

FINDING YOUR WAY

NARRATIVE WAYPOINTS FOR YOUR
JOURNEY TO PERSONAL DISCOVERY.

MAY IT NEVER END.

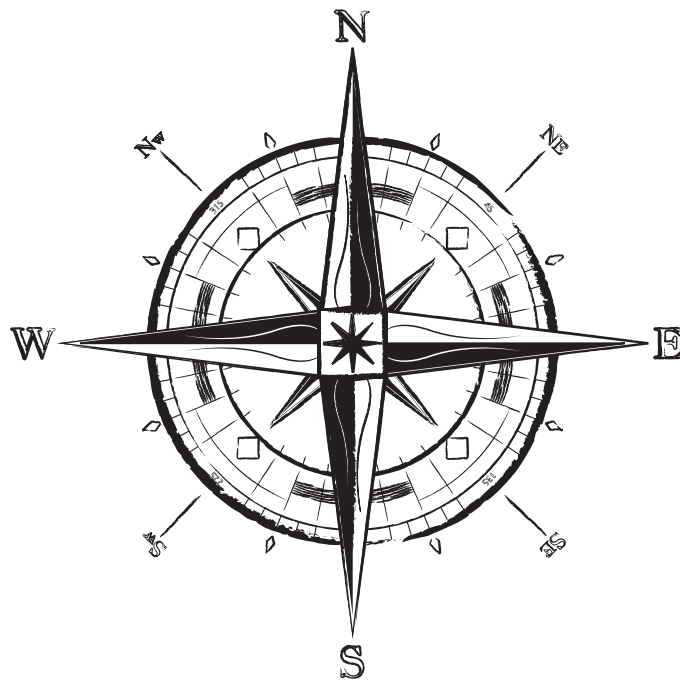


WRITTEN BY MARK T. ANDREWS
WITH CRAIG C. ROWE AND TRAVIS CARSON

Thanks to my loving and supportive wife, Joanne.

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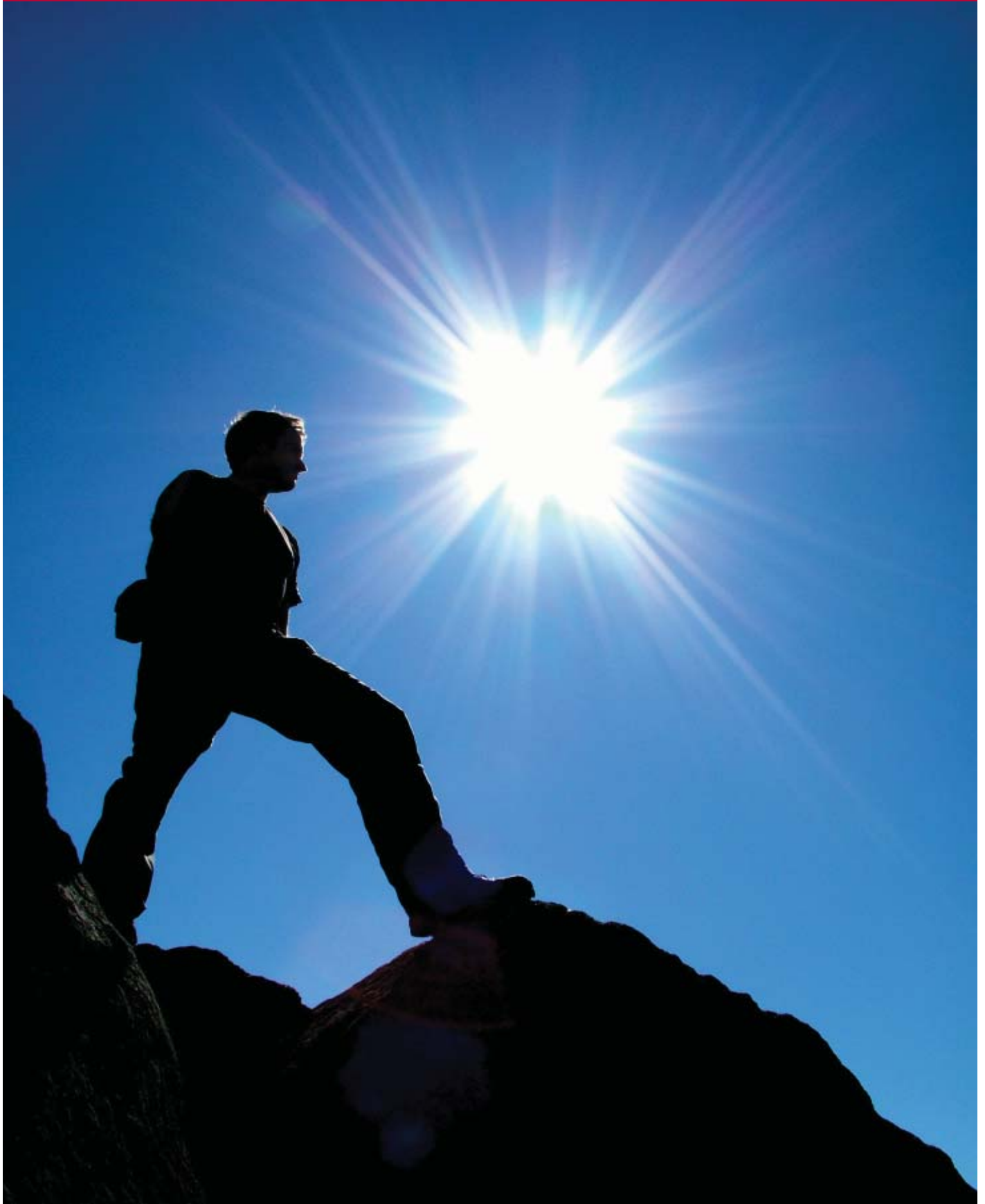
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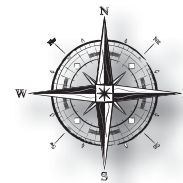


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ABOUT THIS BOOK





The fundamental purpose of this book is to explain how you can have the future you want.

There are some basic notions that you will need to understand to make it happen. For example, the power to control your destiny is based on the decisions you make each and every day. Many of us go about our days guided by habits that do not allow us to reach our goals. These habits only keep us in place, they don't move us forward.

In *Finding Your Way*, you will find that to go where you want to go in life and your career, you must stop what you are doing, change the habits that are holding you in place, and then go on your journey of self-discovery.

To illustrate this simple, **STOP/CHANGE/GO** concept, I have employed the analogy of climbing a hill in your hometown. If you are in reasonably good shape, you can get up and down most hills. Now imagine you want to climb in the Rocky Mountains. The general skills needed to get up the hills back home will not help you reach 14,000 feet. You are going to need a new set of skills, and to acquire them, you need to train differently. You will need to stop what you have been doing and create new practices that will help you reach a new elevation.

Those new practices will become habits over time, and then this same process will need to be applied when it is time to go past 14,000 feet and head towards Everest. The skills are monumentally different, but the process to obtain them is the same.

For those that want to continue to grow, life can be viewed as several of these climbs. *Finding Your Way* is meant to be a resource you can use on your life journey to get to your ultimate destination. The writings and experiences here are based on the collective experience of myself and partners Craig C. Rowe and Travis Carson. All of us have experienced success as we define it in our lives, and have used this writing to share the simple concepts with you.

We hope to see you on a future climb.

Mark T. Andrews

PROLOGUE

Defining Success

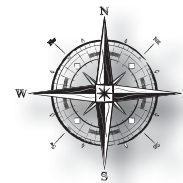
In his inaugural address, Nelson Mandela reminded everyone that they are capable of greatness and that in fact, it is our responsibility to be great. The only thing preventing us—you—from being great, is whether or not you decide to be.

Mandela became a clear example to the world of how much power a single person can hold when they believe in something. With a humble nature and brazen fearlessness, Mandela encouraged his countrymen to recognize their potential to create a better nation for the good of a broken culture.



“Our deepest fear is that we are powerful beyond measure.”

- Nelson Mandela



“Our deepest fear is not that we are inadequate. Our deepest fear is that we are powerful beyond measure. It is our light, not our darkness, that most frightens us.

We ask ourselves, “Who am I to be brilliant, gorgeous, talented and fabulous?” Actually, who are you not to be? You are a child of God. You playing small does not serve the world.

There is nothing enlightened about shrinking so that other people won’t feel insecure around you. We were born to manifest the glory of God that is in us. It is not just within some of us, it is in everyone.

When we let our own light shine, we unconsciously give other people the permission to do the same. As we are liberated from our own fear, our presence automatically liberates others.”

— Nelson Mandela

His words, while confined at that time to the politics of South Africa, echoed throughout the world. In essence, he asked individuals to take account of their own actions, to look inside of themselves, and make the decision to be tolerant and open minded. He asked them to make a commitment to individual change.

When Mandela asks, “Actually, who are you not to be?” his intention was for the listener to realize that they have the ability to create for themselves whatever type of life they want. Where is it pre-ordained that you cannot have the life you want?

What actually stands in your way that cannot be overcome? It is our hope that *Finding Your Way* will show you that nothing stands in your way to create the future you want.

Know that this book is not a “how-to.” There are no paint-by-number formulas to achieve whole-life satisfaction. It is an ongoing, ever-changing process. It is not a single destination; it is found in the act of constant personal growth.

Finding Your Way should serve merely as framework, a written guidebook, for helping those who are motivated to navigate the challenges of personal change.

Instead of challenging you to help revive an African nation like Mandela asked of his people, we want you to lead your own personal revolution. To succeed, you will need to alter the habits that led you to a place where change is needed. That is not an easy thing to do. It will take time.

The first step, the decision to go after what you want, can be completed in seconds. After all, it is only a choice.

To get started, forget about everything you believe about the common definition of success. Remove the contemporary monetary parameters of success. Material items muddy the waters and lead you off course. They pull you in the direction of false summits, as opposed to the trail that leads to true satisfaction.

What is important is how you define success.

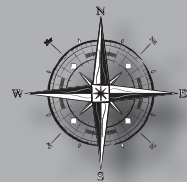
Keep in mind, you can find the life, career and relationships you want in a number of directions. Multiple paths could lead you there. The value of *Finding Your Way* is that its framework is meant to be recycled, used everyday if needed, from day-to-day job tasks to homework assignments to major career choices.

Understand that everything you have, and are, can be traced back to a habit, a work ethic, a behavior, a mentality—habits come in all forms. The habits that have helped you succeed to date may not necessarily be the ones that lead you to where you ultimately want to go.

Thus, it will be through recognizing and stopping existing habits that you will find the key to learning new skills and seeking new summits previously unobtainable. Every milestone you want to reach will be found along a different route. Each time you want to change direction you will need to cease the direction in which you are headed to acquire the skills and resources needed to navigate new terrain.

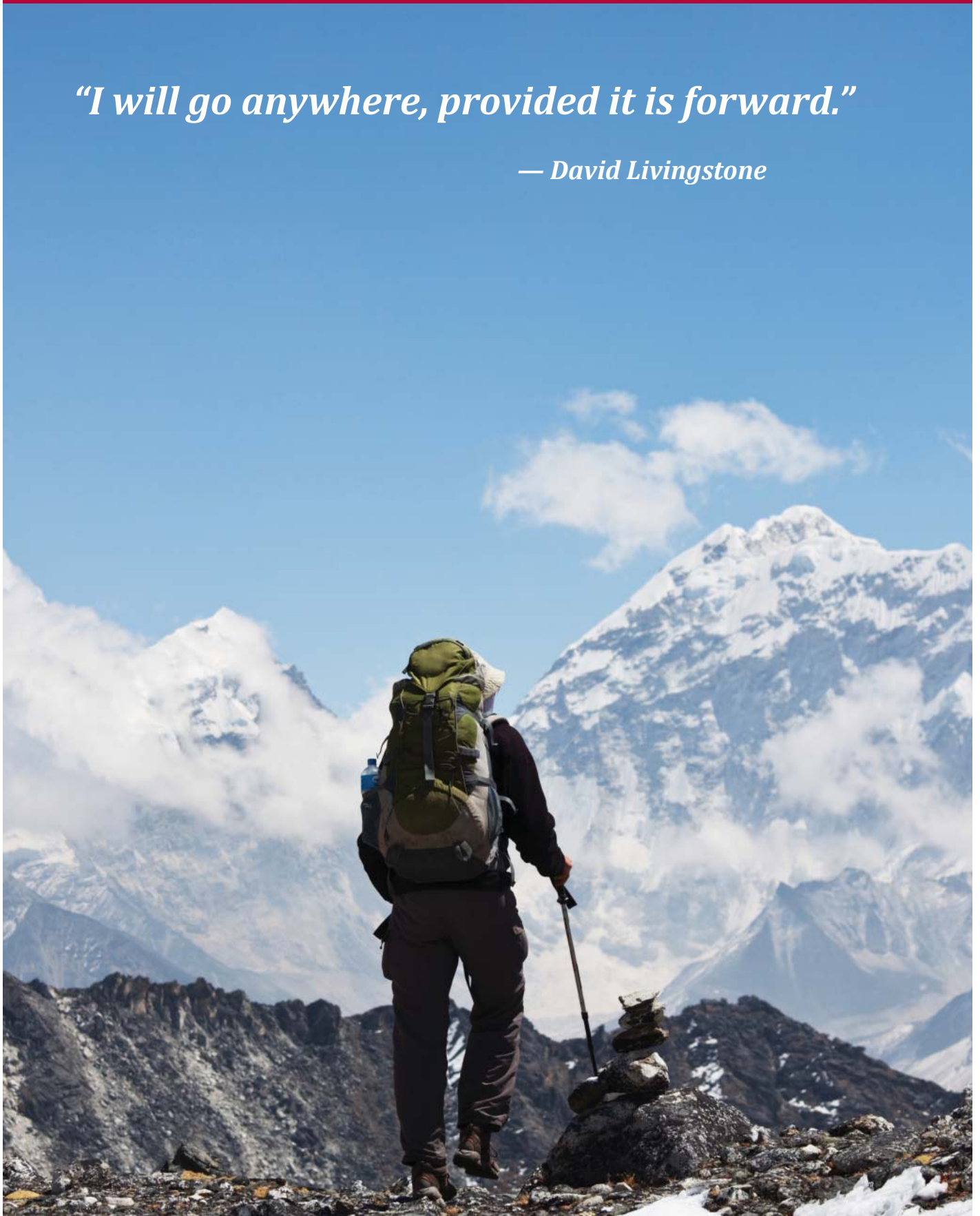
“To be yourself in a world that is constantly trying to make you something else is the greatest accomplishment.”

- Ralph Waldo Emerson



“I will go anywhere, provided it is forward.”

— David Livingstone





For many people, most of what is asked of them everyday at work or in life can be accomplished with minimal effort. There is no requirement to learn anything new, and this work is not enriched with excitement or challenge. We create habits that make these daily tasks simple.

Content and often successful, most people accept these routines as “the way it is,” believing there is a reason for their position or life status that is out of their control ... as if some unknown force decided what degree to obtain or career to pursue.

There are endless explanations as to why someone does not think they can achieve the kind of fulfillment they really want from life. Every one of those explanations comes down to a fear of risk.

In truth, most people can quickly pinpoint what they want in life, they just believe there are too many barriers preventing them from reaching the future they want; so they settle.

Additionally, somewhere along the line, we forget about the power of choice. We cease making decisions based on what will provide personal satisfaction, and instead make choices based on what is easiest. We network with friends and old college roommates. We join the family business or become cogs at global companies that provide endless opportunities for obscure new job titles and promise years of security.

It is human nature to seek comfort instead of risk. It is on that basis that the vast majority of people build their careers and lives.

“Motivation is a fire from within. If someone else tries to light that fire under you, chances are it will burn very briefly.”

— Stephen R. Covey

Like an aspiring rock climber trying to graduate from climbing an artificial wall at a child's birthday party to summiting El Capitan in Yosemite—real life change requires dedication to acquiring new knowledge.

When acquiring new knowledge, we accept the risk of not knowing something. One cannot summit El Cap without trusting that a sliver of dusty granite will support their body weight when suspended 1,000 feet above the valley floor. This is not risky to the experienced climber, it is just another step to the summit.

Thankfully, the risk you need to take will not result in your physical demise. Your only risk is the decision to change and there is no growth without risk.

Unfortunately, risk is a term too often associated with failure, which is why it is so rarely accepted.

Rest assured, countless unforeseen obstacles remain ahead of you. However, you will become so comfortable with risk, that like success, its very definition will change. Soon, risk will only mean that you have been temporarily challenged to learn something new. It has nothing to do with failure.

***“Success is never final. Failure is never fatal.
It is courage that counts.”***

— John Wooden

With each challenge you will grow and learn more about where it is you are headed.

With this **STOP/CHANGE/GO** process, you will begin to understand how easy it is to obtain true satisfaction in life and work. You will also notice how the fear of risk will dissipate



because there are no life or death circumstances in the pursuit of personal satisfaction, just learning.

STOP/CHANGE/GO is a consistent, re-usable framework for life change.

“Human beings, by changing the inner attitudes of their minds, can change the outer aspects of their lives.”

— William James


To create a mindset of constant personal growth and change, we want to demonstrate that your ability to have everything you want is up to you. No one, other than you, has put it out of your reach.

It is important that you view setbacks as only another form of progress. Focus instead on what you can learn from them and always keep the intent of your journey in mind.

There is no manual on how to handle the valleys, obstructions, and countless roadblocks that work and personal relationships place in your path. What is important is not how you get around them, just that you do.

Once you accept and understand the connection between risk and success, there is no peak you can't summit. Keep going, all the way to the top.

If you want to continue to reach new summits, then read on. This is your compass. Should you find yourself taking action after only two pages, then perfect. Use it to become a better musician, change careers, start a company or make millions.



Life is not about a single destination but rather an ongoing expedition through life defined by perpetual learning. Change starts with a simple (but not trivial) decision to stop. You have the power to choose to **STOP** what it is you're doing, free up and **CHANGE** your perspective, acquire a new skill set, and then **GO** toward the next summit.

Additional framework:

Finding Your Way is for the ambitious among us, and it is about three things. First, it is about breaking out of your comfort zone by helping you understand that most risk is perceived not actual (meaning you do not die if you fail). Second, *Finding Your Way* is about making a conscious decision to seek actual satisfaction ... to define success on your terms. Finally, *Finding Your Way* is about action—bringing the passion and discipline necessary to make your future happen in this lifetime.

Please do not use this book strictly in a business setting. The analogies are universally applicable. Satisfaction is by no stretch of the imagination found only in the business world. The new summits mentioned here should not be firmly interpreted as levels in a company management flow chart. (But they can be, if it means you will grow along the way.) To the entrepreneur, they mean the next new business venture. To the runner, completing a marathon. To the mountaineer, the peak of K2.

Use this text as motivation and a methodology to pursue new possibilities, gain new skills, practice, and then start over again.

“Don’t be afraid to be amazing.”

— Andy Offutt Irwin

A person is seen climbing a tall, jagged rock formation against a clear blue sky. The rock formation is light-colored and has a sharp, pointed peak. The person is a small figure at the top of the formation. The background shows a vast landscape with more rock formations and some greenery at the base.

CASE STUDY: 25 Again

Alan was a successful corporate trainer for non-financial executives who wanted to learn finance as a second language. He is world-renowned but for a number of reasons has never pursued marketing his own services. Instead, he has always received his work through affiliations with universities. At age 60, Alan decided to become more proactive as an independent consultant. He knew this would require a commitment to find a new way.

STOP:

Alan's decision to change direction, after a long and accomplished career, was a difficult one. However, his business acumen and desire to start a new course reminded him that any risk involved was only theoretical.

CHANGE:

The first thing Alan did was devise a two-year transition plan outlining how to successfully hand over existing clients to other professionals in his arena. In the next year, he formulated a marketing plan for his new endeavor, established an LLC, launched a website and identified potential customers. He didn't rush or panic because of time frames or obstacles. Instead, he remained focused on his new path.

GO:

With six months left in his initial two-year transition plan, Alan begins meeting with his own prospects, travelling to offices, making calls and settling his course. It took only a couple of new clients for Alan to realize how invigorating his new career had become. He told friends that he feels 25-years old again, full of energy and working hard for every client. His reputation has not suffered in the slightest, and most importantly, it's now resting on a foundation that he designed.

“Your nature is your strength. Many deny their talents, gifts, and abilities, and then complain that they are unhappy or unsuccessful in the world.

Following your nature simply means doing what you are naturally good at. If a person is by nature a strong man, he can carry a heavy burden without feeling the weight. If a person is a skillful man, he can manage all sorts of affairs without feeling busy. Many people struggle by spending their lives doing work they are not naturally suited for. Make sure your work and life follow your nature and you will enjoy life.”

— Laurence Boldt

Mr. Boldt, a business philosopher who rooted his perspectives in the truth that happiness in life can be found in our work, points out that too many of us ignore what it is that can truly make us happy.

Somewhere along the line, we decide that our career goals, which can also be life goals, are simply unobtainable. “It is too late,” we tell ourselves. “There is too much risk.”

Wouldn’t you be more apt to succeed if the work you performed everyday was the result of a road you chose as opposed to a life path already mapped out for you?

Many of us cite money as a reason to remain in a particular position. The benefits are good. My family is comfortable. Things are easy. There is no sense in chasing a dream now.



If you are not faced with any risk or challenges, what does that say about the path you are following? Remember, growth only comes from risk.

Instead of pursuing an unseen destination on your life map, hoping it will bring satisfaction; find your destination first and trace back to where you are today. Your first step should be a breeze.

Maybe it is time you stop to take another look at your life map. Are you headed in the right direction?

Whether you answered yes or no to that question, if you are looking for a new level of success, the first requirement is that you **stop doing what you have been doing**.

Believe it or not, ninety percent of the process of achieving something new is undoing what you are doing right now.

We do that by making the choice to stop, and then change direction.

First, we need to stop performing the day-to-day actions that have become habits. This occurs when our body performs actions free of our mind.

We have all experienced the consequences of our habits, the feeling of “waking up” at the end of an interaction with someone and realizing that everything that happened was routine—like we have already seen the movie.

Habits allow very little control over our decisions. We allow them to develop and soon can't discern the good from the bad. They become automatic, physical repetitions that emerge, most often, when we spend too much time on a route that requires no real thought to travel. When the climb has become easy.

Instead, strive to recognize these routines, and carry out actions at our own discretion, deliberately and always aware of the results.

Through practice, we can be aware of when it is time to stop heading one way and begin seeking a new source of fulfillment.

With so much life yet to live, who wants to simply keep going through the motions? There are so many summits to reach.

All you need to do to conquer these summits is to decide to keep growing, to make the choice to acquire new knowledge.

“A man’s mind may be likened to a garden, which may be intelligently cultivated or allowed to run wild; but whether cultivated or neglected, it must, and will, bring forth. If no useful seeds are put into it, then an abundance of useless weed seeds will fall therein, and will continue to produce their kind.”

— James Allen

Up for some homework? Write down your idea of success.

Now ask yourself, “What three things do I need to stop to allow that success to occur?”

This is a great practice to engage the **Stop/Change/Go** framework. You will find that you will ask yourself this question every time you desire to achieve something new. Without that first **Stop**, there is no capacity to learn anything new.

CASE STUDY: Going West

Andre was living and working in downtown Chicago with his wife of ten years. His life changed instantly upon the birth of their son, which was not without challenges. It was the reward of overcoming those challenges that encouraged Andre, an attorney, to re-align his life's perspectives from endless hours of work to a strict focus on family.

STOP:

Motivated by the impact only a new child can have on a couple, Andre and his wife decided to relocate to Colorado to be closer to family. It would also allow them to thrive in a community centered on life-style, not the urban, hectic pressures of the "big city." However, finding work—a means of support—in their new community would become yet another challenge.

CHANGE:

After researching a number of opportunities in law, Andre realized that he would most likely end up back at the office with unpredictable hours, thus negating the very purpose for the relocation. So he changed by quitting the law industry. He started work at a more structured organization to develop a skillset that could allow for an easy transition to a new state without the risk of losing his focus on family. A simple, day-to-day work schedule.

GO:

Perhaps considered drastic to some, Andre chose to remain on his path. While his income will be adjusted downward, his goal to be at home more often is in his reach. The decisions were his to make and within his control. He found his way. Still in Chicago as of the publishing of Finding Your Way, Andre and his wife remain focused on landing in Boulder and are raising a healthy, balanced family.

Now that you are freed up from the daily habits (those things you do when your body takes over your mind), you should be able to look at the future with a different perspective.

This is the change.

Your commitment to what is next becomes real at this moment. You are freed up from what you have been doing to start looking for a new climb and new experiences in what lies ahead.

Maybe you already have the talent, but simply need to act on it. For example, you have always been a great marketer. Now you need to acquire the knowledge needed to start a marketing business.

Perhaps it has been your dream to write a novel. What kind of habits do you need to drop to make that happen? What new practices should you adopt?

“Everyone who has ever taken a shower has had an idea. It is the person who gets out of the shower, dries off and does something about it who makes a difference.”

— Nolan Bushnell

Soon, you will realize that the smallest of accomplishments offer tremendous rewards and every reason to keep moving. Every obstacle you surpass along the way becomes a notable milestone, no matter how small or seemingly insignificant.

This is what we mean by **change**: freeing up perspective so that you can find the practices required to get somewhere new, and then acquire them along the way.

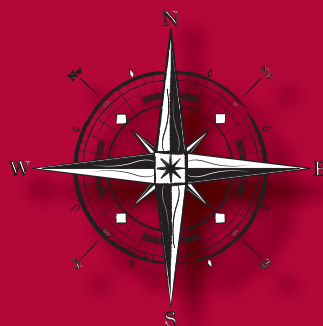
It is important that you not assume your change is going to be instantaneous. It could take months, or even longer. Many of the world's most inspiring mountaineering routes require multiple rope lengths and attempts to complete. This requires climbers to anchor themselves to the wall after each length is used to carefully assess the next section of rock. Only after they are secure and aware of their progress will they set off again.

At no point will impatience help. Only a focus on the summit will allow you to reach it.

“People overestimate what they can do in one year and significantly underestimate what they can do in ten.”

— Unknown

The path toward your next summit will be full of frustrations and setbacks, barriers and detours, but you are ready. Your focus is clear, your mind engaged. You have changed, and now, it is how you handle these challenges that will eventually make your path all the more easy to follow.



“Do not wait; the time will never be ‘just right.’ Start where you stand, and work with whatever tools you may have at your command, and better tools will be found as you go along.”

— Napoleon Hill

With renewed spirit, having stopped your previous habits and changed your perspective, now is the time.

Now is the time to go.

As you do what it takes to find your way, you will find that your confidence will grow and the frustrations will become easier to predict and overcome.

You have certainty of direction, and you are learning how to make your desired result a reality.



“Take the first step in faith. You don’t have to see the whole staircase. Just take the first step.”

— Martin Luther King

The most accomplished rock climbers in the world sometimes refer to a state of mind achieved when they can see moves five, six holds above them. Like knowing the moves of a chess opponent, they float cleanly up the most challenging routes, confident in every hold and placement, completely unaware of the vertical feet below them. The summit is the only focus. There is no outside world, just a wall and a goal.

They have reached a point at which becoming a champion—reaching their summit—is only a matter of time.

This is a state you can achieve by staying mentally focused and striving for what is next. Eventually, your new path will become a trail to places where you will succeed. You will see the obstacles coming, understand what put them there, and navigate around them.

You will learn.

Chances are you may not even recognize when you have arrived at your new summit. Like a destination you find when you thought you were lost, it will appear. The satisfaction you feel is from the gradual change that occurred along your climb. It is a state of being rather than a definitive destination.

In time, because of what you did to arrive there, you will notice that satisfaction comes easier and more often. The goal is to find yourself in a perpetual state of satisfaction—something that can only come from finding your own way.



“All men dream: but not equally. Those who dream by night in the dusty recesses of their minds wake in the day to find that it was vanity: but the dreamers of the day are dangerous men, for they may act their dreams with open eyes, to make it possible.”

—T.E. Lawrence, The Seven Pillars of Wisdom

Never lose the desire to grow and change, keep climbing and reaching new life achievements. With your change having taken place, it is time now to start truly living.

With this new understanding, you may find yourself desiring multiple careers and chasing as many new summits as you can. Once you feel true fulfillment, don't be surprised when it hooks you. A new landscape will open up, unveiling countless new routes to explore.

Remember though, **Stop/Change/Go** can also be applied to the smaller things. Apply it to facets within your everyday life. What does it take to get something done? What decisions, skills and action are required for you to go to bed satisfied with your day?

Have you ever wondered why those in our culture considered the “most accomplished” do not simply retire and step away from it all? Surely there are a number of people you know who could afford to retire to a beach-facing rocking chair. Instead, they continue growing and moving on to new summits. In the end, financial success becomes merely a by-product, something that just happens as a consequence of their ambition in life.



The key is to make this process of self-growth into a practice, a conscious part of your every day life ... a series of connected actions that you can execute at will.

“Business is not about making money or even products, or offering services. Business, as commerce, is a vehicle to achieve personal and organizational greatness. It is for accomplishing something worthy and noble.

Business is an institution that can enable you to make significant contributions to society. It is important that you connect your work with personal depth. In fact, you must learn to value the pain of growing. And the significance of your job is not that it offers you security, but that it demands from you personal growth.”

***—Peter Koestenbaum
The Inner Side of Greatness***

Soon you will find that money becomes a means of comfort and support, but not motivation. It is secondary, and before you know it, ubiquitous.

Ultimately, satisfaction comes from the ongoing challenge, the next summit that keeps the most accomplished people in the game. They are always seeking another path to take.

This mentality is not instilled at birth. It stems from a desire to find satisfaction on your terms. You will simply know what it takes to rest well at night.

To help keep yourself moving, learn to measure personal growth by the distance you have traveled, not by your current destination.

Before you can find your way, you need to make the decision to stop. Therein lies the ever so slight difference between where you are and where you want to go.

With **Stop/Change/Go** as your framework, where will you choose to go? How high can you climb?

“What would you attempt to do if you knew you could not fail?”

— Unknown

CASE STUDY: Health and Wellness

Kelly is a happy working mother, succeeding in a career that she designed for herself. She is not a millionaire, does not come from wealth and does not have a trust fund. Most importantly, at one time, she was not happy with her career or self. So she made the decision to find a new way.

STOP:

After giving birth to her son, Kelly returned to work and demonstrated the propensity to succeed within a large corporate sales environment. Within a year, she found the bureaucratic mandates stifling and became indifferent to how she fared within the company structure.

CHANGE:

To deal with her frustration, Kelly rediscovered her passion for physical fitness. She created small goals for herself, eventually hitting all of them and in the process, decided she could help other women do the same. She began pursuing the various certifications required to become a personal trainer and also started organizing informal fitness classes in her neighborhood, which were marketed by homemade signs and a rudimentary website, created for free. She found a partner to help in the effort and expanded into other neighborhoods.

GO:

After a number of months, with certifications in place, Kelly quit her sales job to seek formal personal training opportunities. She was hired to instruct at her local YMCA, where her commitment is often up to 15 classes per week. She trains a wide array of people, from healthy athletes to new mothers. Her neighborhood fitness business continues to operate and has even been profiled in local newspapers. Her career offers a flexible schedule, time with her son and husband and the joy of helping others work to change themselves for the better. Stop, change, go indeed.

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I am a firm believer that maintaining balance in your life leads to happiness at every level. This is especially true when balancing your personal and professional life. Too often, I meet people that are unhappy with the path they are on. Finding Your Way is a means by which you can find the future you want, and motivation you need to create balance for a fulfilling life!

— Mark T. Andrews



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