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**PART 3**

# Uncovering Your Great Work

Matching Lock and Key

**MAP 5** What's Calling You?

The Secret to Doing Great Work *by Seth Godin*

**MAP 6** What's Broken?

**MAP 7** What's Required?

Coaching Tip: How to Say No When You Can't Say No  
Ka-boom!



# Matching Lock and Key

**A**t one conference I attended, half the participants were given a closed padlock and the other half were given a key. The test: to find your partner and open the lock.

It was a fun way to meet people and provided a starting point for conversation beyond the weather, sports, and the commute. And it provides a great metaphor for where you are right now.

You've got a key—a sense of who you are, what you stand for, what matters to you. Now you're looking for something to unlock. To find and do more Great Work you must shift focus and begin to look more expansively at what surrounds you.

In Map 5 you'll scan your world and workplace for openings, possibilities, and opportunities that might be calling you to do more Great Work.

In Map 6 you'll tap into what's "broken" in your work life and uncover places where your Great Work might be to right something that's wrong.

And in Map 7 you'll drill down into your obligations in your workplace and see how you can balance what you want to do with what your organization requires you to do.

## MAP 5

# What's Calling You?

Scan your life for Great Work opportunities

LAST SUMMER, I SPENT A WEEK hiking near Gros Morne National Park in Newfoundland, one of the most beautiful parts of Canada.

On the first day—with me at my urban, unfit, flabby worst—we spent the morning hours climbing several thousand feet from the shore of a fjord up a mountain spur. It was six long hours of relentless striving, pushing our way through the dense vegetation along a barely marked trail, hauling a heavy pack up what seemed like an endless slope.

Finally we broke clear of the scrub and came out onto Indian Lookout. Below us stretched a necklace of silver lakes strung across the landscape, and in the distance the Gulf of St. Lawrence.

The busyness of our lives can often be like that initial climb. Our attention is on where next to put our foot, how to get through that looming piece of scrub, how to make it to the next rest point.

## Map 5: What's Calling You?

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But to get a sense of where there might be opportunities for Great Work, you need to find a place where you can stop, scan the landscape, and see what might be worth pursuing. You need to get to the lookout.

### **COMPLETING THE MAP**

- 1. There are two maps for you to choose from here.** The first, on page 68, is a more general one of opportunities for Great Work in the full landscape of your life. The second, on page 70, is more specific to potential opportunities at work. Pick the map you want to work with now. (You can always come back and tackle the other one later.)
- 2. Scan the map you've chosen.** You'll see that it contains areas where there might be opportunities to do more Great Work. The inner ring contains general areas; the outer ring, more specific possibilities.
- 3. If it's useful, add details that will customize the map to reflect your life.** For instance, if you're delving into the work map, you could list the current projects you're involved in or list the key relationship you're managing. You can do that either on the map itself, or list them on a separate piece of paper.
- 4. You can also customize the map by changing the labels, if you wish—just cross out what's there and replace it with something that works better for you.** Or simply add anything that's missing. You'll see in the life map that there's even a "???" label for you to do just that.
- 5. Now that the map is customized to reflect your life, circle five areas where you think there might be opportunities to do more Great Work.** You can circle the more general categories in the inner ring if you wish, but

## MAP 5: WHAT'S CALLING YOU?



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I'd encourage you to spend time on the outer ring, where there are more specific opportunities. In choosing your five areas, you might consider:

- ▶ Is there an obvious project you've been wanting to do for some time?
- ▶ What part of the map do you naturally gravitate to?
- ▶ Where could you enhance the work you're doing, upgrade your effort, and change it from Good to Great?
- ▶ Where might you begin something new or spark something different?

**6. You'll perhaps want to pick something immediately as your Great Work Project.** Of course, you're welcome to do that. And if you do, congratulations! Just know that the next two maps will give you additional information as to what that project might be, and the following section helps you make the choice. So if you don't know what you want to focus on just yet, that's fine, too.

### GETTING INSIGHTS FROM THE MAP

**T**his map helps you get off the trail, with its narrow focus on what's in front of you right now, and up to the lookout point where you can reflect on your whole life for Great Work opportunities.

Scan the map and notice which parts you're immediately drawn to. Those are areas that attract the needle of your internal Great Work compass, which you made more sensitive by the work you did on Maps 2 to 4. It's good to know that sometimes the obvious places are the perfect places to start.

Everyone should carefully observe which way his heart draws him, and then choose that way with all his strength.

*HASIDIC SAYING*

## MAP 5: WHAT'S CALLING YOU?



## Map 5: What's Calling You?

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Notice also which parts of the map remind you of the projects you've been wanting to get going on for a while. Perhaps it's time to move them off the "someday/maybe" pile and onto the "I'm going to dig right into this" pile.

Even if you're drawn to certain parts of the map, spend time everywhere. Make sure you've given each nook and cranny of your life the chance to offer an opportunity for Great Work. Ask yourself, *If I had to do more Great Work here, what might I do?* Sometimes great things come from the periphery.

### FOR EXAMPLE . . .

**W**e met Andy doing the first map, when he was taking a snapshot of how things were going as he led his marketing team toward the launch of a product. He found himself with not a whole lot of Great Work and too much Bad Work—much of it created by his dysfunctional team. Even though in the past he had considered creating marketing strategies Great Work, he suspected that now the real Great Work Project for him was getting his team fully functioning.

Andy chose to focus on the work version of Map 5. As he scanned it, three things jumped out as possibilities. He circled relationships/colleagues, self-management/leadership capability and projects/current.

The first possible area involved tackling the issues in his team. When he really thought about it, the crux was getting two members of the team in particular to raise their games and, to put it bluntly, stop their passive resistance to the work.

The second possibility, which he saw was related to the first, was to look at his own leadership role in this team and to raise his own game. As Andy

We are not in a position in which we have nothing to work with. We already have capacities, talents, direction, missions, callings.

ABRAHAM MASLOW

## Do More Great Work.

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articulated that thought, he realized that this one probably trumped the first challenge. Or rather, if he did this, one of the consequences might be a different level of engagement from some of his team members.

And the final possibility was the product-launch project itself. As Andy thought about that, he concluded that this was the “big picture” Great Work, but the real challenge at the moment was his role in leading the team. Focus on that, and it would have a ripple effect on everything else.

### **BEYOND THE MAP**

**S**tart building a list of possible Great Work Projects. Keep it in a notebook or on your computer or somewhere you can collect opportunities. When you notice opportunities in the ebb and flow of your daily life—things you want to do, things you’re frustrated with and want to change, possibilities you’ve just noticed—jot them down. When the time comes for you to think about what your next Great Work Project might be, you’ll have a ready list to draw upon.

### **DEBRIEFING THE MAP**

Recognize and remember your insights by answering these questions:

- ▶ What did you learn by focusing on the big picture? What surprised you?
- ▶ What were the obvious opportunities for Great Work that you’d been almost too blind to see?
- ▶ What might be possible in the less obvious places?
- ▶ What do you know now about yourself that you hadn’t fully realized before?

# Great Work Wisdom

## THE SECRET TO DOING GREAT WORK

BY SETH GODIN

All this talk about doing Great Work is actually damaging. It encourages you to freeze up, to get stuck, to start believing that you can't possibly do any work that's worthy of the label "great." Along the way, people have brainwashed you into believing that the insightful, inspirational, and nonlinear are reserved for a blessed few. Your gig is mediocre and average, following instructions and fitting in . . . the Great

Work is for people who somehow deserve it, those who are blessed.

This is nonsense, of course. You've been doing Great Work all your life, but hiding it. You've had brilliant insights or started to make an important difference. Then reality intervenes. You pull back, back off, lighten up. You realize that your Great Work is going to offend or disturb or get you in trouble. What sort of trouble isn't exactly clear, but that's what you've been taught to believe.

My advice for creating Great Work is disarmingly simple: Don't settle.

There are lots of good reasons to settle. You're out of time or money, the boss won't let you. You aren't allowed, or you aren't qualified, or your team will be annoyed.

I'm not saying that there aren't good reasons to settle. Of course there are. But settling is the reason Great Work never sees the light of day. There's nothing left to say, nothing left to read. If you honestly believe that Great Work matters, then the issue is settled. You can and should start today. Identify where you're settling, and stop. ■

**Seth Godin** writes the most popular marketing blog in the world ([sethgodin.com](http://sethgodin.com)), and has authored ten bestselling books that have changed the way people think about marketing and work. He has coined many marketing terms, including permission marketing, idea viruses, and purple cows.