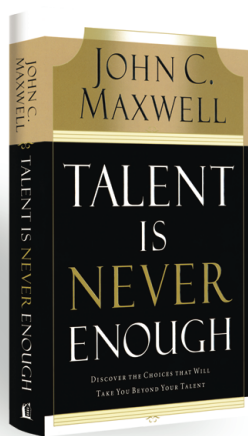


SOUNDVIEW Executive Book Summaries®



By John C. Maxwell

**Discover the Choices That Will Take You
Beyond Your Talent**

TALENT IS NEVER ENOUGH

THE SUMMARY IN BRIEF

Talent is often overrated and frequently misunderstood. When people achieve great things, others often explain their accomplishments by simply attributing everything to talent. But that is a false and misleading way of looking at success. If talent alone is enough, then why do you know of highly talented people who are not highly successful?

Leadership expert Dr. John C. Maxwell knows that people are never successful by talent alone, and he outlines 13 crucial things you can do to maximize your natural talents and become a “talent-plus” person. He is weighing in on the subject of talent — and, as always, his opinion and his insights might surprise you.

*A long-time admirer of great talents in sports, business, leadership and philanthropy, Maxwell says that what separates the talented from the truly successful is making the right choices. In *Talent Is Never Enough*, Maxwell lays out a road map for anyone interested in making the most of their natural abilities.*

“People who neglect to make the right choices to release and maximize their talent continually underperform,” writes Maxwell. “Their talent gives them an opportunity, but their wrong choices can shut the door.” Talent, he contends, is a given, but success must be earned.

In this summary, you will learn:

- ✓ *How passion can empower you to outperform people with more talent than you.*
- ✓ *The power of practice and how it can enable personal development, lead to discovery and demand discipline.*
- ✓ *How teachability can expand your talent.*
- ✓ *That anyone can make choices that will add value to talent and become a talent-plus person.*

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TALENT IS NEVER ENOUGH

By John C. Maxwell

— THE COMPLETE SUMMARY

Belief Lifts Your Talent

The first and greatest obstacle to success for most people is their belief in themselves. Once people figure out where their sweet spot is (the area where they are most gifted), what often hinders them isn't lack of talent. It's lack of trust in themselves, a self-imposed limitation. Lack of belief can act as a ceiling on talent. However, when people believe in themselves, they unleash power and resources around them that almost immediately take them to a higher level. Your potential is a picture of what you can become. Belief helps you see the picture and reach for it.

Three Beliefs Worth Buying Into

1. Believe in your potential. Too often we see what is, not what could be. Too many people fall short of their real potential. John Powell, author of *The Secret of Staying in Love*, estimates that the average person reaches only 10 percent of his or her potential. Your potential is really up to you.

2. Believe in yourself. People who believe in themselves get better jobs and perform better in them than those who don't. Only with belief in yourself will you be able to reach your potential.

3. Believe in your mission. What else is necessary to lift a person's talent? Believing in what you are doing. Belief in your mission will empower you. Belief in your mission will encourage you. Belief in your mission will enlarge you.

Belief Determines Expectations

If you want your talent to be lifted to its highest level, then you don't begin by focusing on your talent. You begin by harnessing the power of your mind. Your beliefs control everything you do. Accomplishment is more than a matter of working harder or smarter. It's also a matter of believing positively. Someone called it the "sure enough" syndrome. If you expect to fail, sure enough, you will. If you expect to succeed, sure enough, you will.

Expectations Determine Actions

In 20 of the world's most primitive languages, the word for *belief* is the same as the word for *do*. It is only as people become more "sophisticated" that they begin to sepa-

rate the meaning of one word from the other. Most people separate belief from action. So how can we bring these two things back together? Through our expectations.

There are two kinds of people in this world: those who want to get things done and those who don't want to make mistakes. If you're the first type, then you already expect to believe in yourself and take risks. But what if you're the second type? There's good news: You can grow.

Actions Determine Results

Results come from actions. That may seem obvious in the physical realm. However, in the human realm, many people don't make the connection. They simply hope for good results. Hope is not a strategy. If you want good results, you need to perform good actions. If you want to perform good actions, you must have positive expectations. To have positive expectations, you have to first believe. ■

Passion Energizes Your Talent

Talent doesn't carry people to the top — it's passion. Passion is more important than a plan. Passion creates fire; it provides fuel. As long as the passion is there, it doesn't matter if individuals fail or how many times

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The author: Dr. John C. Maxwell is an internationally recognized leadership expert, speaker and author who has sold more than 12 million books. His organizations have trained more than 1 million leaders worldwide. Based in Atlanta, Ga., Dr. Maxwell is the founder of Injoy Stewardship Services and EQUIP. A *New York Times*, *Wall Street Journal* and *BusinessWeek* best-selling author, Maxwell is one of 25 authors named to Amazon.com's 10th Anniversary Hall of Fame.

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Passion Energizes Your Talent

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they fall down. It doesn't matter if other people are against them or if people say they cannot succeed. They keep going and make the most of whatever talent they possess. They are talent-plus people and do not stop until they succeed.

Your Passion Can Empower You

A passionate person with limited talent will outperform a passive person who possesses greater talent. Why? Because passionate people act with boundless enthusiasm, and they just keep on going.

1. Passion is the first step to achievement. Loving what you do is the key that opens the door to achievement. When you don't like what you're doing, it really shows — no matter how hard you try to pretend it doesn't.

2. Passion increases willpower. What do you sing about? What do you cry about? What do you dream about? The answers to these questions can often help people discover their true passion. While everybody can possess passion, not everyone takes the time to discover it.

3. Passion produces energy. Without passion, achievement becomes a long and difficult road. The secret of passion: *I am gifted at what I do. What I do makes a difference. When I do what I was made to do, I feel most alive.*

4. Passion is the foundation for excellence. Passion can transform someone from average to excellent. When you find purpose, you find passion. And when you find passion, it energizes your talent so that you can achieve excellence.

5. Passion is the key to success. Whenever anything fires people's souls, impossibilities vanish. Philosopher-poet Ralph Waldo Emerson wrote, "Every great and commanding movement in the annals of the world is due to the triumph of enthusiasm."

6. Passion makes a person contagious. Even a brief review of effective leaders and businesspeople throughout history would illustrate that their passion "caught on" with others.

Putting the Talent-Plus Formula Into Action

If you don't possess the energy that you desire, then you need to fire up your passion. First, prioritize your life according to your passion. People who have passion but lack priorities are like individuals who find themselves in a lonely log cabin deep in the woods on a cold, snowy night and then light a bunch of small candles and place them all around the room. They don't create enough light to help them see, nor do they produce enough heat to keep them warm.

On the other hand, people who possess priorities but no passion are like those who stack wood in the fireplace

of that same cold cabin but never light the fire. But people who have passion with priorities are like those who stack the wood, light the fire and enjoy the light and heat that it produces. If your priorities are not aligned with your passion, then begin thinking about making changes in your life. Will change be risky? Probably. But which would you rather live with? The pain of risk or the pain of regret?

Second, you need to protect your passion. If you want to keep a fire hot, you need to feed it and you need to protect it. Not everyone in your life will help you do that when it comes to your passion. In truth, there are two kinds of people: "firefighters," who will go out of their way to help you keep your fire hot, and "firefighters," who will throw cold water on your passion.

Finally, pursue your passion with everything you've got. What do you want to accomplish in your lifetime? How do you want to focus your energy: on survival, success or significance? Your passion has the potential to provide you energy far beyond the limitations of your talent. In the end, you will be remembered for your passion. ■

Initiative Activates Your Talent

Talent-plus people don't wait for everything to be perfect to move forward. They don't wait for all the problems or obstacles to disappear. They take initiative.

Insights on Initiative

If you want to reach your potential, you have to show initiative. Here's why:

1. Initiative is the first step to anywhere you want to go. Where you finish in life isn't determined so much by *where* you start as by *whether* you start. If you're willing to get started and keep initiating, there's no telling how far you might go.

2. Initiative closes the door to fear. Author Katherine Paterson said, "To fear is one thing. To let fear grab you by the tail and swing you around is another." We all have fears. The question is whether we are going to control them or allow them to control us.

3. Initiative opens the door to opportunity. No one can wait until everything is perfect to act and expect to be successful. It's better to be 80 percent sure and make things happen than it is to wait until you are 100 percent sure, because the opportunity will have already passed you.

4. Initiative eases life's difficulties. Psychiatrist M. Scott Peck stated, "Life is difficult." That's not most people's problem — their response to life's difficulties is. Too many people wait around for their ship to come in. When they take that approach to life, they often find it to be hardship. The things that simply come to us are

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Initiative Activates Your Talent

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rarely the things we want. To have a chance at getting what we desire, we need to work for it.

5. Initiative is often the difference between success and failure. Too many people are waiting for someone else to tell them what to do next. Nearly all people have good thoughts, ideas and intentions, but many of them never translate these into action. Doing so requires initiative. ■

Focus Directs Your Talent

Focus does not come naturally to us, yet it is essential for anyone who wants to make the most of talent. Having talent without focus is like being an octopus on roller skates. You can be sure that there will be plenty of movement, but you won't know in what direction it will be.

The Power of Focus

Focus can bring tremendous power. Without it, you will often feel drained and unable to accomplish much. With it, you will find that your talents and abilities gain direction and intentionality, and those qualities pay off by producing results.

Focus increases your energy. If you desire to achieve something, you first need to know what your target is. Attempting everything, like attempting nothing, will suck the life out of you. Focus also lifts you and expands your life. However, people do not naturally remain focused — it must be intentionally sustained. Hall of Fame baseball player Hank Aaron said, “I think what separates a superstar from the average ballplayer is that he concentrates just a little bit longer.” Aaron demonstrated that he was able to sustain his concentration — he holds the Major League Baseball record for the most home runs hit in a career.

If you desire to become a talent-plus person, you need to make focus your friend. Here's how:

- **Be intentional — make every action count.**

People who are undecided about what they want to do or where they want to go cannot tap into their strength of will — or their talent. As a result, they will merely drift along.

- **Challenge your excuses.** We all have reasons for not doing what we ought to do. Should we let these things get us off track? No!

- **Don't let yesterday hijack your attention.** Too many people yearn for the past and get stuck in it. Instead, they should *learn* from the past and let go of it.

- **Focus on the present.** Just as you should keep your focus off yesterday, you shouldn't have it on tomorrow. If you're always thinking about tomorrow, you'll never

get anything done today. Do certain things every day, like reading, listening to others, thinking and sharing those lessons with others.

- **Stay focused on results.** Anytime you concentrate on the difficulty of the work at hand instead of its results or rewards, you're likely to become discouraged. By focusing on results, you will find it easier to stay positive and encouraged. ■

Preparation Positions Your Talent

Being unprepared puts you out of position. Ask negotiators what happens at the bargaining table when they are out of position. Ask athletes what happens when they are out of position. They lose. Preparation positions people correctly, and it is often the separation between winning and losing. Talent-plus people who prepare well live by this motto: “All's well that begins well.”

Why People Fail to Prepare

Talent-plus-preparation often leads to success, whereas talent-minus-preparation often leads to disaster. In hindsight, it's easy to recognize the value of preparation. So why do so many people fail to prepare? There are two main reasons:

- **They fail to see the value of preparation before action.** Authors Don Beveridge Jr. and Jeffrey P. Davidson believe that lack of preparation is the primary reason for business failure today. “Poorly educated, poorly prepared and poorly trained people fail because they do not have the skills or the expertise to perform,” the authors say.

- **They fail to appreciate the value of discipline.** A frustrating thing about preparation is that it usually takes much more time than the actual event one prepares for. Musicians may practice many hours preparing to perform a three-minute piece. ■

For information about preparation principles,
go to: <http://my.summary.com>

Practice Sharpens Your Talent

It's a fact: You play at the level at which you practice. Consistently good practice leads to consistently good play. It sharpens your talent.

The Power of Practice

There's a myth about highly talented people — it's that they are simply born that way. But the truth is people do not reach their potential unless they are willing to practice.

First, practice enables development. People refine old skills and acquire new ones through practice. That is where the tension between where we are and where we

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Practice Sharpens Your Talent

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ought to be propels us forward.

Second, practice leads to discovery. Practice both shows and builds commitment. Your performance can always be improved. Finally, practice demands discipline. There is no easy way to become a disciplined person. Once the choice is made, there is a separation between the person who practices and the one who doesn't.

There is one more secret to successful practice that will help you sharpen your talent — it's summed up in the phrase "a little extra." Here's what it takes for someone to become a talent-plus person in the area of practice:

- **A little extra effort.** Art Williams, the founder of Primerica Financial Services, once stated, "You beat 50 percent of the people in America by working hard; you beat 40 percent by being a person of honesty and integrity and standing for something; and the last 10 percent is a dogfight of the free enterprise system." If you want to win that dogfight, then do a little extra.

- **A little extra time.** Successful people practice harder and practice longer than unsuccessful people do. Giving a little extra time requires more than just perseverance. It requires patience.

- **A little extra help.** Anybody who succeeds at anything does so with the help of others.

- **A little extra change.** Let's face it. Most people are resistant to change. Focus your energy to get the kinds of changes that will change you for the better. ■

Perseverance Sustains Your Talent

Perseverance is not an issue of time or talent. Perseverance is about finishing. Talent provides hope for accomplishment, but perseverance guarantees it. No matter how talented people are, there is no success without perseverance. If you desire to become a talent-plus person, you need to understand some things about perseverance.

1. **Perseverance means succeeding because you are determined to, not destined to.** You can see this determination in successful people in every walk of life and at every age.

2. **Perseverance recognizes life is not a long race, but many short ones in succession.** Each task has its own challenges; each day is its own event.

3. **Perseverance is needed to release most of life's rewards.** How many highly successful people do you know who gave up? It's said that Walt Disney's request for a loan was rejected by 301 banks before he finally got approval.

4. **Perseverance draws sweetness out of adversity.**

The trials and pressures of life — and how we face them — often define us. Confronted by adversity, many people give up, while others rise up.

5. **Perseverance has a compounding effect on life.**

Every day that you do the right things, you invest in yourself. To do these things every day takes relentless perseverance, but if you do them, your success compounds over time.

6. **Perseverance means stopping not because you're tired but because the task is done.** To successful people, fatigue and discouragement are signals to draw on their reserves, rely on their character and keep going.

7. **Perseverance doesn't demand more than we have, but all that we have.** Perseverance means more than trying — it is an investment and a willingness to bind oneself emotionally, intellectually, physically and spiritually to an idea or task until it has been completed.

The Five Enemies of Perseverance

Perseverance begins with the right attitude — tenacity. But the desire to persevere alone isn't enough by itself to keep most people going when they are tired or discouraged. Perseverance is a trait that can be cultivated, and the initial step to developing it is to eliminate its five greatest enemies:

1. **A lifestyle of giving up.** If you desire to be successful you need to be consistent and persistent.

2. **A wrong belief that life should be easy.** Having the right expectations going into anything is half the battle.

3. **A wrong belief that success is a destination.** As soon as you think you no longer need to work to make progress, you'll begin to lose ground.

4. **A lack of resiliency.** If we desire to persevere, we must not become dry, brittle and inflexible.

5. **A lack of vision.** People who display perseverance keep a larger vision in mind as they toil away at their crafts or professions. ■

Courage Tests Your Talent

People think of courage as a quality required only in times of extreme danger or stress, such as during war or disaster. But it is much larger than that — and more ordinary than we think. Courage is an everyday virtue. The person who exhibits courage is able to live without regrets.

Why does talent need courage? The stakes were high for Winston Churchill as he carried out his duties as England's prime minister. He was doing more than just defending London and the empire during World War II, although those responsibilities were monumental. Freedom and democracy were hanging in the balance.

But his first tests didn't come when the stakes were high.

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Courage Tests Your Talent

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They came early. If he hadn't possessed the courage to step up when he was young and untested, he never would have discovered the depth of his talent, nor would he have been ready when he had to perform on the world stage.

Most of us will never be asked to face flying bullets in a physical battle. Often our tests are much more private and involve an internal battle, and many people find that painful. In order to grow, we need to face truths about ourselves, and that is often a difficult process. ■

For additional information about how courage is tested, go to: <http://my.summary.com>

Teachability Expands Your Talent

If you are a highly talented person, you may have a tough time with teachability. Why? Because talented people often think they know it all. And that makes it difficult to expand their talent. Teachability is not so much about competence and mental capacity as it is about attitude. It is the desire to listen, learn and apply.

Who is the most talented person who ever lived? Leonardo da Vinci would certainly be a strong candidate. Da Vinci has been called *Homo Universalis*, a "universal man," for his incredible ability to master diverse disciplines. What set him apart? Da Vinci's talent was extraordinary — but so was his teachability. His notebooks are a physical record of a mind that never stopped discovering and never ceased learning.

Teachability Truths

The good news is that we don't have to have da Vinci's talent to be teachable; we just need to have the right attitude about learning. To do that, consider the following truths about teaching:

- **Nothing is interesting if you are not interested.** It's a shame when people allow themselves to get into a rut and never climb out. They often miss the best life has to offer. In contrast, teachable people are fully engaged in life.

- **Successful people view learning differently from those who are unsuccessful.** Teachable people are always open to new ideas and are willing to learn from anyone who has something to offer. American journalist Sydney J. Harris wrote, "A winner knows how much he still has to learn, even when he is considered an expert by others. A loser wants to be considered an expert by others before he has learned enough to know how little he knows."

- **Learning is meant to be a lifelong pursuit.** It's said that the Roman scholar Cato started to study Greek

How to Overcome a Pride Problem

Pride is a huge barrier to success and the development of talent. If pride is an obstacle to your growth, then you need to take some deliberate and strategic steps to overcome it:

- 1. **Recognize and admit your pride.** To defeat pride, we need to embrace humility.

- 2. **Express gratitude often.** Oprah Winfrey says, "Keep a grateful journal. Every night, list five things that happened this day that you are grateful for. If you can learn to focus on what you have, you will always see that the universe is abundant, and you will have more."

- 3. **Laugh at yourself.** People who have the problem of pride rarely laugh at themselves. But engaging in humor at your own expense shows that pride isn't a problem.

when he was more than 80 years old. When asked why he was tackling such a difficult task at his age, he replied, "It is the earliest age I have left." Every stage of life presents lessons to be learned.

- **Talented people can be the toughest to teach.** One of the paradoxes of life is that the things that initially make you successful are rarely the things that keep you successful. You have to remain open to new ideas and be willing to learn new skills.

- **Pride is the No. 1 hindrance to teachability.** While envy is the deadly sin that comes from feelings of inferiority, the deadly sin of pride comes from feelings of superiority. ■

Character Protects Your Talent

Many people with talent make it into the limelight, but the ones who have neglected to develop strong character rarely stay there long. Why? Because people cannot climb beyond the limitations of their character. Talented people are sometimes tempted to take shortcuts, but character prevents that.

The Components of Character

People are like icebergs. There's much more to them than meets the eye. When you look at an iceberg, only about 15 percent is visible — that's talent. The rest — people's character — is below the surface, hidden.

Tim Elmore, founder and president of Growing Leaders, tells some little-known details of the infamous sinking of the Titanic: "The huge and unsinkable ship received five iceberg warnings that fateful night of April 14, 1912, just before it went down. When the sixth message came in during the wee hours of the next morning, 'Look out for ice-

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Character Protects Your Talent

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bergs,' the operator wired back, 'Shut up! I'm busy.' Those were his last words over the wire. They underestimated the power of the iceberg and overestimated their own strength. What an accurate description of so many people today."

So what exactly composes character? There are four elements: self-discipline, core values, a sense of identity and integrity.

Character Communicates

Character creates a foundation upon which the structure of your talent and life can build. If there are cracks in the foundation, you cannot build much. That's why first you must develop within before you can achieve much without.

But once you build strong character, it does more than provide a platform for your personal success and the maximization of your talent; it also impacts others and allows you to build with them. Character does that through what it communicates to people:

Character communicates consistency. People who live without character communicate confusion to others. They can say anything they like, but their actions determine the messages we receive.

Character communicates choices. It's an interesting paradox. Our character creates our choices, yet our choices create our character. Once you get a handle on the character of a person, you can understand his or her choices and predict what they will be.

Character communicates influence. Today many people try to demand respect. They believe that influence should be granted to them simply because they have position, wealth or recognition. However, respect and influence must be earned over time, and they are built and sustained by character.

Character communicates longevity. If you want to know how long it will take to get to the top, consult a calendar. If you want to know how long it can take to fall to the bottom, try a stopwatch. Character determines which will happen. Character provides the opportunity for longevity in any career, relationship or goal.

Talent-Plus Character

Here's how to become a talent-plus person in the area of character:

1. Don't give up or give in to adversity. It takes character to weather life's storms. At the same time, adversity develops character. Author and activist Helen Keller, who could not see or hear, remarked, "Character cannot be developed in ease and quiet. Only through experience of trial and suffering can the soul be strengthened, vision cleared, ambition inspired and success achieved."

2. Do the right thing. It's not easy to do the right thing when the wrong thing is expedient.

3. Take control of your life. Your character is always your choice. ■

Relationships Influence Your Talent

In his book *My Personal Best*, John Wooden writes, "There is a choice you have to make in everything you do, so keep in mind that in the end, the choice you make makes you." Nothing will influence your talent as much as the important relationships in your life.

The Impact of Relationships

Many people mistakenly minimize the impact that other people can have on their lives. Almost all our sorrows can be traced to relationships with the wrong people and our joys to relationships with the right people. The relationships in our lives really do make or break us.

The Directions Relationships Take Us

Note whether a person makes you feel better or worse about yourself. How much energy does the relationship require? Les Parrott identifies a few of the types of people who are likely to hurt us and take energy from us:

- *Critics* complain or give unwanted advice.
- *Wet blankets* are pessimistic and habitually negative.
- *Gossips* spread rumor and leak secrets.
- *Control freaks* are unable to let go and let things be.
- *Backstabbers* are irrepressibly two-faced.

Relationships commonly go through four stages: surface relationships, structured relationships, secure relationships and solid relationships. As the level of relationship increases, so does the influence people have on one another. Every now and then a relationship goes beyond solid to become significant, a relationship that is pivotal to your life. The signs of a solid relationship are mutual enjoyment, respect, shared experiences, trust and reciprocity. ■

Responsibility Strengthens Your Talent

Nothing adds "muscle" to talent like responsibility. It lifts talent to a new level and increases its stamina. But of the 13 choices that help to create a talent-plus person, responsibility is often the last choice people desire to make.

The Strength of Responsibility

We live in a culture that overvalues talent and undervalues responsibility. If you doubt that, then examine

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Responsibility Strengthens Your Talent

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Talent-Plus Responsibility

The following steps will help you become a talent-plus person when it comes to responsibility:

1. Start wherever you are. If being responsible has not been one of your strengths, then start small.

2. Choose your friends wisely. If you have started your journey on the road to responsibility, make sure you have the right traveling companions.

3. Stop blaming others. If you want to be successful and maximize your talent as a talent-plus person, take responsibility for your own life.

4. Learn responsibility's major lessons. There are four core lessons: Recognize that gaining success means practicing self-discipline; finish what you start; know when others are depending on you; and don't expect others to step in for you.

5. Make tough decisions and stand by them. When he was mayor of New York City, Rudy Giuliani kept a sign on his desk that stated, "I'm responsible." In his book *Leadership*, Giuliani wrote, "Nothing builds confidence in a leader more than the willingness to take responsibility for what happens during his watch."

6. Live beyond yourself. This is the idea of taking responsibility beyond yourself by serving others. Holocaust survivor Elie Wiesel, who won the Nobel Peace Prize in 1986, spent the years after his time in Nazi concentration camps giving back to others.

the way we treat our athletes. When athletes are in high school and college, their reckless or irresponsible acts are often overlooked in proportion to the talent they display on the court or playing field. What a disservice to them. Responsibility actually strengthens talent and increases the opportunity for long-term success.

Specifically, responsibility helps strengthen talents through:

- Providing the foundation for success
- Leading to more responsibility, when handled correctly
- Maximizing ability and opportunity
- Building a solid reputation over time. ■

Teamwork Multiplies Your Talent

In the Academy Award-winning movie *Rocky*, boxer Rocky Balboa describes his relationship with his girlfriend Adrian: "She's got gaps. I got gaps — together we fill the gaps." What a wonderful description of teamwork! Partner with others who have strength in those areas.

Teamwork Truths

It's easy to see that teamwork is essential for tasks; however, a task doesn't have to be complex to need teamwork. Teamwork not only allows people to do what they couldn't otherwise do, it also has a compounding effect on all they possesses — including talent.

1. Teamwork divides the effort and multiplies the effect.

Teams involve more people, thus affording more resources, ideas and energy than an individual possesses. Teams also maximize a leader's potential and minimize weaknesses.

2. Talent wins games, but teamwork wins championships. Teams that repeatedly win championships are models of teamwork. It's easy to see the fruits of teamwork in sports, but it is just as important in business. Harold S. Geneen, who was director, president and CEO of ITT for 20 years, observed, "The essence of leadership is the ability to inspire others to work together as a team — to stretch for a common objective."

3. Teamwork is not about you.

The true measure of team leadership is not getting people to work. The true measure of a leader is getting people to work hard together.

4. Great teams create community. All effective teams create an environment where relationships grow and teammates become connected to one another. That environment is based on trust. Little can be accomplished without it.

5. Adding value to others adds value to you. Too often people join a team for personal benefit. They want a supporting cast so that they can be stars. People who take advantage of others inevitably fail in business and relationships.

The reality is that there never has been nor will there ever be a talent shortage. Choose to become a talent-plus person. If you do, you will add value to yourself, add value to others and accomplish more than you dreamed was possible. ■



If you liked *Talent Is Never Enough*, you'll also like:

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3. ***The Carrot Principle*** by Adrian Gostick and Chester Elton. The authors team up to show readers how the best managers are able to use recognition to engage employees, boost performance and retain talent.
4. ***The Difference Maker*** by John C. Maxwell. The author argues that while attitude is important, it cannot change anyone into something they're not.
5. ***Go Put Your Strengths to Work*** by Marcus Buckingham. Research shows that most people do not make full use of their strengths on the job — only 17 percent of individuals believe they use all of their strengths at work.