

# Mojo

HOW TO GET IT,  
HOW TO KEEP IT, and  
HOW TO GET IT BACK  
IF YOU LOSE IT

Marshall Goldsmith

with Mark Reiter

**H Y P E R I O N**

NEW YORK

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## Appendix I

# **The Mojo Survey: Measuring Short-Term Satisfaction (Happiness) and Long-Term Benefit (Meaning)**

(To complete the Mojo Survey online, please go to [www.MojoTheBook.com](http://www.MojoTheBook.com). You can then see how your answers compare with the results from thousands of respondents who have completed the survey.)

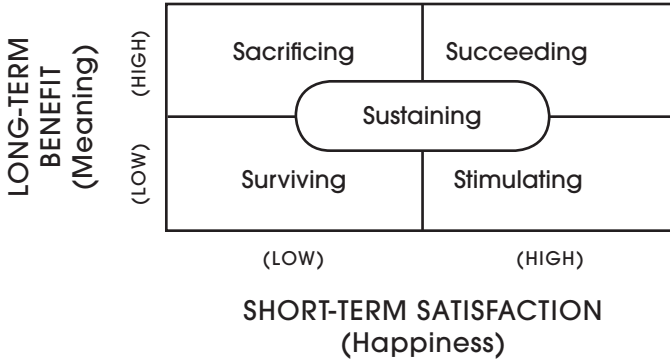
For this study, we would like you to think about the time that you spend both at work and outside of work.

We would like you to consider your time in two dimensions: short-term satisfaction (or happiness) and long-term benefit (or meaning).

Short-term satisfaction (happiness) can be defined as satisfaction with the activity itself. For example, questions like “Does this activity make me happy?” or “Do I find gratification in the activity itself?” can help us gauge the degree of short-term satisfaction that we gain from any activity.

Long-term benefit (meaning) can be defined as the positive outcomes that result from engaging in the activity. Questions like “Are the results achieved from this activity worth my effort?” or “Is the successful completion of this activity going to have a long-term positive impact on my life?” can help us gauge our expectations for the potential long-term benefit from any activity.

The figure on the next page illustrates five different combinations of short-term satisfaction and long-term benefit that can characterize our relationship to any activity—either at work or outside of work.



We would like you to read a description of each potential combination of short-term satisfaction and long-term benefit, then answer a few questions.

**Stimulating** is a term for activities that score high in short-term satisfaction but low in long-term benefit. An example of a stimulating activity might be watching sitcoms on TV. Watching sitcoms may not do much harm, and for some people may be a fun way to pass time, but on the other hand, time spent watching sitcoms will not lead to long-term achievement. At work, gossiping with coworkers may be fun for a while, but it is probably not career- or business-enhancing. A life spent solely on stimulating activities could provide a lot of short-term pleasure but little long-term achievement.

Please list some examples of activities you find *stimulating* (high short-term satisfaction, low long-term benefit)?

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---

*At work*, what percent of your time is spent engaging in *stimulating* activities?

\_\_\_\_\_ (maximum = 100%)

*Outside of work*, what percent of your time is spent engaging in *stimulating* activities?

\_\_\_\_\_ (maximum = 100%)

**Sacrificing** is a term for activities that score low in short-term satisfaction but high in long-term benefit. An extreme example of sacrificing could involve dedicating your life to work that you hate because you feel like you “have to” to achieve a larger goal. A more common example might be working out when you don’t feel like it in order to improve your long-term health. At work, sacrificing might be spending extra hours on that report (when you could have gone to the ball game) to help enhance your career prospects. A life spent solely on sacrificing activities would be the life of a martyr—lots of achievement, but not much joy.

Please list some examples of activities you engage in where you feel you are *sacrificing* (low short-term satisfaction, high long-term benefit)?

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---

*At work*, what percent of your time is spent engaging in activities where you feel you are *sacrificing*?

\_\_\_\_\_ (maximum = 100%)

*Outside of work*, what percent of your time is spent engaging in activities where you feel you are sacrificing?

\_\_\_\_\_ (maximum = 100%)

**Surviving** is a term for activities that score low on short-term satisfaction and low on long-term benefit. These are activities that don’t cause much joy or satisfaction and do not contribute to long-term benefit in your life. These are typically activities that we are doing because we feel that we have to do them in order to just “get by.” Charles Dickens frequently described the lives of people who were almost constantly in the surviving box. These poor people had countless hours of hard work, not much joy, and not much to show for all of their efforts. A life spent solely on surviving activities would be a hard life indeed.

Please list some examples of activities you engage in where you feel you are *surviving* (low short-term satisfaction, low long-term benefit)?

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*At work*, what percent of your time is spent engaging in activities where you feel you are *surviving*?

\_\_\_\_\_ (maximum= 100%)

*Outside of work*, what percent of your time is spent engaging in activities where you feel you are *surviving*?

\_\_\_\_\_ (maximum= 100%)

**Sustaining** is a term for activities that produce moderate amounts of short-term satisfaction and lead to moderate long-term benefits. For many professionals, the daily answering of e-mails is a sustaining activity—it is moderately interesting (not thrilling) and usually produces moderate long-term benefit (not life-changing). At home, some might consider the day-to-day routines of shopping, cooking, and cleaning to be in the sustaining category. A life spent solely on sustaining activities would be an okay life—not great, yet not too bad.

Please list some examples of activities you engage in where you feel you are *sustaining* (moderate short-term satisfaction, moderate long-term benefit)?

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*At work*, what percent of your time is spent engaging in activities where you feel you are *sustaining*?

\_\_\_\_\_ (maximum= 100%)

*Outside of work*, what percent of your time is spent engaging in activities where you feel you are *sustaining*?

\_\_\_\_\_ (maximum= 100%)



**Succeeding** is a term for activities that score high on short-term satisfaction and high on long-term benefit. These activities are the ones that we love to do—and get great benefit from doing. At work, people who spend a lot of time in the succeeding box love what they are doing and believe that it is producing long-term benefit at the same time. At home, a parent may be spending hours with a child—time that the parent greatly enjoys, while valuing the long-term benefit that will come to the child. A life spent in succeeding is a life that is filled with both joy and accomplishment.

Please list some examples of activities you engage in where you feel you are *succeeding* (high short-term satisfaction, high long-term benefit)?

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*At work*, what percent of your time is spent engaging in activities where you feel you are *succeeding*?

\_\_\_\_\_ (maximum = 100%)

*Outside of work*, what percent of your time is spent engaging in activities where you feel you are *succeeding*?

\_\_\_\_\_ (maximum = 100%)

Now we would like you to please consider *all* of the time that you spend *at work* in a *normal* workweek.

Please report what percent of your time spent *at work* falls into each of the five categories below.

Please do NOT include a percent sign in your response. (Note: The percentages should total 100.)

|  | PERCENT OF TIME SPENT |
|--|-----------------------|
| Stimulating<br>(high short-term satisfaction, low long-term benefit) |                       |
| Sacrificing<br>(low short-term satisfaction, high long-term benefit) |                       |

| <i>continued</i>  | PERCENT OF<br>TIME SPENT |
|---|--------------------------|
| Surviving<br>(low short-term satisfaction, low long-term benefit)               |                          |
| Sustaining<br>(moderate short-term satisfaction,<br>moderate long-term benefit) |                          |
| Succeeding<br>(high short-term satisfaction, high long-term benefit)            |                          |

Now we would like you to please consider *all* of the time that you spend *outside of work* in a *normal* week.

Please report what percent of your time spent *outside of work* falls into each of the five categories below.

Please do NOT include a percent sign in your response. (Note: The percentages should total 100.)

|   | PERCENT OF<br>TIME SPENT |
|---|--------------------------|
| Stimulating<br>(high short-term satisfaction, low long-term benefit)            |                          |
| Sacrificing<br>(low short-term satisfaction, high long-term benefit)            |                          |
| Surviving<br>(low short-term satisfaction, low long-term benefit)               |                          |
| Sustaining<br>(moderate short-term satisfaction,<br>moderate long-term benefit) |                          |
| Succeeding<br>(high short-term satisfaction, high long-term benefit)            |                          |

Now we would like you to think about people you work with or know.

Please consider *all* of the time that the *average employed adult* spends *at work* in a *normal* workweek.

Please give us your best estimate of what percent of their time spent *at work* falls into each of the five categories below.

Please do NOT include a percent sign in your response. (Note: The percentages should total 100.)

|   | PERCENT OF<br>TIME SPENT |
|---|--------------------------|
| Stimulating<br>(high short-term satisfaction, low long-term benefit)            |                          |
| Sacrificing<br>(low short-term satisfaction, high long-term benefit)            |                          |
| Surviving<br>(low short-term satisfaction, low long-term benefit)               |                          |
| Sustaining<br>(moderate short-term satisfaction,<br>moderate long-term benefit) |                          |
| Succeeding<br>(high short-term satisfaction, high long-term benefit)            |                          |

Now please consider *all* of the time that the *average employed adult* spends *outside of work* in a *normal week*.

Please give us your best estimate of what percent of their time spent *outside of work* falls into each of the five categories below.

Please do NOT include a percent sign in your response. (Note: The percentages should total 100.)

|  | PERCENT OF<br>TIME SPENT |
|--|--------------------------|
| Stimulating<br>(high short-term satisfaction, low long-term benefit) |                          |
| Sacrificing<br>(low short-term satisfaction, high long-term benefit) |                          |
| Surviving<br>(low short-term satisfaction, low long-term benefit)    |                          |

| <i>continued</i>  | PERCENT OF TIME SPENT |
|---|-----------------------|
| Sustaining<br>(moderate short-term satisfaction,<br>moderate long-term benefit) |                       |
| Succeeding<br>(high short-term satisfaction, high long-term benefit)            |                       |

Now please describe how satisfied *you* are *overall* with both your work life and your life outside of work:

Work life

- Very Dissatisfied  
 Dissatisfied  
 Somewhat Dissatisfied  
 Neutral  
 Somewhat Satisfied  
 Satisfied  
 Very Satisfied

Life outside of work

- Very Dissatisfied  
 Dissatisfied  
 Somewhat Dissatisfied  
 Neutral  
 Somewhat Satisfied  
 Satisfied  
 Very Satisfied

Finally, we have a few additional questions about your background. These will be used to help us interpret the data.

What is your gender?

- Male  
 Female

What is your level of education?

- High school  
 Some college  
 College degree  
 Some graduate school  
 Graduate degree

How would you classify your occupation?

- Non-manager  
 Manager  
 Executive  
 Self-employed and/or entrepreneur  
 Other  
 Retired

How many years have you been working in your current job or a very similar job within the same industry? \_\_\_\_\_

On an *average weekday*, how many hours do you spend doing the following activities?

Your answer can be a portion of an hour, for example, for 30 minutes you would enter 0.5. (Note: The total number of hours should not exceed 24.)

|   | NUMBER<br>OF HOURS |
|---|--------------------|
| Working (including working from home,<br>for example, answering e-mails)            |                    |
| Commuting to and from work  |                    |
| Physical fitness  |                    |
| Spending quality time at home with family or loved ones                             |                    |
| Socializing out of the home<br>(dining out, movies, theater, museums, sports games) |                    |
| Watching television (sitcoms, news, sports)   |                    |

| <i>continued</i>   | NUMBER<br>OF HOURS |
|--|--------------------|
| Reading for non-work (for example, books, magazines, etc.)   |                    |
| Using the Internet or computer for non-work activities<br>(for example, surfing the Internet, social networking,<br>YouTube, etc.) |                    |
| Household chores (laundry, dishes, maintenance)  |                    |

What is your marital status?

- Single  
 Married  
 Divorced  
 Widowed

What is your age?

- Under 21  
 21–29  
 30–39  
 40–49  
 50–59  
 60 and over

How many children do you have? \_\_\_\_\_

## Appendix II

# What the Mojo Survey Results Mean

The Mojo Survey is primarily a self-assessment inventory designed to give respondents the opportunity to evaluate how they spend their time and what percentage of their time produces short-term satisfaction (happiness) and/or long-term benefit (meaning)—both at work and outside of work. The survey also gives respondents the opportunity to estimate the experience of short-term satisfaction and long-term benefit for the “average” employee in the “average” corporation.

If you would like to have your results included in this ongoing study, please go to [www.MojoTheBook.com](http://www.MojoTheBook.com). Click on the Mojo Survey button on the home page. After completing the survey, you will be able to see how your scores compare to the scores of thousands of other respondents. You may wish to complete the survey now—before you turn to the next page—so that your answers will not be biased by what you learn about the results from others.

At the time of this writing, more than three thousand respondents have already completed the Mojo Survey. This group is clearly not representative of all human beings or employees in general, but may well be representative of my readers. Almost all of the respondents are in professional, managerial, or entrepreneurial roles. Almost all are college graduates and more than half have graduate degrees. If you are reading this book, you probably are (or have been) a professional, manager, or entrepreneur—or have aspirations to become one.

## The “Average” Employee

When respondents were asked how they thought “average” employees in an “average” company were spending their time (both at work and outside of work), the following patterns emerged:

### AT WORK:

Surviving: 24.2%  
 Stimulating: 19.1%  
 Sacrificing: 17.0%  
 Sustaining: 23.4%  
 Succeeding: 16.3%

### OUTSIDE OF WORK:

Surviving: 19.2%  
 Stimulating: 29.4%  
 Sacrificing: 14.4%  
 Sustaining: 20.8%  
 Succeeding: 15.6%

When I asked a panel of forty “experts”\* in the field to provide their estimates on the “average” employee, the results were almost identical to our respondent scores.

The results of our survey (not surprisingly) show that the major difference between work and home for the “average” employees is that more time is spent in *stimulating* activities outside of work—and correspondingly less time in the other categories.

## The Professional, Manager, and Entrepreneur

When the respondents in the database were asked to describe how they spent their *own* time, a significantly different pattern emerged:

### AT WORK:

Surviving: 14.4%  
 Stimulating: 15.2%  
 Sacrificing: 17.8%  
 Sustaining: 22.7%  
 Succeeding: 29.9%

### OUTSIDE OF WORK:

Surviving: 11.4%  
 Stimulating: 21.2%  
 Sacrificing: 15.4%  
 Sustaining: 21.9%  
 Succeeding: 30.1%

\* These experts were either widely recognized authors in the field, chief learning officers, or chief human resources officers in major corporations.



Looking at the self-assessments of the survey, raters reported that they spent a substantially greater percentage of their time *succeeding* than the “average” employee, both at work and at home. This is not surprising for two reasons: (1) this group of raters (in terms of socioeconomic achievement) *was* far more successful than an “average” sample of employees (for example, more than 50 percent of those surveyed had a graduate degree), and (2) all people tend to overrate themselves relative to their professional peers (even if their peers are doing as well as they are).

The self-assessments of the survey takers were substantially lower on *stimulating* activities (especially at home). This is not surprising for two reasons: (1) people higher in socioeconomic achievement *may actually* spend more time outside of work in developmental or learning activities (as opposed to watching TV), and (2) people higher in socioeconomic achievement clearly *believe* that “average” people spend more time in the *stimulating* category than they do.

### **Correlations Between All Categories at Work and at Home**

One of the most interesting findings of our research to date—*the way that we experience our time at work versus how we experience time at home*—is highly correlated in every category.

Surviving at work—surviving outside of work +.483\*

Stimulating at work—stimulating outside of work +.442\*

Sacrificing at work—sacrificing outside of work +.295\*

Sustaining at work—sustaining at home +.560\*

Succeeding at work—succeeding outside of work +.581\*

\* denotes statistical significance,  $p < 0.001$

These findings paint a clear picture. Our *activities* at work and outside of work are clearly different. Yet our *experience* of both short-term satisfaction and long-term benefit at work and outside of work are highly correlated. What does this mean?

*Our experience of happiness and meaning in life is influenced by who we are—as much as by what we are doing.*

The implications of this research are simple, yet profound. If you want to experience more happiness and meaning in your relationship to any activity, you have two simple choices: (1) change the activity, or (2) change yourself. If you cannot change the activity, option one is eliminated. But, as our research indicates, the activity is only a part of your experience of happiness and meaning. In many cases *we* are more responsible for the experience of happiness and meaning in life than whatever we are doing.

## What Does Each Category Mean to You?

Survey participants were asked to name specific activities that fit each category for them. Some of the most common themes were:

**Surviving:** doing “chores,” cleaning, paying bills, paying taxes, dealing with people that you feel you *have to* but don’t *want to*, boring meetings at work, waiting, “administrative detail,” and commuting.

**Stimulating:** watching TV, surfing the net for fun, watching sports, playing video games, reading “junk” fiction, relationship-free sex, gossiping with coworkers, flirting, bashing upper management, and brainstorming at work that is interesting but that we know will amount to nothing.

**Sacrificing:** “watching TV (that I don’t like) with my partner,” “spending time with people I don’t like,” eating “healthy” foods that taste bland, getting organized, cleaning up the office, “making sure I am ‘politically correct,’” documentation, working late and on weekends, and “doing work that I can’t stand but need to do to ‘get ahead.’”

**Sustaining:** taking my family to the mall, attending home owners meetings, “check-in” e-mails, managing projects, reading that is required to keep up, traveling for business, regular follow-up with clients, “update” meetings, routine communication, and “doing the ‘medium impact’ parts of my job.”

**Succeeding:** “spending time with people I love,” “spending time with my grandchildren” (an amazing number of specific comments on this), “reading books that are meaningful for me,” “listening to helpful audios while I am commuting,” satisfying client work, teaching and developing other people, and successfully completing important projects.

Some activities tended to cluster around certain categories. For example, anything called a “chore” tended to go in *surviving*, watching sports went in *stimulating*, eating healthy yet tasteless foods went in *sacrificing*, routing communication, i.e., e-mailing, tended to go in *sustaining*, and meaningful project completion was almost always in *succeeding*.

On the other hand, in several cases the exact same activity was placed by different people in every category. For example, exercising, gardening, going to grad school, and coaching employees were all mentioned at least once in every category. This diversity of responses reinforces the point that in some cases our lower Mojo scores are a function of the activity, but in many cases they are a function of our unique attitude toward the activity.

### **Overall Satisfaction at Work and Home**

Along with specific questions about how they were spending their time, respondents were asked to rate their overall satisfaction both at work and outside work. As it turns out there was a positive correlation between satisfaction with work and satisfaction outside work (+.336 \*). In other words respondents who were satisfied with their home life tended to be the same respondents who were satisfied with their work life.

When the five Mojo categories were compared to overall satisfaction at work, not surprisingly, spending more time in the *succeeding* category was highly positively correlated with overall work satisfaction and spending time in the *surviving* category was highly negatively correlated with overall work satisfaction. The same correlations appeared when *surviving* and *succeeding* were compared to overall satisfaction outside work.

Perhaps more interesting was the fact that time spent in *stimulating* or *sacrificing* was negatively correlated with overall satisfaction both at work and outside of work. What these results indicate is that neither experiencing happiness without meaning or experiencing meaning without happiness lead to greater overall satisfaction at work or at home. The percent of time spent in the *sustaining* category was seen as not significantly correlated with overall satisfaction—either at work or at home.

Our biggest surprise in analyzing these results was the slightly negative correlation between the time spent on *stimulating* activities at home

and overall satisfaction with home life. Before reviewing the results, I assumed that, for most people, “outside work” was a place to just have fun. In hindsight, I realize I was wrong. There is absolutely no evidence that increased time spent on watching TV, surfing the net, or playing video games increases overall satisfaction with life outside of work.

The implications of our findings are clear: To increase your overall satisfaction at work and outside work you need to increase the percent of time that you are spending on activities that are providing *both* short-term satisfaction and long-term benefit at the same time. You need to decrease the amount of time that you are spending on activities that fall under the headings *surviving*, *sacrificing*, and *stimulating*. Since the categories “work” and “outside work” cover our entire lives (with the exception of sleep), it seems clear that the only way to increase your overall satisfaction with life is to focus on activities that provide both meaning and happiness.

#### **Correlation with overall work satisfaction**

Surviving  $-.460^*$   
 Stimulating  $-.088^*$   
 Sacrificing  $-.244^*$   
 Sustaining  $+0.001$   
 Succeeding  $+0.508^*$

#### **Correlation with overall satisfaction outside work**

Surviving  $-.348^*$   
 Stimulating  $-.122^*$   
 Sacrificing  $-.152^*$   
 Sustaining  $-.046$   
 Succeeding  $+0.385^*$