Working Out Loud

Part 0: Your Own Guided Mastery Program (New Habits and a New Mindset in 12 Weeks)

Level 1: Getting Started

- **Working Out Loud Circles**
  - "What's so special about twelve weeks? Practice, practice, practice. The only way to develop new habits is through repetition over time."
  - "Small groups of people who help each other develop the habit of working out loud. Over twelve weeks, through actual practice, you build a network of relationships that can help you with a personal goal."
  - Find a partner or group to work through the program together.

- **Goals primarily about learning and exploring**
  - SMART goal implicit in the book.
  - "The key for the next twelve weeks isn't as much that you pick the best goal. What's important is that you practice working in a more open, connected way that helps you build relationships."
  - "Break down the goal and begin with a small step so simple that it verges on ridiculous. Can't go for a run four times a week for an hour? Try once a week. Still too much? Go for five minutes. Not wanting for you? Walk to the treadmill and touch it every day."
  - Throughout program will be asking yourself: "What am I trying to accomplish? Who can help me with that goal? How can I contribute to them to deepen our relationship?"
  - "People have a hardwired aversion to change"

- **Build Relationship List**
  - Not only people you already know, rather targets e.g. someone in specific role and company, or a subject matter expert in xyz.
  - Give genuine appreciation to targets. Likes, Follows, Retweets, Comments, Link to their work, public praise via Reviews, etc.
  - Find people via their social media, professional societies, etc.
  - Don't discount Twitter. It used strategically it has one of the best ROIs.
  - Repeat, repeat, repeat. Always evolving your relationship list.
  - "Once you have an asset and start thinking of people who would benefit from you sharing it, other names often come to mind for your relationship list."
  - Look for ways to contribute that help relationship targets. Sharing resources, blogging, volunteer work, etc.
  - "If it feels fake or inauthentic, stop. Only offer genuine gifts."
  - Repeat, repeat, repeat. Always evolving ways to contribute.

- "Acquiring a new skill or behavior requires that we focus our precious attention over a period of time, and, since attention is scarce, we have a natural aversion to expending it."
  - Checklist for making habits: "Take small steps toward your goals. Set some realistic achievable goals. Structure your life to help you attain your goals. Chart your progress. Look at the areas where you're successful. Reward yourself for your successes. Focus on your achievements. Allow yourself to fail without turning it into a catastrophe. Enlist the support of friends. Picture the way you'd like life to be."
  - "Habits are one way of helping us deal with the complexity of life and all the information in it. With the repetition of an act, effort decreases over time as the brain physically changes."
  - If you think you don't have enough time for this program: "schedule time to invest in yourself from with as little as fifteen minutes a day or an hour a week." I.e. pay yourself first.
  - Beyond scheduling and creating habits: "Create rituals. Set up visual cues. Voice the intention. Make your progress visible. Reflect, learn, and encourage yourself."
  - "positive reinforcement is more effective by far" than negativity.

Level 2: Connecting

- **How to Approach People**
  - Techniques: "Answer questions others have asked. Offer a comment that builds on someone's work. Share your ideas. Share your work experiences, especially mistakes."
  - Move contacts up the intimacy scale. 0—The person doesn't know you exist. 1—You're connected in some way. 2—You've had one-on-one interactions. 3—You've collaborated. 4—You regularly call on each other. 5—You're a trusted advisor.
  - "Make networking efforts more systematic."
    - Create spreadsheet to keep relationship priorities, statuses, most recent contribution, ideas for next contribution, etc.
  - "Being mindful of the following three questions changes how you feel when you approach someone. What would my reaction be if I were that person? (empathy) Why should she care? (generosity) Why am I doing this? (confidence)"
    - Exercise: write tit facts about yourself that could be a seed for a contribution. What do you know? What experiences do you have? What was the last thing you watched or read that had significant impact on you?
    - "keep in mind... you're...answering two basic questions: What's the contribution? and Who's it for?"
  - "send a link via any platform you like—e-mail, text, Twitter, Facebook, or LinkedIn—along with a personal comment like 'I loved this, and it made me think of you.'"
    - "How your contribution will be received depends on how well you know the person and how you present the gift, no matter whether you're presenting it in person, via e-mail, or on Twitter."
    - "If you offer contributions that feel like too much too soon, you're more likely to evoke suspicion instead of gratitude. Who is this person? What does he want from me?"
  - Pushing too early and too much for a meeting.
    - Exercise: "Open up your inbox, and look for e-mails that show a lack of empathy... Write down the phrases that offend or irritate you. Avoid those phrases when you write your own notes."
    - E.G. "I shared early drafts of the book and offered people the chance to help make it better." Okay) have gladly helped several authors in this regard. It felt like a fair trade. I received the authors' thoughts. "Even when asking for help, your first thoughts should still be about empathy and generosity. How will the recipient receive your request and is there any way to frame it as a contribution?"
  - "avoiding phrases like 'I want,' 'I need,' and 'I would like to.'"
  - When you doesn't receive a reply, assume the positive, e.g. the person must be really busy.

- **Expanding your network**
  - Explore professional societies and communities dedicated to topics you are investing in.
    - "focusing on connections, mavens, and salespeople 'people in a community who know large numbers of people.' 'people we rely upon to connect us with new information' and 'persuaders.'"
  - "Usually the network you're looking to leverage is related to an organization. Sometimes, though, it's the network of a single individual."
  - "my mindset needs to be about making a genuine contribution to the network of the individual. If it feels like I'm trying to sell their connections, then I'll rightly get a negative reaction. My messages need to be personal, authentic, and clear about the value to the recipients."
  - Leverage networks that already exist.

Level 3: Creating

- **Your Greater Purpose**
  - "Write yourself a letter from the future." "what [are you] doing and feeling at some future point." "you need to engage your emotions. It seems that there is something quite special about writing it down that allows you to reach into your deepest self."
  - In meditation "try and feel when your future lfe feels like. Remember you're not just imagining a one-off event like a party or a lottery win. You're imagining a complete life. Where are you? What are you doing? Who's around you?"
  - Announce your goal via LinkedIn and Twitter profiles.

- **Keep a running list of topics to write about**
  - E.G. a layoff at work
  - Too many of us wait for something to happen before we decide to shape our future."
  - "the more you do it, the easier it gets."
  - "The almost universal advice for overcoming fear of putting your work out into the world is to take small steps, get feedback, and keep practicing."
  - To get started "emulate the work of people you admire."
  - Writing clarifies your thinking and accelerates learning.
  - "Writing well, like presenting or making videos or doing pretty much anything, is a learnable skill."
  - If still stuck, start with a top-ten list of resources with a couple of sentences describing the resource and why it is among your top-ten.
  - Offer your contribution directly to those on your relationship list that have potential for most interest and best chance of useful feedback. Don't depend on only posting a blog that nobody yet reads.
  - "You have to 'sell' first. You have to explain why this link matters and what they'll get out of it." Have empathy for audience ever when giving a gift.
  - "you'll want your notes to have three elements: 'appreciation, personalization, and value.'"
  - "a common path to becoming good at what they did. They produced early work that wasn't particularly good. They produced a lot of work over a period of"
  - "The vast majority of people creating their own content give up too soon."

- **Engaging Your Network**
  - "Find individuals who are emotionally invested in you or your goal are include them...they'll go far beyond simply observing or even using your work. They'll give you feedback that makes you and your work better, they'll build on what you do and, and they'll share your work with their own network."
  - "When you view your work as a strictly solo activity, it can be both uncomfortable and lonely. Looking for and enabling others to join you can fundamentally change your work and how you feel about it."
  - ...helps you engage with your network. Respond. Let them comment on your work in progress. Let them contribute to your work. Make their reactions to your work. Talk to the audience. Let the audience talk to each other. Show their work. Invite them to be part of something. Share their stories.
  - Ensure your responses are personalized, authentic, and intended as genuine contribution.

- **What movement will you create?**
  - "Think of issues you care about, perhaps changes you want to see in the world."
  - "pick a clear goal, share your stories in a way that helps others form an emotional connection to that goal, and engage and include people, making it easy for them to contribute and make a difference."
  - "You might just create a new chapter of an existing movement or perhaps a variation of a movement."

Level 4: Becoming a Lynchpin / Creating a Movement

- "Imagine one of your tribe members writing to you about something he'd love to do for the movement. What might he say?"
- "When you're a linchpin, your purpose is no longer about what you might accomplish but what you and your network could accomplish together."
- This important not to confuse being a linchpin with being popular...be instead of focusing on hitting followers, focus on the emotional connection. Focus on making your ideas and work so clear and compelling that people want to join you."
- Case study: "startistes.org... The purpose of the Startistes was to create "a series of events to inspire, connect, and motivate the next generation of Genoise into long-running happy STEM careers."
- Finding Your Align? Reason for getting up in the morning _____

Part 1: For Better Career and Life

- **Original Definition:** working out loud = observable work + narrating the work
  - New Definition: Working out loud is an approach to work and life. It helps you achieve your goals and feel better about work while you discover more possibilities.
  - Human first, technology second.
  - "The five elements create a mindset—an open, generous, connected approach to work and life—that is the essence of working out loud."

- **Four stories**
  - CEO that cofounder in online community that made his knowledge and passion visible.
  - Social Media branding founder started learning Social Media as volunteer.
  - Collaboration expert got started by interest in her company volunteering with online communities.
  - Interest in genealogy leads to new job within company.

- **Improving your odds**
  - **Job or career or calling?**
    - Intrinsic motivation
    - Csikszentmihalyi's flow: setting own goals, developing skills, conscious of others, able to concentrate.
    - Majority of white-collar workers are checked out.
    - Cause: work designed for last century
      - More about process and systems than about people. Dehumanizing.
      - Micromanagement
      - Create sense of purpose
    - Two ways to address: change how working or change where working.
      - Weak ties are more important than strong connections that risk being an echo chamber.
      - Key point of the book: find people to strategically add to network via "working out loud"
  - Find or make better environment via other people, your network.
  - Choose the prepared mind.

- **Purposeful Discovery**
  - Not wanting to know your career at young age and sticking with that. This approach breeds disappointment.
  - **Start with a goal**
    - Having a goal in mind helps you orient your attention, while the other elements of working out loud help you develop skills and a mindset that can unlock all sorts of possibilities.
  - **Start out small**
    - Invest a vague goal, when combined with the other elements of working out loud, can orient your activities and lead you to something wonderful.
    - It is normal that the goal will evolve as new information and experiences come in.
  - Think of your career as a startup where you see the product and ask creating minimum viable products to gain feedback to inform next steps.

Part 2: the five elements

- **Relationships**
  - All humans are social beings.
  - A big part of working out loud involves building a larger, more diverse network and developing more meaningful relationships with some of the people in that network.
  - "Your network, if developed properly, gives you access to knowledge, expertise, and influence."
  - "You're trying to build a network with both strong and weak ties. You need clusters of connections who trust you so you can exchange sensitive and valuable information. You also need people who are different from you—in geography, jobs, and interests—because they'll have information and contacts you and your strong ties don't have."
  - **Four mindsets towards building a better network:** Generosity, Vulnerability, Candor, Accountability, and Intimacy.
    - Forget the superficial networking cliche
    - "making connections wasn't about collecting contacts but about building deeper, more meaningful relationships with people."
  - Easier than ever to join or create tribe of people that care about a common interest. The positive side of technology.
    - Makes your knowledge and skill visible

- **Reciprocal Amounts**
  - "you contribute to individuals in your network without expectations, knowing that, across the entirety of the network, reciprocal altruism makes it likely you will ultimately benefit too"
  - Reid Hoffman: "It seems counterintuitive, but the more altruistic your attitude, the more benefits you will gain from the relationship."

- **Generosity**
  - Personal Behavior
  - "The deeper the relationship with people in your network, the more likely they are to help you."
  - Adam Grant: "self-interest and other-interest are completely independent motivations; you can have both of them at the same time"
  - Dale Carnegie advice still holds. Give honest and sincere appreciation. Genuine interest in others. Make the other person feel important, etc.

- **Visible Work**
  - With modern tools, working out loud doesn't have to equate to additional time to needed to make work visible.
  - Use Enterprise Social Networks as alternative to email and meetings.
  - With email and meetings, "Not only was their individual time filled with interruptions and low-value activities, but the knowledge of the firm wasn't being captured and made accessible to people's distress."
  - **Advantages to individuals for working out loud**
    - Becoming more visible
      - Increased reputation
      - Build personal brand
    - Getting useful feedback
      - Feedback from previously silent majority
    - Becoming more efficient
      - Experts coming together to solve problems
    - Enjoying work more
      - Increased sense of belonging
  - **Advantages to the firm**
    - Knowledge capture / leading practice
      - "This is how I did that. This is what I did and did"
    - Searching in problem areas. Collective intelligence. (my own addition)

- **Growth Mindset**
  - A mindset of improvement
    - "A focus on getting better versus being good reduces fear"
    - Improved capabilities give you a sense of confidence that makes further improvement more likely"
    - "As you seek to improve yourself, you share your learning with others so they can also benefit"
  - "Focusing on learning makes a dramatic difference"
  - Guided Mastery
    - "gradual, self-paced practice in which you model others and get feedback along the way—is as incredibly effective process for developing new capabilities."
  - "People with high assurance in their capabilities approach difficult tasks as challenges to be mastered rather than as threats to be avoided"
    - From psychology study: "Children praised for being smart did 36 percent worse on the third set of problems, compared with the first. Children praised for working hard performed 36 percent better."
  - People who work out loud report this same feeling of self-efficacy in developing the habit of regularly contributing to their network, they become more effective."
    - You can readily come into contact with experts modeling the work you're trying to get better at. You can make your work visible in small steps and get feedback on that work, making progress at your own pace."
  - Salman Khan (Kahn Academy) case study: "the pattern is familiar, marking a gradual goal. He made his work visible and tracked it as a contribution."
  - Succeed: How We Reach Our Goals! by Heidi Grant Halvorson
    - Give yourself permission to make mistakes. Ask for help when you run into trouble. Focus on your own progress instead of comparing yourself to others. Think in terms of progress, not perfection. Examine your beliefs and, when necessary, challenge them.