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Die Empty

Unleash Your Best Work Every Day

THE SUMMARY IN BRIEF

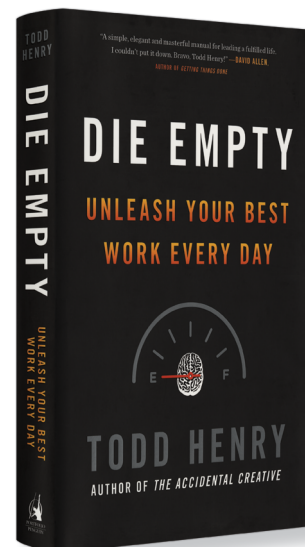
Most of us live with the stubborn idea that we'll always have tomorrow to do our most important and valuable work. We fill our days with frantic activity, bouncing from task to task, scrambling to make deadlines and chase the next promotion. But by the end of each day we're often left asking ourselves, "Does the work I did today really matter?" We feel the ticking of the clock, but we're stuck in first gear, unsure of the path forward and without a road map to guide us.

Die Empty is a tool for people who aren't willing to put off their most important work for another day. Author Todd Henry explains the forces that keep us in stagnation and introduces a process for instilling consistent practices into your life that will keep you on a true and steady course.

It's not about slaving over a project or living on a whim — it's about embracing the idea that time is finite and making the unique contribution to the world that only you can make. Henry shows how to cultivate the mindset and the methods you need to sustain your enthusiasm, push through mental barriers, and unleash your best work each day.

IN THIS SUMMARY, YOU WILL LEARN:

- How to find your sweet spot and balance the three kinds of work to become a developer.
- How to recognize and avoid the Seven Deadly Sins of Mediocrity.
- How to define your battles and learn to be fiercely curious so you can find your voice.
- The five areas of conversation that bring better clarity, focus and trust to the team.



by Todd Henry

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THE COMPLETE SUMMARY: DIE EMPTY

by Todd Henry

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Die Empty

We have only a certain amount of time available to us, and how we choose to spend our days is significant. There are things we would like to do and experiences we would like to have before we die, many of which are desires we've suppressed for months or even years. We feel the ticking of the clock and the accompanying sense that we may be missing our opportunity to make a contribution to the world. However, we often ignore these impulses as a result of the relentless pragmatics of life and work.

How do you set in motion a course of action that will allow you to unleash your best, most valuable work while you still can? The marketplace is filled with platitudes about living a life of fulfillment, landing your dream job, and discovering your purpose, but when you are in the midst of the fray, it can feel futile to think about anything other than hitting your deadlines and chasing the next promotion. The only way to avoid this scenario is to instill consistent practices into your life that keep you on a true and steady course.

Don't Die Full of Your Best Work

You've probably heard, "No one ever lay on their deathbed wishing for another day of work." Yet, a great many people do regret not having treated their life with more purpose and would give anything to have one more chance to approach it with the kind of intention and conviction that imminent death makes palpable.

Work encompasses much more than just how we make a living. Any value we create that requires us to spend our time, focus and energy — whether in the context of occupation, relationships or parenting — is *work*. Humans are wired to find satisfaction by adding value through toil.

Thus, for centuries work has been a deeply ingrained part of our identity and our understanding of our place in the world.

The phrase "die empty" could easily be misunderstood to mean spending every ounce of yourself on your career. In fact, it means that you possess a one-of-a-kind combination of passions, skills and experiences; there is something you bring to your work that no one else could. If you relinquish that power, then it will never see the light of day, and you will always wonder "what if?" The price of regret is incalculable.

Your Sweet Spot

In baseball, there is a place on the bat called the "sweet spot," the best part with which to strike the ball. It will send the ball soaring a lot farther than if you hit it even a few fractions of an inch off the mark with the same effort. Similarly, you have a "sweet spot" in your life by which you will add the most unique value through your efforts.

These opportunities will only become clear over time as you act. You have to try different things and devote yourself to developing your skills and intuition before you will begin to see noticeable patterns and understand your unique value. The one overriding goal is to bring a newfound clarity and sense of urgency to how you approach your work on a daily basis and over your lifetime. Patience is required. This is a long-arc game, but it must begin now. ●

Your Contribution

When you're gone, your work will stand as the single biggest testament to who you were and what you



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believed. Engaging in deeply gratifying work does not require you to check out of life, pack your bags, and head off on a pilgrimage. It simply requires consistent, focused efforts to cultivate your instincts and skills and make measured progress on your goals.

As you consider your current body of work and the sum of the value you've created, is it reflective of what you truly care about? Because we are biologically hardwired to form habits around rewarding activity, when we accomplish a goal or taste the sweet fruit of success, it's tempting to keep pushing the same levers over and over again. However, this approach is often a fast track to mediocrity. The key to long-term success is a willingness to disrupt your own comfort for the sake of continued growth.

The Three Kinds of Work

Even though work sometimes feels like one massive, melded blend of tasks, conversations and meetings, it can be parsed into three different forms: Mapping, Making, and Meshing. To truly unleash your full capability and to ultimately find your sweet spot of contribution, you must engage in all three.

Mapping is planning, plotting your objectives and setting priorities. You often map instinctually, as when you make a list of tasks to accomplish or block off time on the calendar.

Making is actually *doing* the work. It is creating value of any kind, including executing tasks, making sales calls, designing, writing, engaging with your direct reports, and tackling your objectives.

Meshing involves the "work between the work" that actually makes you effective. It's composed of activities that stretch and grow you, such as acquiring new skills, reinforcing or enhancing knowledge or cultivating your curiosity.

In the hustle of daily life, it's easy to overlook Meshing and focus mostly on Mapping and Making, largely because they provide a more immediate payoff. Depending on how disciplined you are about engaging in the three types of work, there are four profiles you can fall into: Developer, Driver, Drifter, Dreamer.

Mapping + Making + Meshing = Developer. The Developer is constantly weaving together available resources and opportunities to create value. He works with urgency and diligence, making plans and then executing them, learning from his action and then redirecting as needed. He knows that opportunities are valuable only if he is prepared to take advantage of them. If you want to die empty of regret, you must focus on becoming a Developer.

Mapping + Making – Meshing = Driver. The Driver is extremely focused on results and spends most of his time planning and checking tasks off lists. He is obsessed with today's results but does little to increase his platform for future effectiveness. The Driver typically fails to unleash his full potential or find his sweet spot.

Mapping + Meshing – Mapping = Drifter. The Drifter frequently bounces from project to project and goes wherever his latest whim carries him. Because of his failure to map effectively, the Drifter fails to follow through on many of his ideas and projects.

Meshing + Mapping – Making = Dreamer. The Dreamer is a talker, but he rarely accomplishes much. He can be effective when he wants to but quickly loses interest and rarely finishes what he starts because he's always moving on to the next great thing.

There is nothing inherently wrong with any of the types in moderation, as long as you are aware of how they have the potential to consume your work. To truly put yourself in the best possible position to unleash your best work, you must adopt a Developer mindset, meaning that you are disciplined about Mapping, Making and Meshing so that you leverage all the opportunities and resources at your disposal. ●

The Siren Song of Mediocrity

When we start our career or an exciting project, everything is new. We throw ourselves into the work with full vigor, because we know that we need to prove our worth to our manager or clients. However, over time familiarity sets in, and some of the aspects that once seemed new and exciting become predictable and mundane.

It's a cycle that we will go through many times as we take on a new job or assume new responsibilities. As we progress in our career and accumulate more knowledge, there are fewer experiences that instinctively spark our curiosity and challenge us to rise to the occasion. We quickly grow stagnant, relying on our existing skills to perform our work. We've succumbed to mediocrity.

The key to avoiding this slippery slope isn't just to work harder or longer; it's to ensure that you are intentionally disrupting your own work rather than circling the wagons and protecting the ground you've already taken.

Seven Deadly Sins of Mediocrity

There are several key areas where mediocrity repeatedly creeps in and causes neglect of Mapping, Making and

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Meshing, leading to ineffectiveness. These common and destructive slipping points are referred to as the “Seven Deadly Sins of Mediocrity.” They are organized alphabetically to make them easier to remember, “A-B-C-D-E-F-G.”

1. Aimlessness. A general lack of cohesiveness within your day-to-day activities, not a lack of drive to succeed. The key to conquering aimlessness is to concretely define the battles that you need to fight each day in order to make meaningful progress; then focus your efforts on those above all else.

2. Boredom. Boredom means your mind has grown weary of the rut you’re in and is ready to jump the tracks and try something new. Yet, we often succumb to it and allow it to zap our brain of its creative firepower. The cure for boredom is intentional and applied curiosity.

3. Comfort. When comfort becomes the goal of life, we cannibalize future progress for the sake of temporary stability. The key to overcoming the ill effects of a love of comfort is a commitment to continual growth and skill development.

4. Delusion. To add the value you’re capable of adding, you need to cultivate self-awareness. You must have an accurate sense of your skills, weaknesses and core drivers. Then, you need to orient your daily activity around that self-knowledge so that you are building on a solid foundation rather than on wishful thinking.

5. Ego. No matter how successful or skilled you are, you will inevitably fail at many things in your work. For some people, the stigma of failure is simply unbearable. To countermand ego, you must be in a state of continual learning and openness to correction.

6. Fear. The key to countermanding fear is to instill a practice of strategic, intentional and purposeful risk-taking in your life in work. Experiment, play, and find your voice through taking small chances to express yourself through your work.

7. Guardedness. When life is flush with obligations and pressures, the first thing that often gets the boot is our relationships. When you isolate yourself from other people, you cut yourself off from some of the most valuable opportunities to grow and collaborate. The solution to guardedness is to build a system of checks into your life to help you scan for relational outages, and to remedy them before they become destructive.

Be on the lookout for the Seven Deadly Sins of Mediocrity and eliminate them whenever you can. The best defense is almost always an at-the-ready offense. ●

Define Your Battles

Success in emptying yourself of your best work each day depends on your ability to define the right battles, and do the small but critical tasks that will help you progress toward your true objectives rather than just the ones that others expect you to strive for.

Have you ever thought about what’s truly important to you? What battle would you be willing to fight anytime for any reason? What triggers your primal instinct to act? Your through line is the theme of your life and work. It’s your thesis statement. It’s the “delta,” or the change, that you wish to see through your efforts. Unfortunately, the complexity of the modern workplace can squelch our sense of mission and cause us to drift. We grow numb to the prompts and cues that once lit a fire inside of us.

Some “calls to arms” that were once vibrant and clear to us can subtly fade over time. Perhaps we are admonished to be more practical, patient and realistic. Over time, we learn the art of compromise. The problem is we often compromise the most valuable thing: the fire that drives our best work.

Identifying a through line around which to devote your focus, time and energy is a journey, not a onetime task. The process requires persistence and a good deal of self-awareness, both of which can be challenging to muster when you are already managing the complexity of expectations, objectives and relationships that comprise an average workday. But if you want to lay your head down each night satisfied with how you spent your day, it’s important that you draw the right battle lines and stand on principle in how you engage your work.

Misguided Passion Can Fuel Aimlessness

The inherent problem with the advice “follow your passion” is that it frames the conversation as if you are the center of the world, or as if a state of joy, bliss or fulfillment is the objective of life. When this is your mindset, you’re starting off with the wrong question and will ultimately spend your life chasing after the next buzz when things get dull. The most fulfilled people I’ve encountered in the marketplace approach their work, in any context, with the question “What can I add?” rather than “What can I get?” They choose worthy battles, then engage in them with everything they have.

Welcome to the Battle

No army would charge into battle without understanding the battlefield. Yet, many of us do this daily with our work. Priorities are difficult. When you choose one thing

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to focus on, you automatically choose not to focus on others. This is why some people fall into aimlessness: They don't like the discomfort of having to say no to very good things that *aren't* the most important things. Remember, you cannot fight on every front. You must choose your battles wisely and win them every time.

Consider these questions to help you establish your battle lines:

- What will you stand for today? What will you refuse to compromise on no matter what? What will define your terms of engagement?
- What do you know you should be doing but have been ignoring? These are things that have been weighing on your mind for a while now and things that you care deeply about, but you've been ignoring them either (a) you fear that you won't have time for them or (b) you haven't defined them enough to know your next steps.
- Where are your "open loops"? These are the unfinished projects, the halfhearted efforts or the unreconciled relationships. These must be either acted upon and made a priority or immediately closed and put aside. You must become good at pruning your projects and commitments so that you have energy available for your most important work.

To avoid aimlessness, you have to stand for something. You will ultimately be remembered for the battles you chose to spend your time fighting. Act with urgency and diligence today to define your through line and your battles; then carefully allocate your focus, time and energy on things that matter to you. ●

Be Fiercely Curious

All great feats and brilliant accomplishments begin with a question: Why? How? What if? The pursuit of sustained, great work demands a commitment to pursuing the answers to a never-ending series of inquiries. However, in dealing with daily life and work, our curiosity can become worn. We can fall out of touch with our deeper questions and lose the will to ponder. While a curious, questioning mindset may seem inefficient when we're under pressure, it actually makes us more effective in everything we do.

The phrase I use for highly productive but mentally stagnant professionals is "busily bored." They're cranking through a lot of work, and they're doing what they have to do to meet their expectations, but they are bored silly. They no longer find their work stimulating and they're kind of going through the motions.

They're not stretching their mind.

They're not acknowledging their deeper questions.

They're not trying new things.

They're living with unchecked, limiting assumptions.

The saddest part is that when confronted with a topic other than work, they light up with enthusiasm and delight. The problem isn't that they lack the capacity for wonder and interest; it's that they can't seem to apply the same level of curiosity to their work.

To avoid becoming one of the busily bored, you need to stoke the fires of your curiosity by addressing its two forms: specific (diving deep into topics of interest) and diverse (exploring possibilities through purposeful questioning). There are two strategies for doing so: Establish hunting trails, and develop possibility thinking.

Establish Hunting Trails

If you want to integrate applied curiosity into your work and life, you need to have a system to support that aim. You must establish parcels of structured curiosity in your life, which means setting aside time and giving your self permission to stoke the fire of your curiosity in a way that doesn't interfere with your more urgent work.

Give yourself permission to not know things. Some people see ignorance as a point of failure, but successful people see it as acknowledgment of reality and opportunity for growth. As you go through your day, note things that you don't understand, and rather than shying away from them, turn them into questions to pursue. Keep a list of questions in a place where you'll see them often.

Set aside time on a regular basis to immerse yourself in books, films, magazines and other resources to stoke the fire of your curiosity. Keep a list of resources that strike you as interesting, and set aside time to experience them each day.

As you consider a problem you're trying to solve in your work, how could you develop a prototype that will help you begin to explore it in new ways? Is there something you could build or sketch that would give you a fresh perspective? Are there ways you could play around with the problem, break it apart, and recombine the pieces into something new? You may find that the shift in perspective radically alters your insight into the core issues you're trying to solve.

Develop Possibility Thinking

A second strategy for developing your curiosity is to leverage possibility thinking, especially in how you engage with your projects. With a little intentional effort at the beginning of the process to define the "edges" of the

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problem you're solving, it's possible to get up to speed more quickly, explore more potentially relevant solutions, and leverage your full creative problem-solving skill.

When you have clear boundaries to work within, you can feel more comfortable asking extremely divergent questions and exploring initially irrelevant-seeming possibilities. Structure yields freedom to creatively roam. There are four elements that can help you explore the edges of your problem:

Aspirations: Ask yourself what the project is aspiring to become. List three to five words; then use those as a jumping-off point for ideas or new questions to pursue.

Affinities: Ask, "What is this problem or project like," or "Can I see any patterns here?" See if you can identify any similarities that can provide you with traction.

Assumptions: As you consider your project, ask yourself, "What assumptions might I be making about this?" Spend time intentionally challenging any assumptions you uncover, and use them as a basis for generating new thoughts and ideas.

Attributes: What does the problem look, feel and sound like? Once you've listed several attributes, use them as a jumping-off point to generate ideas. ●

Step Out of Your Comfort Zone

Growth is about daily, measured and disciplined action. It's about embracing purposeful skill development and pursuing new opportunities that stretch you to step beyond your comfort zone, even when it means venturing boldly into the unknown.

Yes, there are always others who are more qualified to act. Yes, you will certainly be more safe in your comfort zone — for a while. But eventually, this craving for safety will become a suffocating force.

There is always the possibility of failure, but unless we assume that risk, there will also be little chance of great success.

Step, Sprint, and Stretch

Growth doesn't happen by accident. It's the result of intentional effort and consistent progress. There are three kinds of goals that help you grow: Step, Sprint, and Stretch. A step goal is a very short-arc goal (often daily) that helps you maintain forward progress, even if it's small progress. A sprint goal is a medium-arc goal (a week or two weeks) that causes you to go beyond yourself for a season in order to increase your capacity, and a stretch goal is a long-arc goal that forces you to go far beyond your comfort zone.

For step goals, ask yourself, "What will I do today, no matter what?" Sequence enough step goals in a row, and you will eventually make significant progress. For a sprint goal, consider an intermediate goal that will help you make progress on your stretch goal, and determine what you will have to do each day to accomplish it. Turn the daily increments into step goals.

The important factor when choosing a stretch goal is that it's something you can control and measure. If you can't control it, you can't plan for it. What's important is that you focus on consistent, measurable progress, and always have each kind of goal in your life at all times. You should have a set of step goals you are accomplishing today, which should be helping you accomplish a set of sprint goals over the next few weeks, which should be leading you toward a set of long-term stretch goals.

It's important to be choosy about which goals you pursue and how. You probably already know where you are falling short or playing it safe. *You cannot pursue greatness and comfort at the same time.* Commit today to stepping outside your comfort zone and set some goals to help you get there. In short, grow. ●

Know Yourself

The stories we believe about how the world works often play a critical role in helping us interpret the meaning of events. They provide a framework — a *worldview* — through which we filter our experiences. As such, the stories we tell ourselves can be either motivating, contributive forces or limiting, destructive forces as we strive to unleash our best work. It's important that we gain an understanding of not only what those deeply held beliefs are but also how they might be affecting our daily activity.

As much as damaging beliefs can derail you, helpful and strategically chosen narratives can energize you and keep you aligned with what truly matters. You must choose an ethic to guide your choices, then ensure that this ethic is carried out in your actions.

Establish Your Code of Ethics

Values alone, while important, are inadequate to drive daily action. Instead of falling back on a set of passive values, you must transform them into a code of ethics — a set of operating instructions for your daily activity. This "code of ethics" is a series of words that concretely defines how you will engage in your work. It defines ahead of time how you will make decisions, interact with others, and make choices when things get difficult.

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To establish your code of ethics, dedicate a few hours to reflecting on your life and work and how you might want to engage differently. Consider the conclusions you came to when examining the people you admire and while excavating the narratives/assumptions you carry.

Were there any themes that you discovered? What characteristics of your heroes do you wish to emulate? What patterns/narratives/assumptions do you want to break? How would you want others to describe you?

Begin writing words that describe how you'd like to engage in your work. Narrow them down to three or four. Put them someplace you'll see them frequently. It's not about achieving perfection; it's about giving yourself a lens through which to view your work and a starting point for measuring your effectiveness. Your code of ethics will (and should) change over time as your needs evolve.

Strive to know yourself, because once you do, you will be brilliantly positioned to make a valuable and unique contribution. ●

Be Confidently Adaptable

Confidence and adaptability prevent an inflated ego from stalling progress on your most important work. While a deep confidence is typically necessary for success, an overinflated ego can cause you to forfeit your best work if you do not feel that you are being appropriately recognized for your efforts. Your ego becomes a problem when it gets in the way of your ability to set aside your personal need for recognition in the face of work. The key counterpoint to ego is adaptability. This means cultivating the willingness to confidently bend to your environment while still maintaining a strong sense of self and purpose. To maintain traction and prevent ego from stalling your progress, you must develop the ability to subvert your ego-centric needs for the sake of the work, which in the end is often the best thing for you as well.

Rather than striving for control, we should instead be striving for influence. I can attempt to corral my organization by instilling stringent rules or by requiring that I be a part of every decision, but it is far more beneficial for me to influence the organization to think and act effectively.

Confidence vs. Overinflated Ego

You should be certifiably and aggressively confident in your abilities and opinions. You should fight to have your work seen and utilized, and you should never bow in the face of pressure to compromise. You must never allow your fear of developing an inflated ego to cause you to shrink back from the important work that's before you. You can't be afraid to confidently draw lines in the sand.

The difference between someone with confidence and a person with an overinflated ego is that the confident person is willing to take a stand on behalf of the work and what they believe is right, whereas the person with the overinflated ego is more concerned with how they will be perceived and how much credit they will receive.

In the end, an overinflated ego is about protection, whereas confidence is about progression. While confidence is essential to performance, it's critical that you not allow your need for an ego boost to usurp your ability to pour yourself fully into your work, even absent the recognition you rightly deserve. It is a tragedy to look back and realize that you failed to engage fully and freely because your ego demanded something more. ●

Find Your Voice

We all do lots of activities as a function of our job. We have roles and responsibilities, tasks to check off, and so on. But what do you do when you *work*? What are the things that you look back on after a long day and think, “*That was great.*” That work — that you alone are capable of — is your voice. It is the unique combination of passions, skills and experiences with which you alone are capable of approaching your work.

However, many people succumb to the paralyzing forces of fear and choose to stay “close to the middle” or simply do what's expected by others rather than engaging in the small risks necessary to uncover and apply their voice to their work. In doing this, they sadly leave much of their unique contribution unrealized.

You will discover your voice through tiny clues that become apparent over time and as you follow them and apply what you learn to your work.

Open Your Eyes

Great work results when you stop doing only what you *know* you can do and instead begin pursuing what you believe you *might* be able to do with a little focused effort. Make an inventory of your most important work, and then spend some time considering each project. Are there hunches you have about the direction of these projects that you're ignoring because you're afraid of where they might lead or of what they might cost you? Have you been ignoring any intuitive nudges?

In order to discover and act on your voice, you need to develop the capacity to pay attention to little clues. Don't worry that society tends to celebrate stories of overnight success even when there's no foundation to sustain it. Your best work will emerge with patient attention, time and

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strategic action. Start now, but don't rush. Walk slowly, and you'll discover your voice along the way. ●

Stay Connected

From the earliest moments of our lives, we understand our place in the world through our interactions with others. But relationships can be uncomfortable and challenging at times. However, closing ourselves off to others — especially in hectic times — is the worst thing we can do. When we disconnect or become guarded, we reduce the potential for serendipitous insights and connections that often come through unexpected interactions with others, and we also limit our own ability to stretch outside our relational comfort zone, which is the very thing that often leads to the discovery of new insights about our abilities and preferences.

Relationships — especially in the workplace — take effort, and to stay connected demands that we build practices to help us engage with purpose. But even if you have these practices in place, it's still possible to allow your connections with others to remain shallow and without the kind of honest urgency that forges trust, commitment and effectiveness.

Avoidance is a common tactic in the face of uncertainty. We may instinctively do it to defer dealing with a relationship, but that tends to create even more damage.

You need to have a structure in your work rhythms to help you “clear the decks” and engage in these important, though not urgent, conversations frequently so that you are freed up to do your best work.

There is a false belief in many organizations that tension and conflict are signs of an unhealthy team. But an effective team consists of people willing to fight for their ideas, challenge others when necessary, and stand their ground when confronted. In the end, however, those same people must be willing to bend to the ideas of others and submit to the decisions made by the leader, knowing that they can't win every battle.

Unfortunately, managers are often uncomfortable with these fits and spurts and attempt to squash team conflicts so as to preserve peace. There's a false belief that tranquility equals health, but a tranquil team is often a sign of imminent death because it may mean that no one cares enough to make waves.

Use Probing Questions

Teams are often great at talking about tasks and strategy but abysmal at discussing the intangible factors that affect their workflow. There are five areas of conversation that can bring better clarity, focus and trust to the team:

The Clarity Conversation. This conversation is designed to bring alignment and combat dissonance. Key questions include, “How does what I'm doing tie into why our company exists?”

The Expectations Conversation. The objective is to clarify each person's expectations so that there is no misunderstanding or room for misinterpretation.

The Fear Conversation. The fear conversation is all about shining light into dark, unspoken places and neutralizing fear where it lives.

The Engagement Conversation. This conversation is about helping you identify patterns of energy and enthusiasm in others and tap into the deep well of inspiration around you.

The “Final 10 Percent” Conversation. This conversation is about getting the “final remnant” of feedback that others may not volunteer unless you ask for it.

The better you get at these conversations, the more clarity, alignment and energy you'll find in the work environment, and the better equipped you'll be to unleash your best work. We need to fall in love with the process, not just the end product of our work. Make sure you're nurturing your process. It's the only thing you can truly control, and it's the thing you'll always have regardless of where you end up. ●

Forward

You can have the map, and there can be gas in the tank, but unless you're willing to fire up the engine and put your foot on the gas, you'll never get anywhere. Intention and theory don't change the world; decisive action does.

Your life will be measured by what you gave, not what you received. Spend it building a body of work you will be proud of. Engage today with urgency and diligence. Live and work as if today is all you have. If you do, you will be able to lay your head down each night satisfied with your work, and in the end, you will die empty of regret but full of satisfaction for a life well lived. ●

RECOMMENDED READING LIST

If you liked *Die Empty*, you'll also like:

1. **The Accidental Creative** by **Todd Henry**. In today's marketplace, all of us have to be ready to generate brilliant ideas on demand. Henry teaches effective practices that support your creative process.
2. **Extreme Productivity** by **Robert C. Pozen**. Pozen explains how to determine your highest priorities and match them with how you actually spend your time.
3. **A Leader's Legacy** by **James Kouzes, Barry Posner**. This is a compilation of powerful essays that are grouped into categories covering significance, relationships, aspirations and courage.