are more or less important than each other. For instance, you might give your most important criteria a maximum of 20 points, your second criteria a maximum of 10 points and your third 5 points. Feel free to play around with the weightings until you feel they properly represent the relative importance of the criteria.
- 6 Finally, after you've totalled your scores and seen which idea has won, check in on your "gut instinct". Does this choice feel the right one?

# Find Your Great Work

Napkin-size solutions to stop the busywork & start the work that matters

#9

Once upon a time...	Suddenly...	And then...

## COMPLETING THE MAP

Follow these steps to populate the map.

- 1 The simplest structure for telling a story is the three frame cartoon strip. In that strip you have the three basic building blocks of the story:
  - Once upon a time ...where you set things up, and introduce the hero (probably you);
  - Suddenly...things shift, the challenge becomes clear;
  - And then...Resolution! The way things work out in the end.
- 2 You can either write your story in the three cartoon boxes or if you're feeling brave, create your own cartoon.
- 3 Pick one of your Great Work challenges and tell the story of what would happen if this became a great success, one where the ending is happy and you get just what you want.
- 4 Now tell two variations on that same story. The first variation is if it all goes terribly wrong and all sorts of challenges get thrown in your way. What happens then? And how does it end? And the second variation is if it's a mediocre experience, what Australians would call "pretty average". Nothing disastrous happens, but it isn't a huge triumph. How does that story unfold?
- 5 The process of creating these simple stories will throw open new elements you need to consider, new questions for which you may need to find answers.



## COMPLETING THE MAP

Follow these steps to populate the map.

- 1 Think of a challenge that will pull you towards Great Work.
- 2 You've got some ideas about what you can do to move to action on this. One of those idea stands out as the most likely one that you'd choose. It's safe, solid and a pretty good idea. Write that idea against the "5".
- 3 Now drop down to the "2". What's the safest, smallest, easiest almost inconsequential thing to do. Write that down here.
- 4 Now jump up to "11". What's the ridiculous, possibly illegal, possibly impossible thing to do. The "no boundaries at all" idea. Write that down here.
- 5 Against "8", write down the bold thing to do, something entirely possibly but that would require you plucking up your courage somewhat and taking a deep breath.
- 6 And finally, against "10", write down your answer to this question: If you had no fear, what would you do?

As you complete this exercise, sometimes you'll generate variations on the same idea (call my mom; call my boss; call the CEO; call the President; call an election) and sometimes it will be a wide range of different ideas.

And once again, please remember this: You've not committed to do any of these. You've just expanded the range of possibilities once again, so that when you do come to choose your action, you've got an excellent range of choices from which to pick.

# Find Your Great Work

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#11

People who love me

People with skills

People with influence

## COMPLETING THE MAP

Follow these steps to populate the map.

There are three places to look for help:

- 1 People who love you and offer support, cheers, hugs, and unconditional support. Don't underestimate just how important and sustaining this is. Hang out with these people more.
- 2 People with technical skills – accounting, proofreading, training, computer skills, coaching, entrepreneurship, diet, facilitation ... the list is endless. You can find people to do the work for you, or help you with it.
- 3 People with influence – they can open doors, grease the tracks, make introductions, help you connect.

With a specific challenge in mind, write down two examples for each type of person. (Sometimes, one person will fit in more than one category. That's fine. Put them in both or just one, whichever works best for you.)

By when?

What will you do?

What's the first step?

What accountability will you set up?

## COMPLETING THE MAP

Follow these steps to populate the map.

- 1 Figure out the next step, the action you now need to take to move forward.
- 2 Almost certainly it will be a small thing. That's OK, when that's completed you can just repeat this process to define the next step after that..
- 3 It will have a verb in it. 'Think about' or 'try' doesn't count.
- 4 Decide whether you need someone to support you to be accountable. To let you know how important this can be, consider these statistics from the American Society of Training and Development\* on the statistical likelihood of you completing a goal you set yourself:
  - 10% if you hear an idea
  - 25% if you decide to do it
  - 40% if you decide when you're going to do it
  - 50% if you plan how you're going to do it
  - 65% if you tell someone you're going to do it
  - 95% if you set up a time to report back to that person on how you did
- 5 When you've decided on that person, consider these five key accountability questions:
  - What will you do?
  - By when?
  - What does success/finished look like?
  - How will you let your "accountability buddy" know?
  - What are the consequences of not doing this?

## **MAPS 1-3: GREATNESS**

You already know more about  
your Great Work than you might think

## **MAPS 4-6: CHOICES**

Finding Great Work requires you to make some choices.  
Where will you focus?

## **MAPS 7-9: POSSIBILITIES**

Expand your sense of what your Great Work might be

## **MAPS 10-12: ACTION**

It's time to take a step towards your Great Work

## **THE 13 MAP**

Bonus Map

## **YOUR DEBRIEF**

Doing the exercise is a good thing.

But spending some time thinking about what just happened is even better - this is where the learning happens.

Here are some useful questions that might help you move from "so what?" to "A-ha!"

- What's the main thing you noticed from this exercise?
- What surprised you if anything?
- What was a little uncomfortable (if anything?)
- What do you know now that you didn't know before?
- What was useful?
- What do you want to remember from this?
- What's the one specific action you'll take as a result of this?