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- Reduce fatigue and improve your work productivity.
- Decrease bone fractures and arthritis.
- Boost your mood, self-esteem, and immune system.

As an added bonus, it reduces your risk of premature death. That miracle treatment is exercise. And not even hard exercise. You can get many of these astonishing benefits just from walking.

If there's one single thing you should include in your pivot ritual that is almost guaranteed to help you become more resilient, it's *moving your body*. Because if you're like the average person, you almost certainly aren't doing it enough.

Dr. James Levine, the director of the Mayo Clinic/Arizona State University Obesity Solutions Initiative, is the inventor of the treadmill desk and credited with coining the phrase "Sitting is the new smoking." Levine has studied the impact of a sedentary lifestyle for years. Here's his take, in two sentences: "Sitting is more dangerous than smoking, kills more people than HIV, and is more treacherous than parachuting. We are sitting ourselves to death."

Strong words indeed. But exercise makes you more resilient, both physically and mentally. It creates a stronger spring that can take more force and bounce back harder and further.

The best part about moving your body is that it facilitates the other two keys. Heading out for a long walk, for example, can give you the space and clarity you need to work through the story you're telling yourself about a setback and find the lesson that it contains.

► ● PIVOT POINT: Exercise can make you more resilient.

These three keys combine to do one thing well: to help you *decompress* after a setback. A spring can't bounce back until you take the pressure off it. There's no way to be resilient—to bounce—unless you decompress. You need to remove the pressure of the setback,

and you do that by changing your story, finding the lesson in the setback, and moving your body.

Do those three things, and you'll find your spring uncoiling, ready for the next bounce in the pivot road.

### **Cultivating the Resilience Habit**

If you look at the components of resilience—change your story, find the lesson, move your body—they're all tasks that you need to do. You need to change your self-talk in order to shift the story you're telling yourself about setbacks and adversity. You need to seek the insight or wisdom in challenging moments. And you need to go out and move your body. No one is going to become resilient for you.

Because these are all things that need to be done by you, they're also ripe for habitualization. Can you train your mind to automatically see challenges in the right light? Can you turn exercise or some other form of activity into a *habit*?

The answer is yes, and the best way to do it, to cultivate a resilience *habit*, is to build its components into your daily ritual. For example, you can:

- Write in a journal to explore how you explain a setback in ways that aren't permanent, pervasive, or personal.
- Use a period of silence or meditation to seek the insight in a setback.
- Add an exercise component to every day. Even a walk is enough. When you face a setback, add more.

Your resilience ritual is like a pressure relief valve. When times get tough, your ritual will be something you can turn to. If you habitualize it, you won't have to think to turn to it—it will become something you do automatically.

- ● PIVOT POINT: The most resilient people have made resilience a habit.

We're all more resilient than we realize. If you struggle with achieving resilience, I've found it's helpful to use the following exercise to uncover your "success recipe"—the common elements that exist at times when you are persistent and successful.

1. Reflect on the most important achievement in your life to date. Don't compare yourself to others; you don't need to dent the universe, just think of a time when you felt proud of what you'd accomplished.
2. In writing, describe the scene—what you did, what you accomplished, who was there, how it felt. Just use bullet points, and capture as many details as possible. Think of the time leading up to your accomplishment. What did you do? Were there obstacles to surmount? Did you have to get help? What was hard, and what was easy?
3. Look through your list of bullet points. Identify three to five things—specific attitudes, actions, resources, or people—that were most critical to your accomplishment.

If you ran a marathon, for example, you might reflect back on your friends and family cheering you on in the final difficult stretch. You might recall the coach who gave you a detailed training program to follow and the early sunrises you saw as part of your morning training runs. You might remember the songs you played in your headphones toward the end of your long runs that kept you motivated.

From your description, you might create a "success recipe list" that looks like this:

- Achieve full family support and buy-in.
- Hire a coach.
- Create a clear action plan.
- Follow a consistent morning routine.
- Develop rituals for energy.

What's fascinating about success recipes is that the things that make you successful in one endeavor are often the same things that can make you successful in others. That means that your success recipe can act as a reference point whenever you face a tough obstacle or feel the urge to give up.

Success comes from being able to outperform your problems more consistently. The way to do that is to know what makes you successful and focus on it when times get tough.

### **Persevere to Pivot**

There was a point during my pivot when I felt stuck. I was still practicing law after almost fifteen years, although I'd been trained in several Peaks programs. I felt as if I was slowly dying inside. I came home after one particularly tough day and said to my wife, "I need to do something different, or you're going to be a widow."

To her credit, she didn't remind me of our two mortgages or our children but instead was 100 percent supportive. I knew the next steps were up to me.

At that point, I'd attended a number of development workshops, and I knew that becoming a business and peak performance trainer was the next step on my path. What I didn't realize was just how challenging that step would be.

I had been given some assistant trainer opportunities with the company, but to become a full-fledged trainer, it turned out, I would have to try out for the job. I was given a four-page script and invited to the company's head office in Vancouver to deliver the sample training program in front of the owner.

I felt confident at that point and in many ways considered the tryout to be a formality. After all, I was on my path. I knew what I wanted, and I was on my way.

When I arrived at the office, however, there were three other people waiting. They each had the same script and were there for the same reason I was. I began to feel the first seeds of unease.

We were all ushered into a very small room. At the front was a long table with a video camera in front of it. The door opened, and three people came in—the owner, one of his partners, and the company COO. They asked us one by one to deliver the training script.

I was just five seconds into my presentation when they stopped me and corrected my approach.

I started to speak, and seconds later they stopped me again. And again. And again. At one point they cut me off, saying, “Boring!” and then, moments later, called out, “You’re putting me to sleep!”

I was incredibly rattled. The whole experience was surreal. During the presentation they asked me to say something about my family. At that point I’d been happily married for over fifteen years, with four amazing children, and I was so shaken by what was happening in the room that I was having trouble even remembering their names.

As the audition ended, I was pretty confident that my pivot had, too. In my mind, I’d crashed and burned and was the worst of the four of us. We went to dinner, and I was despondent and quiet. As I headed to the airport later, I remember thinking, *That’s it. It’s over.* It was a signal that I wasn’t cut out for the job.

But despite the disastrous day, part of me knew that I *was* cut out for it. Returning to my law practice, I was reminded again that *something had to change*. So, I renewed my commitment. I continued as an assistant trainer for the company and began to coach private clients and do group mentoring on the side to expand my skills. When the company held a New Year’s party in January, I decided to attend and approach the owner again. This time, I resolved, I’d try a different approach.

The night progressed from a social cocktail hour to company awards and a dinner. After dinner, I noticed the owner standing alone

and walked up to him. “Harv,” I said, “I want to ask you something. Would you be willing to mentor me?”

There was a short pause. He looked me in the eye and said, “No.” No explanation. No excuse. Just “No.”

Once more I flew home, uncertain and disappointed.

But I persevered. Okay, I thought, this isn’t going to be easy, and it isn’t going to be handed to me. If I wanted motivation, I was going to have to motivate myself. If I wanted mentoring, I was going to have to make it happen—he clearly wasn’t going to. And so I continued my role as an assistant trainer and kept showing up at my law practice.

Six months later, I was still committed. I was traveling for Peaks as an assistant trainer. It was little money and not exactly my dream, but it was incremental progress. Meanwhile, I began to wind down my law practice, slowly building the bridge from my old life to my new one, all the while wondering how I was going to make it work. I had no idea, but I knew staying still wasn’t an option, so I kept pushing forward.

One day I got a call in my law office. I was with a client and had forgotten to turn my phone off, so I apologized, excused myself, and answered it.

It was Harv. There was a Thanksgiving event in a few weeks in Singapore, and they needed a cotrainer.

I had a decision to make. It was Thanksgiving, an important family time for me, and also incredibly short notice to prepare for my first colead role. I had none of the information or scripts for the program. I would be standing in front of five thousand people in a room the size of a football field. Half the people wouldn’t speak English, so there would be simultaneous translation in multiple languages. I would be putting my entire future on the line as a trainer with Peaks. If I screwed up, there would almost certainly be no second chance.

I said yes immediately.

Then I hung up the phone, sat back, and thought, *What the hell did I just do?*

At Thanksgiving, I flew to Singapore for the event as planned. Harv and I had dinner the night before, and as we spoke and prepared, he began giving me suggestions. He offered recommendations for speaking strategies. He showed me accelerated learning techniques and coached me on pacing and tonality.

That's when it hit me: The man who had practically booed me offstage just a few months earlier, rattled me to the point of forgetting my kids' names, and flatly refused to mentor me *was now coaching me in my pivot*.

The next day, I stood on a thirty-foot long stage in front of thousands of people and knocked it out of the park.

When I look back on that time, one of the things I reflect on is how different things would have been if I'd given up. All my efforts to find clarity, all the struggle and uncertainty and effort—it would all have meant nothing if I'd simply walked away when things got tough.

In hindsight, each setback wasn't just an obstacle, nor was it a test. Each disappointment was in fact an opportunity to get better. When my moment arrived and I stepped up onto the stage in Singapore, I was better prepared because of the setbacks. It was the obstacles that ensured I was ready when the time came. That's how resilience works—it's like a muscle that gets bigger over time and gives you the strength and speed you need on race day, when it really matters.

Remember Teawna Pinard, who made a Big-D decision to reinvent herself when her young daughter found her balled up on the couch in tears? She learned resilience over *years* of challenges.

"I was dealing with a twenty-year crippling eating disorder. I've had many ups and downs. I've been really great financially at times, and I've also been at the bottom. I believe perseverance is the golden ticket to doing more, achieving more, and becoming more, and I believe that the only way to win in life is by sticking your butt in the seat and not leaving until after it's all over."

To a large degree, those who pivot are also those who simply don't stop. They persevere by becoming resilient to challenges and

setbacks. They gradually train their minds and their bodies not only to surmount obstacles but to perform better because of them.

“Life is not about one obstacle, it’s about many,” Teawna noted. “Perseverance is a matter of will and endurance, and those who can stay the course through the bad situations—you know, the risky situations and those seemingly hopeless situations—will always triumph in the end.”

Or, as one unknown author put it best: “Never let success go to your head. Never let failure go to your heart.”

## ▶• PIVOT POINTS

- ▶ Resilience is the ability to experience setbacks or failures and use them to create momentum.
- ▶ Your resilience depends on changing how you explain setbacks.
- ▶ Every setback has a lesson that can help you pivot.
- ▶ Exercise can make you more resilient.
- ▶ The most resilient people have made resilience a habit.

## ▶• PIVOTAL QUESTIONS

1. What was the last setback you faced?
2. How did you explain it? What story did you tell yourself about it?
3. Can you think of a time when you gave up or quit? How did it feel?

11

## Growth

He who conquers others is strong; he who conquers himself is mighty.

—LAO-TZU, CHINESE PHILOSOPHER

**BY 2010**, Tim Jones, the architect I mentioned earlier, had pretty much reached rock bottom.

Two broken marriages and years of alcoholism had taken their toll on his health, his work, and his soul. “I was just a wreck,” Tim said. “I mean, financially, emotionally, physically, spiritually, I was just a disaster.”

With the help of Alcoholics Anonymous, Tim managed to sober up, but he was far from happy. “I was fifty-two at the time, and I didn’t quite know what to do. I just knew what I didn’t want to do anymore.”

The turning point for Tim would come, as it has for many others, in the form of a book. In his case, the book was *Secrets of the Millionaire Mind*.

“It was October 31, Halloween,” Tim recalled, “and I read it in one day. I sat down at nine o’clock in the morning, and I didn’t leave my kitchen bar stool for the next nine hours.

“I noticed in the back of the book there was a number I could call to go to this event called the Millionaire Mind Intensive. I had no idea what that was. I didn’t know who the company was. But the book said that if I called this number I would get two free tickets, so I did.”

Six weeks later, Tim would find himself at a local convention center attending the MMI event. That event led to others, and Tim began to slowly connect with a vision for his life and to learn increasingly more about business and personal development. Little by little, idea by idea, skill by skill, Tim changed how he thought and what he did.

Those years weren’t always easy—in fact, they would at times be a roller-coaster ride for Tim. To reinvent himself, he pawned his classic guitar. Then his wedding ring. Then his car.

But he persevered. Today, not only is he still sober, but he’s also a published author, and his architecture business is growing quickly. He’s earning more money than he ever has. He got back his ring, guitar, and car (in that order), but best of all, he’s happy. “My life is unimaginable,” Tim says now. “If you saw me five years ago, you would not in your wildest dreams think that I could be sitting where I am right now. I love my life.”

For all the ups and downs and the myriad things Tim did to pivot, when you trace the path of Tim’s reinvention, it always leads back to one thing: the book. And he’s not alone. Tim is one of many of the thousands of people I’ve worked with who trace the transformation in their lives back to a book. For some, like me, it was *The Road Less Travelled* by Dr. M Scott Peck. For others it was Napoleon Hill’s classic *Think and Grow Rich*. For others it was the books of Tony Robbins, Jack Canfield, or Deepak Chopra. The list is almost endless.

But in the end it’s about the book. The book that made the difference. Tipped the scales. Awakened a long-dormant dream or, perhaps more than anything else, gave hope that *maybe I can change my life, too*. It’s one of the reasons I wrote this book—in the hope that I can help you change your life for the better.



Years ago, after the experience of believing I was having a heart attack and about to leave this world, I made a decision to make my life more like what I had dreamed it would be when I was a kid. It was a Big-D decision, fueled by my experience at the hospital and the resulting realization that I was deeply unhappy with my life.

Of course, I had no idea of what my new direction would be. All that I knew was that my current course wasn't taking me anywhere I wanted to go. I began questioning everything, but when it became clear that I didn't have the answers, I began reading.

Some of my early discovery tools were books such as *The Seven Spiritual Laws of Success* by Deepak Chopra and *Awaken the Giant Within* by Tony Robbins. I read books on stock trading and real estate; on personal development, such as Michael Mantell's *Don't Sweat the Small Stuff*; and on spirituality, such as *The Seven Day Mental Diet* by Emmet Fox.

During this period, my friend Sandy handed me a copy of *Secrets of the Millionaire Mind*—the same book that would begin Tim's transformation. I didn't read it right away—the title seemed to be focused on something that wasn't all that important to me—but eventually I did crack it open and begin reading. I read it and then read it again. By the time three months had passed, I had read the book ragged. It wasn't just about money or becoming wealthy but was focused on the inner workings of the mind and the “thermostat” setting that controls our decisions about money and success. It was about money, but . . . it wasn't. It was, I realized, about *everything*.

Eventually my buddy dragged me to the seminar that is a companion to the book, the Millionaire Mind Intensive. I couldn't have anticipated what happened, but something shifted for me during the program. I realized that there was a huge part of me that I was unaware of and a huge part of my life that I was not yet living. My mind was blown wide open.

It was that training program that marked the beginning of my journey and my pivot from an unhappy, unhealthy attorney to a program trainer and eventually a CEO. The program

was a mind-opening, emotional experience for me. I was introduced to ways of seeing my life and the world that were entirely new, yet resonated with me so profoundly that I knew I would never be the same.

One of my most vivid memories is the sense of humility it gave me. I realized that I had so far to go and there was so much for me to learn. I had barely scratched the surface of what there was to know in life. I was humbled but at the same time incredibly empowered, and in that moment I made a commitment that I would continue my learning.

At that point I had been a lawyer for many years. I'd finished my education. I'd passed my bar exams. School had been great, make no mistake—I'd met my future wife, gotten my law degree, built a career. But it was something I saw as both functional and *over*. I had no intention of going back.

That weekend at MMI, I saw things differently for the first time. A journey that had begun with something as simple as a book had ended with a decision: Not only did I want to become a student again, but I wanted to become a *lifelong* student.

### **Every Pivot Is a Story of Growth**

My commitment to constant improvement was a pivotal moment and a Big-D decision that has truly defined the rest of my life. And I'm not alone. Consider, for example:

- Di Riseborough's decision to face, and then forgive, the man who brutally murdered her grandmother.
- Keith Leon's choice to let go of "the plan" so he could pivot after a failed product launch.
- Kristina Paider's choice to face her fear so she could live her dream life.
- Barbara Niven's pivot to become an actress despite the limitations of being a single mother.

- Marie's decision to take the first steps and start her animal rescue facility.
- Kevin Ward's reinvention as a trainer and coach.
- Dr. Venus's rise from the streets to become an inspirational leader and entrepreneur.

Every one of these stories, like all the others in this book, is wildly different yet fundamentally the same. Each is a story of growth. Find someone who has pivoted, and you've found someone who has made a decision to grow. Whether it's to gain the knowledge of a new industry, to understand themselves better, to build new habits, or to let go of fear or past hurts, every single person who pivots grows.

The same decision is before you now. *To pivot is to grow*. Are you willing to commit to personal growth?

► ● PIVOT POINT: *To pivot is to grow*.

## The Growth Exchange

Growth is never free.

Yes, it may come at no charge. But it's never free. Personal growth is an exchange. In order to grow, you must give something. In return, you gain the knowledge, insight, freedom, vision, or peace that comes from having grown.

There are three forms of exchange in the growth "equation." If you expect to grow, you must offer at least one of these in return:

- Time.
- Money.
- Emotion.

Each one is an investment. It's a willing gift of something you have in exchange for a return. That return is growth and, as a result,

*momentum*. The more you grow, the faster you build momentum in your reinvention.

► ● PIVOT POINT: The more you grow, the faster you build momentum.

### ***Time***

Hear the word *investment*, and you'll almost certainly think *money*. But not only is money not the only form of investment, it might be the least important when it comes to your pivot. In fact, believing that you need to spend a lot of money to pivot is a shortcut to never starting.

Some of the best ways to educate yourself and grow are free. You can find millions of books for free through your library. And now you can do much of what you'd previously have done in a library without leaving your home.

Through the wonder of online learning, you can study under some of the greatest minds of our time, at some of the greatest schools in the world, with nothing more than the Internet and a willingness to grow. From Yale and Harvard to MIT and Berkeley, the list of open courses that are available to anyone willing to sign up is growing steadily. Sites such as the Khan Academy offer a "free, world-class education for anyone, anywhere."

Want to start a business? You can learn the entire content of an MBA program for free by reading books such as *The Personal MBA*. But why worry about the MBA? You can take any number of online entrepreneurial programs and connect with other like-minded entrepreneurs around the world.

All these things can be done for free. All they require is your time.

### ***Money***

Some of the most profound teachings in the world are free. From the libraries full of great books written over the centuries to online

courses and the mentorship of wise people, you can make never-ending growth part of your entire life without spending a cent.

But you can do it a lot faster if you're also willing to invest financially.

When I spoke with Kevin Ward, who'd gone from earning \$800 in his first launch to \$75,000 in his coaching and training business for real estate professionals, he was still absolutely committed to his own growth.

Recall that Kevin had started his pivot with growth. "I had stopped investing in myself," he said, and it was an insight that changed his future. Kevin started small, reading books on personal growth and eventually attending seminars. And now? He's spent over \$70,000 on his own personal growth *in the last twelve months*.

Money is a growth multiplier.

- You can borrow an inspirational book from the library, but when you buy it, you get to keep it, make notes in it, and revisit it as often and for as long as you like.
- You can buy the book and read it, but when you attend the transformational lectures and programs of the personal growth authors of our time, you get even more from the same content. You build relationships and discover a whole new level of personal growth.
- You can contact someone who's done what you want to do—an entrepreneur, a writer, an athlete. But when you travel to meet him or her in person, you reach a whole new level of commitment and momentum and discover new opportunities that might have taken years to do without that travel expense.
- You can meet someone once. But when you pay a coach to regularly hold you accountable to your plans, you can build momentum at an accelerated rate.

Money is a growth multiplier. It accelerates and magnifies growth to get you better results faster. And it often means you're not

alone. The more you spend on your personal development, the more time you'll spend with other people, the more you'll collaborate, the more you'll learn, and the more momentum you'll build.

The beautiful thing about investing financially is that there's an entry point for every budget. Your personal growth spending is scalable, too—as you earn more, you can spend more and grow more.

The key is to start. Education should be part of your ritual: How much can you afford each month? Decide, and set that amount of money aside. You can increase it later, but don't let Kevin's daunting \$70,000 scare you off. Remember that at one point he was reading books in his rented room.

The more you grow, the more you grow; money is momentum in dollar form.

Do you have to invest financially to grow? No. But if you're serious about pivoting, you need to grow. And if you're serious about growing, you can do it faster by spending.

► ● PIVOT POINT: Money is a growth multiplier.

### *Emotions*

Another investment you can make that does not require risking money is to invest emotionally. Many aspects of pivoting—in case you haven't noticed—are about stretching yourself emotionally. For example:

- Doing the work of letting go of the past is an emotional investment.
- Having an honest discussion with your partner about your vision for the first time and asking for his or her support is an emotional investment.
- Sharing your writing with the world is an emotional investment.

- Contacting a stranger to ask for help is an emotional investment.
- Performing a song you wrote at a local café's open-mic night is an emotional investment.
- Changing a long-held belief is an emotional investment.

None of these things requires money. Most don't even require much time. But they do require the guts to do them. They're an emotional stretch, but they also do incredible things for your momentum.

- If you can share one story, or song, you can share more.
- If you can approach one stranger, you can approach more.
- If you can change your mind once, you can do it again.
- If you can do anything once—you can do it again.

And there's momentum: your feet moving, your life changing, your vision coming closer. Just like that.

### Where to Invest?

No one growth investment is necessarily better than another. Each return you desire might demand a different type of exchange. Sometimes all three working in tandem is best. And sometimes the one you want to give the least is the one needed the most. Most pivots require at least some of each. Your pivot will have its own blend, but make no mistake: It will require growth.

► ● PIVOT POINT: Sometimes the investment you least *want* to make is the one you most *need* to make.

But where should you make your investment of time, money, and emotions? Here are three key areas.

### ***Reading***

For the lowest risk and the cheapest price, reading is a favorite starting place. I can say, without question, that books have changed my life. The simple act of reading a free book that a friend handed me changed the course of my future—all for the price tag of an open mind and a few comfortable hours in a favorite chair.

If you're looking for a starting point for books to build momentum in your pivot, let me suggest the following list. There is also a list in the resources at the back of this book:

*The Road Less Traveled* by M. Scott Peck  
*Awaken the Giant Within* by Anthony Robbins  
*Think and Grow Rich* by Napoleon Hill  
*The Untethered Soul* by Michael A. Singer  
*Don't Sweat the Small Stuff* by Michael Mantell  
*The Power of Now* by Eckhart Tolle  
*The Alchemist* by Paulo Coelho  
*Karmic Management* by Geshe Michael Roach and Lama  
Christie McNally  
*The Other F Word* by Juliana Ericson  
*Start with Why* by Simon Sinek  
*The Seven Spiritual Laws of Success* by Deepak Chopra  
*Autobiography of a Yogi* by Paramahansa Yogananda  
*Delivering Happiness* by Tony Hsieh  
*Rich Dad Poor Dad* by Robert Kiyosaki with Sharon Lechter  
*Outwitting the Devil* by Napoleon Hill  
*The Seven Day Mental Diet* by Emmet Fox  
*Secrets of the Millionaire Mind* by T. Harv Eker

Most you can read for free via your library. Some are available online for free as well. Regardless, each is a treasure trove of growth.

### *Training*

I can't imagine how I would have grown enough to pivot without the many workshops, courses, and training programs I took when I began my reinvention.

The higher level of accountability, the commitment, and the heightened energy level of a room full of like-minded people are just the starting points for the amazing growth experience of a seminar. Add to that the relationships that can be built and the relief of discovering you're not alone, and training programs are an extraordinary growth opportunity.

You can find more information on our personal and business development training and mentoring programs at [www.AdamMarkel.com](http://www.AdamMarkel.com).

### *People*

Humility is powerful. At times, the best possible growth choice is simply to decide, "I can't get there without help."

Although the "pivot people" from Chapter 9 are an essential part of your pivot, there may come a time when you need to invest in professional help to further your growth.

A coach is someone who can be more objective than you can. Your coach can show you things you've never considered, expose your blind spots, and help you implement the powerful pivot strategies you've learned in this book.

If you've been an employee for most of your life, you'll especially appreciate the level of accountability that a coach brings to the changes you're trying to make. If your pivot is to start a business, for example, it can be difficult to build new habits and make progress without someone to hold you to your goals.

Who will ensure that you finish the five hundred words a day you need to write in order to complete your novel?

Who will hold you to the deadline for the app you're building each evening?

Who will tell you the truth about your progress on your business plan?

A coach can do all those things and more.

## Your Growth Plan

Whatever proportion of time, money, or emotion you choose to invest, and wherever you choose to invest it, it's important to have a plan.

Just like investing for your financial future, your growth future needs to take a priority position. We can take a lesson from the pay-yourself-first mantra of financial planning and do the same for your growth plan.

- **Schedule your growth**, just as you'd schedule a retirement fund payment. Create the time in your calendar. Make reading time, coaching time, and training time priorities.
- **Direct your resources**, just as you would in planning your finances. If you don't set money aside for growth, it won't be there when you need it.
- **Balance your investment of time, money, and emotions.** Pivoting will almost certainly require all three.

► ● PIVOT POINT: Growth requires a plan.

## Pivotability

I've pivoted many times. I have owned and been part of a multi-state law practice, a title insurance company, a commercial real estate investment firm, a restaurant, an Internet start-up, and a personal development seminar company. Some reinventions were

small, others were more all-encompassing, but each was a pivot in its own right.

Your pivot, like mine, will probably be built from many smaller pivots. The path from corporate IT manager to entrepreneur, for example, isn't one step; it's many. It's a series of small pivots that stack up to one life-changing reinvention. The road from full-time teacher to choreographer doesn't happen with one decision but with many.

You can think of each shift, each step, each decision, as building your capacity for one single master skill: *pivotability*—the willingness to change, in the face of uncertainty, the current course of your life.

▶ ● PIVOT POINT: Pivotability is the willingness to change, in the face of uncertainty, the current course of your life.

Pivotability is just growth packaged in the form of life change. Every time you pivot a little, you grow a little. Every time you grow a little, you build the capacity to pivot a little. And through it all, you gain momentum. You learn a little, progress a little more. With each bit of growth, you add more energy to the flywheel of momentum, causing it to spin faster.

With time, you develop pivotability into a huge muscle that you can bring to bear on the most fundamental building blocks of your life—your health, your relationships, your work—to align them with your purpose. It's all possible, simply by deciding that to pivot is also to grow. *Every single person who pivots grows.*

In the same way, the reverse is true: Every time you grow a little, you pivot a little. It means that every effort you make to grow builds momentum in your pivot.

### **When in Doubt, Grow**

After a near-fatal car accident at the age of nineteen, Brendon Burchard learned that when we're faced with the end of our lives,

we ask ourselves what he calls life's last three questions: *Did I live? Did I love? and Did I matter?*

Brendon has been affiliated with Peaks since 2010. He is a motivational speaker and the bestselling author of *Life's Golden Ticket* and *The Charge*, and it has been wonderful to have him aligned with us in our mission to help people discover their purpose.

The great Jim Rohn once said, "Your level of success will rarely exceed your level of personal development," and Brendon is a testament to the truth of Jim's words. As Brendon told Larry King, "I don't believe in goal-based coaching, which is 'What do you want to accomplish tomorrow?' I'm more interested in 'Who do you want to become?'"

Who do *you* want to become?

Sure, improving your life is a compelling motive. Almost everyone can envision a bigger home. A better car. More money. Bigger muscles. But, as Brendon knows, when you focus only on those things, you're missing the most important distinguishing feature of people who have long, happy, successful lives: *a focus on personal development.*

I teach our students the acronym CANSI, which stands for Constant And Never-ending Self-Improvement. It's a reminder that behind every successful pivot is a choice to keep *growing*. Don't know what to do next? *Grow*. Feeling stuck? *Grow*. Experienced a setback? *Grow*. There's no downside. As Teawna Pinard said of her pivot, "I didn't really have a plan. I just knew I had to keep developing myself."

► ● PIVOT POINT: When in doubt, *grow*.

## ▶• PIVOT POINTS

- ▶ To pivot is to grow.
- ▶ The more you grow, the faster you build momentum.
- ▶ Money is a growth multiplier.
- ▶ Sometimes the investment you least *want* to make is the one you most *need* to make.
- ▶ Growth requires a plan.
- ▶ Pivotability is the willingness to change, in the face of uncertainty, the current course of your life.
- ▶ When in doubt, *grow*.

## ▶• PIVOTAL QUESTIONS

1. How many books did you read last year?
2. When was the last time you took a course or participated in a training program?
3. How much are you willing to invest, per month, in your personal development?

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**Pivot**

The only thing worse than starting something and failing . . . is not starting something.

—SETH GODIN, ENTREPRENEUR,  
AUTHOR, AND PUBLIC SPEAKER

**IN 1952**, Florence Chadwick stepped into the chilly waters of Catalina Island, off the shore of California, and began to swim.

Florence was no stranger to swimming. She'd started young and flourished in the sport of distance swimming, becoming the first child to swim the San Diego Bay Channel and a record holder both for swimming the English Channel and for being the first woman to swim the Channel in both directions.

Now she'd set her sights on an even greater challenge.

Her goal that day was the California coast, some twenty-six miles to the east. In between were many of the typical challenges of distance swimmers: frigid waters, sharks, currents, wind, and waves.

Fifteen hours into the swim, she was struggling. She'd battled nausea and increasing humidity, and now a thick fog had settled over the water, growing denser as the minutes passed. Soon she

could see nothing but a thick wall of mist. It was then that she did something she'd never done before: She quit. She asked her team to pull her from the ocean.

Florence Chadwick's Catalina crossing was over.



Change can be exhausting. If change were easy, everyone would do it. But everyone doesn't. Most people never start, and even if they do, they often give up. Like Florence, they ask to be pulled from the water, tired and unwilling to continue.

But more than anything, people often quit because they're uncertain. Like the fog that settled around Florence Chadwick, the nature of change is that you can't always know how far you are from your goal. And sometimes not knowing makes the goal seem impossibly far away.

When Florence was pulled from the water that day, she discovered a short time later that she was less than half a mile from land. Just half a mile. She later told reporters that she'd quit because she couldn't see the shore. If she had been able to, she told them, she might have made it.

Florence didn't quit because she couldn't do it. She quit because she couldn't see her goal.

Like Florence, you have a long path ahead. There will be unexpected events that fog your vision despite your best efforts to find clarity. There may be winds of change and the pull of the tides of the status quo that threaten to slow your momentum to an agonizing crawl.

And there will almost certainly be times you're afraid. Not the sharp, sudden fear of a rogue wave or a shark in the deep, but the inexorable, heavy anxiety of not knowing what's next. The anchor-like drag of doubt and uncertainty.

During such times, the temptation to quit can be overwhelming. To just give in to the doubt, the fear, the naysayers, and the uncertainty. To return to the apparent safety of how things have always been. Because when you can't see the future, it can seem, as it did to Florence Chadwick, that it's just too far away.

But know this: *You cannot pivot if you quit.* Even if you fail, you must not quit.

Because to quit is to drown. It's to suffocate in the pain of knowing that in the end you did not live the way you knew you could. To quit, then, is to *regret*.

And, like Florence, you may be closer than you think. Your goal could be just out of sight, hiding behind whatever's obscuring your vision in the present.

Two months later Florence Chadwick returned to Catalina Island and began to swim. This time when the fog set in, she kept a mental image of the coast—her goal—in her mind. When she reached the shore, not only had she become the first woman ever to complete the swim, but she'd beaten the men's record by two hours.

## The Greatest Gamble

It's easy to see big goals as big risks. Swim for miles and miles through the ocean like Florence Chadwick? Too risky, you might think. Start a business in midlife? Too risky.

That's the tempting response to a dream that keeps knocking at the door of your heart—to see it as perilous. Dangerous. To see pivoting as a gamble and say, *That's not me.*

It may be time to see things differently.

First, the I'm-not-a-risk-taker story is just that: a story. It's what we tell ourselves when we're afraid to step up and claim a future that we know can be ours. Sometimes "I'm not a risk taker" is just another way of saying "I'm afraid."

Second, you *are* a risk taker. Because right now you *are* gambling. You *are* taking a risk. You're betting everything—your *life*—on the idea that you can do what you want *later*. You think that you can spend your whole life not doing what you want, assuming you can buy the freedom to do it later. You're just going to "put your head down" until the day comes when you'll have the time and money to . . .

Learn to paint, like you always dreamed.  
Start a retail store, like you always dreamed.  
Write the book you always wanted to.  
Restore the old car you never had as a teenager.  
Hike the Alps, like you always wanted to.  
Volunteer your time or start a charity.  
Spend a year in Italy. Or France. Or Bora Bora.

You've read this far. Let me repay your dedication by being honest: *That day isn't coming.*

Right now you're betting everything on a future that likely doesn't exist.

Does that sound like a gamble? It does to me.

### **It's Time to Lead**

In the early days of my pivot, when I was still a Peaks student, I attended Enlightened Warrior Camp, a multiday training event.

We were completing an exercise, and a number of people from the class were leading the activity. A woman came up to me, squared off in front of me, and cocked her head.

"Why," she asked, "aren't you leading?"

I didn't even know the woman's name. We'd only started the program the day before, and I hadn't said a word.

She persisted. "You're a leader," she said. "Why aren't you leading?"

That moment was like an assault on my heart. A voice inside me asked, *Why are you playing so small in your life? What are you afraid of?*

It was a pivotal moment. From that incident on, I led in that camp. It not only transformed my experience of that week but also kick-started my path to becoming a trainer with the company.

You may not need to face off against a well-meaning yet oddly confrontational stranger to pivot, but the same principle that ap-

plied to me applies to you as well: *If you want to pivot, you need to become a leader.*

*Leader* is a loaded term for many people. It conjures up images of charismatic men and women giving speeches, leading charges. We almost always associate leaders with extroversion and with inspiring others to follow them.

But that's not what leadership really is, at least not for your pivot. You don't need to run a multinational company to be a leader. You don't have to lead the charge into battle, give great speeches, or inspire the troops.

But you do have to inspire yourself.

The leadership that matters for your pivot is the ability to lead *yourself*. To take charge of your life. To be responsible for your own growth. To encourage yourself to take small steps and to face your fears. And to pat yourself on the back when you win, no matter how small that win may be.

## On Becoming a Hero: A Final Word

There are heroes everywhere.

We see them on the news. We read books about them and watch movies starring them. We share their stories.

Whether it's a larger-than-life hero, such as Gandhi, or the guy who left the job he hated and thrives in his own small business, there are heroes everywhere. Heroes are real, and they're a part of every culture in every country through all of history.

They all have one thing in common: *They are heroes because they live the life they dream.*

A fundamental part of the hero's journey, a term coined by Joseph Campbell, is to go from the known to the unknown. It's about leaving the safe world that the hero knows and venturing to something new and unknown. A place to be tested. Think of Luke Skywalker leaving the farm. Bilbo Baggins leaving the Shire. Neo leaving the Matrix. They all left a comfortable, known, but ulti-

mately unfulfilling “normal” life to find themselves and eventually to become heroes.

You don’t need to slay dragons or leave the planet to pivot. But there’s probably no better way to capture the essence of what it means to reinvent yourself.

To pivot, you’ll have to explore the unknown. I won’t ask you to burn your ships or face a dragon. But you may have to leave some of your comfortable routines and predictable patterns.

And in return?

You get to become a hero of your own life. And I believe that, deep inside, that’s what we all want. Because, deep down, we all know this truth: *The only thing stopping you from changing your life is you.*

The hero in this story is *you*. It’s your journey. No one can take it from you or do it for you. To pivot, you need to become the hero of your own life.

Because if you can pivot—if you can change your life and live your dreams . . .

. . . what *can’t* you do?

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**TAKING ACTION:  
YOUR 21-DAY PIVOT PLAN**

Motivation is what gets you started. Habit is what keeps you going.

—JIM ROHN

**ANCIENT WISDOM** holds that it takes twenty-one days to create a new habit.

In truth, every habit is different, every person unique, every change its own challenge. But in our experience, twenty-one days is enough time to gain an enormous amount of clarity and to build substantial momentum.

The exercises in the pages that follow aren't in random order. They're designed to help you progress at a pace—both logistical and emotional—that allows you to start small but build momentum. Remember: As long as you can keep taking the next step, you'll eventually pivot.

This is *your* pivot. Some of the steps you might repeat many times. Others you might do once. You may change the sequence or focus more on some areas than others. It's up to you.

But I will ask that you make a conscious effort to be careful of the three most dangerous words in the English language: *I know that*.

Those words are your worst enemy. They come from a place of

false confidence—in essence, from a place of fear. As soon as your conditioned mind says, *I know that*, the shades go down on your ability to learn and grow. And that’s when the sun sets on your pivot, too.

“I know that” is what makes you skip exercises. It’s what makes you do just part of an exercise or perhaps not write something down (*I’ll just do it in my head*) when the exercise calls for writing.

My suggestion is that unless you know or discover otherwise, it’s best just to follow the path in the following pages. To help you stay on track and plot your progress, I have created a 21-Day Pivot Plan Journal and a short video to get you started each day. Visit [www.adammarkel.com](http://www.adammarkel.com) for more information.

## **DAY 1: Create a Morning Ritual**

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Your pivot starts when your day does: each morning. Today’s exercise is to begin to create the “space”—both physical and mental—to begin the work of pivoting.

1. Find a place in your home that can be your pivot “home base.” It can be an office or spare room, or it can be as modest as a card table in a corner.
2. Make the space your own. Place there the things you’ll need—this book, your journal, and any inspirational items that resonate with you.
3. Choose a consistent time each day—for most people, it’s the morning—that you can dedicate to work on your pivot. Allow yourself at least thirty uninterrupted minutes. Choose carefully: This time is going to be sacred.
4. Schedule this time each day, in advance, in your calendar. Set your alarm clock if required. Make any logistical

changes to your life that you need to in order to create, and protect, this time for *you*.

5. Create your own Code of Conduct to use each morning, as outlined in Chapter 8.

The quality of your life is equal to the quality of your rituals.

—ADAM MARKEL

## DAY 2: The Last Walk

Take twenty to thirty minutes of uninterrupted time to take a walk—alone. On the walk, imagine that these moments are *all you have left on this earth*. There are no phone calls to make, no e-mails to return or check, no people to see or speak to, no obligations or responsibilities of any kind. The only thing for you to do is to *be*—to think about your life and its meaning, what might come next, or anything else that comes to mind.

The idea is to take this exercise seriously and fully believe that your life will end when the thirty minutes have passed. See what you see, feel what you feel, experience what you experience, and when your time is up (literally and figuratively), spend a few minutes in quiet contemplation of what the exercise was like for you. Write down the perceptions that you have gained.

A miracle is the breakthrough that occurs when we shift our perception of a situation. Therefore, a “miracle” can be a mere change in consciousness.

—MARIANNE WILLIAMSON

### **DAY 3: Meditation**

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Today, spend just five minutes in quiet meditation.

Remember that meditation is simply a quieting of the mind. It is mindfulness. You don't have to take a class or read a book to learn how to meditate. When you practice, just allow your mind to do whatever it wants without judgment, and then gently guide it back to a place of stillness. Meditation is a training; it is a gentle discipline.

1. Choose a quiet place where you won't be disturbed.
2. Sit comfortably. You can sit on the floor, on a cushion, or in a chair—just choose a comfortable seated position and try to keep your back straight.
3. Gently close your eyes and turn your attention to your breath.
4. Breathe naturally, and be aware of the sensation of your breath entering and leaving your nostrils.
5. As your mind wanders, gently guide it back to your breath. At first you may find this very difficult and feel as if your mind is busy or racing. Don't worry. That's normal. The more you practice, the easier it will become to find stillness and silence.

Add this gentle discipline to your morning ritual. Do it for five minutes each day, and when you feel comfortable, increase it by a minute or two until you can comfortably do it for fifteen minutes or longer.

Do not dwell in the past, do not dream of the future,  
concentrate the mind on the present moment.

—BUDDHA

## DAY 4: Timeline Exercise

Create a timeline of your life working backward from your last day.

This exercise is different from imagining a point in the future. In this exercise, you're focused on specific results and working your way backward, accomplishment by accomplishment, milestone by milestone, until you reach the present.

Consider the following:

- What results/accomplishments would be nonnegotiable?
- What experiences would be a must?
- What wisdom would you have gained?
- What legacy would you leave?
- What people or causes would you have served?
- What relationships would you have established?
- Whose lives would be better because you have lived?

Aim for a minimum of twenty milestones in your timeline.

*Bonus exercise:* Write your own eulogy based on the answers to the questions above.

Reminder: Visit <http://www.adammarkel.com/> to access the Pivot Plan Journal.

Life isn't about finding yourself. Life is about creating yourself.

—GEORGE BERNARD SHAW

## DAY 5: Beliefs That Resonate

Creating a new life requires believing new things. After all, what you've believed so far has brought you to where you are.

Below is a list of the beliefs and ways of thinking and being that have helped me and countless thousands of others positively transform their lives.

Go through the list twice.

In the first pass, simply identify the ways of thinking and being that immediately resonate with you. This list is not exhaustive, so feel free to add your own.

In the next pass, mark the ten that resonate with you the most.

Write your ten beliefs in your 21-Day Pivot Plan Journal.

You can begin to adopt these new beliefs immediately by saying them out loud—declaring them to the Universe and sending out your vibration of energy into the ether—at least once every day for the next twenty-one days.

1. “I expect and receive miracles.”
2. “I think ‘both’ rather than ‘either/or.’”
3. “I focus on what I want, not what I don’t want.”
4. “What I focus on expands.”
5. “I am worthy and deserving to receive.”
6. “I have a big *why*.”
7. “I am a divine being with a divine purpose.”
8. “I have important gifts to share in the world.”
9. “I add value in the world.”
10. “I am guided by infinite intelligence.”
11. “I am a money magnet.”
12. “There are no problems, only opportunities to grow.”
13. “I can handle any challenge when and if it arises.”
14. “I am enough.”
15. “I prefer sloppy success over perfect mediocrity.”
16. “There is more than enough for everyone.”
17. “My thoughts become things.”
18. “I just get one done!”
19. “I take successful baby steps.”
20. “I am always moving forward.”
21. “I make the right decision.”

22. "I bless that which I want."
23. "The more people I serve, the richer I am."
24. "The more solutions I create, the richer I am."
25. "I can do anything."
26. "I never blame, justify, or complain."
27. "I am willing to do what is hard."
28. "My word is law in the Universe."
29. "I am the eye of the storm."
30. "Out of chaos comes order."
31. "I am comfortable with chaos, ambiguity, and the unknown."
32. "I love my life."
33. "I am the master of my fate and the captain of my soul."
34. "I am a W.I.T. person."
35. "I succeed with grace, elegance, and ease."
36. "I create my life."
37. "I earn money when I sleep, when I play, and even when I am on vacation."
38. "I am a teacher. I have important information to share."
39. "Either I am growing or I am dying."
40. "I acknowledge and celebrate my successes."
41. "I complete what I start."
42. "How I do anything is how I do everything."
43. "Nothing has meaning except for the meaning I give it."
44. "I manifest the glory of God that is within me."
45. "I am powerful beyond measure."
46. "Om na ma ha—it's not about me."
47. "My highest desires are manifesting now."
48. "I have complete faith in myself and in God sufficient to achieve the manifestations of whatever my heart desires."
49. "I follow my heart. My heart has only answers."
50. "I see all change as being in my highest interest."
51. "I am curious about all that is happening in my life."
52. "I stay in the present, here and now."
53. "I live with passion."

54. “The quality of my life is equal to the quality of my rituals.”
55. “There is no try. I do or do not do!”
56. “I take massive action.”
57. “I am decisive.”
58. “I live without attachment.”
59. “I let go of anger and resentment easily and quickly.”
60. “I think big.”
61. “My money works hard for me.”
62. “I am excellent at managing my money.”
63. “I am excellent at managing my energy.”
64. “I love promoting my value to the world.”
65. “I get paid based on the value I provide.”
66. “I act in spite of fear, doubt, or worry.”
67. “I am a child of God, and I can only meet with the pure expressions of God.”
68. “I forgive myself and others easily.”

What matters is not the idea a man holds,  
but the depth at which he holds it.

—EZRA POUND

## **DAY 6: Mental Diet Day**

Today, try Emmet Fox’s mental diet idea from Chapter 5 for just a single day. Try not to hold, dwell on, or sustain any negative thoughts. They will naturally arise out of habit, but that’s okay as long as you don’t sustain them. Likewise, don’t speak anything negative, either. Here’s a reminder from Mr. Fox of just how important this is:

“What you think upon grows. Whatever you allow to occupy your mind you magnify in your life. Whether the subject of your

thought be good or bad, the law works and the condition grows. Any subject that you keep out of your mind tends to diminish in your life, because what you do not use atrophies. The more you think of grievances, the more such trials you will continue to receive; the more you think of the good fortune you have had, the more good fortune will come to you.”

We don't see things as they are, we see them as we are.

—ANAÏS NIN, *SEDUCTION OF THE MINOTAUR*

## **DAY 7: A Letter from Your Future Self**

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Imagine that it's ten years from now and your life is as you always wished it could be. The things you've envisioned and hoped have come to pass. The great things you always wanted to do—you've done them or are on your way to doing them.

Write a one-page letter from that place in the future. What will you tell your current self about what life is like? What advice will you give yourself? What encouragement?

Be of good cheer. The future is as bright as your faith.

—THOMAS S. MONSON, PRESIDENT OF THE CHURCH OF  
JESUS CHRIST OF LATTER-DAY SAINTS

## **DAY 8: Emotional Awareness**

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Today's task is to become aware of the emotions you have connected to your dreams, your past, your fears, and the idea of change. Answer the following ten questions.

1. In what three specific areas of your life could you reevaluate your situation based on what you know today versus what you knew in the past?
2. How could you reorganize your life so that it is more in harmony with your dreams and desires?
3. What would you most like to spend your time doing?
4. What would you do if you knew you could not fail?
5. What would other people think if you quit your job or shut down your business?
6. What is your greatest fear?
7. How have you handled change in the past?
8. Whose approval do you need in your life?
9. What excites you?
10. What makes you feel fulfilled and useful?

Let's not forget that the little emotions are the great captains  
of our lives and we obey them without realizing it.

—VINCENT VAN GOGH

## **DAY 9: Face a Fear**

Today's task is small but challenging. Your job is to take a small action that makes you uncomfortable, or a little afraid, when you think of it. You don't need to go skydiving or be reckless.

For example, you might:

- Approach a stranger and ask for the time or directions.
- Tell someone close that you love him or her.
- Broach a difficult subject with a coworker, friend, or boss. You might want to discuss a raise, a disappointment, or a personal conflict.

- Apologize sincerely to someone you've wronged.
- Add up all your debt, if you have any, to one sum.

The goal is simply to do one small thing that makes you uncomfortable.

Everything you want is on the other side of fear.

—JACK CANFIELD, COAUTHOR OF THE  
*CHICKEN SOUP FOR THE SOUL* SERIES

## DAY 10: Release the Past

For this clearing exercise you may wish to find a private place to sit where you might also make loud sounds if necessary.

In Chapter 2, I gave you several statements to complete, designed to identify negative emotions from the past that may be holding you back. Choose three emotional issues that came up during that process and commit those issues to memory. For example, "I am angry at myself for staying in a job that I can't stand for the last twenty years, and now I feel stuck."

Now bring up the first emotional issue or feeling. Get in touch with how it makes you feel. Feel the feeling in your body. If you can touch this area of your body with your hand, touch it now. Let the feeling of that emotion or issue grow in strength; really feel the emotion deep inside you.

Now answer the following questions quietly but out loud:

- Do I like feeling this way?
- Do I want to let it go?
- Am I willing to let it go?
- When am I willing to let it go?

If you are willing to let this emotional issue go now, say out loud, “I am willing to let [whatever the emotional issue is] go now.” Say the full sentence.

Now take a deep breath, and let it go with a sound!

Take a deep breath, and let it go with a sound!!

Take a deep breath, and let it go with a sound!!!

Shake out your hands and your body and smile. If you are unwilling to let it go now, just be open to releasing it at some time in the future.

Follow the same process for each of your three emotional issues. If you were unwilling to let one of the issues go, or if you’re unsure if it cleared, or to make doubly sure, bring that issue up again now.

Feel it, feel where you feel it, touch it (it might have moved). Make the feeling of that emotion even stronger. Ask yourself:

- What does this feeling or issue do for me?
- What’s my payoff for having it?
- Does it protect me and support me now?
- Does it help anyone else?
- Do I really still need it now?
- What’s the use of having it now?
- What will happen if I let it go? Who would I be, what would I be like, if I let it go?

Now answer the original four questions again quietly but out loud:

- Do I like feeling this way?
- Do I want to let it go?
- Am I willing to let it go?
- When am I willing to let it go?

If you are willing to let it go now, say to yourself, “I am willing to let [whatever the emotional issue is] go now.” Say the full sentence out loud. Say it again. Say it again! If you’re not willing, just be open

to the possibility of not giving it any more of your precious energy and allowing it to wither away on its own.

Know that you've now taken a heavy load off of your shoulders and out of your body. Take a big, deep breath and let it out with a sound. Again. And again. Feel the sense of freedom. Feel the presence of lightness. Feel the emptiness. This is good. Now fill this emptiness with love and with light.

Put one hand on your heart and one hand on your belly. Feel love for those you are closest to and for all of your brothers and sisters sharing this planet with you at this time. Feel love for Mother Earth, recognizing how she's always there supporting you. Feel love for the Universe or Spirit and appreciation for the life you've been given. And feel complete and unconditional love for yourself. Just take your arms, put them around you, and give yourself a big, loving hug.

Feel unwavering and total self-acceptance of who you are at this time and your willingness to learn and grow. Make the decision to love yourself fully as you are right now. Put your hands down. Breathe in and let the breath out with a smile, for you've now been given a fresh, new start. You now have a totally clean slate.

To go even more deeply, you can read the book *The Sedona Method*, which this process is based on.

In the process of letting go you will lose many things  
from the past, but you will find yourself.

—DEEPAK CHOPRA

## DAY 11: Forgive

Forgiveness is the balm that soothes the most stinging sore. Forgiveness is the miraculous cure for what ails most people on the inside.

Without forgiveness we tend to deteriorate, because the cells of our body carry the poisons of anger, resentment, condemnation, judgment, and jealousy. All this is unnecessary.

Sit on a chair in a comfortable position with your legs uncrossed and your palms facing up. Take three slow, deep breaths . . . in and out . . . breathe in and out . . . again deeply in through the nose and out through the mouth.

Now imagine that a person you have been angry with is sitting in front of you. See him or her looking into your eyes. Imagine him or her saying these words: “I am sorry for hurting you. I never intended to do so. I did the best I could at the time. I never would have done what I did if I had known it would cause you so much pain.”

Make the picture of this scene in full living color as if it were happening right now. Imagine yourself leaning over and hugging or at least shaking hands with this person in forgiveness, knowing that everyone always does the best they can at the time, including you.

Feel the negative energy leaving you now. Feel the lightness and the freedom in your body as peace and harmony are restored inside of you.

I urge you to complete the process with the person in your visualization. Whether it means saying “I forgive you” or “I’m angry with you” or “I love you,” it’s important to say things while you can. If the person in your visualization has passed on, you can write a letter and burn it in a ceremony or write an e-mail and send it or delete it. The choice is yours, but remember that this process is not about the other person; it’s for and about *you*.

As with the letting go process yesterday, to heal your past relationships at an even deeper level, consider attending an MMI program this year. See the resource guide at the end of this plan for more information.

All forgiveness is a gift to yourself.

—DR. HELEN SCHUCMAN, *A COURSE IN MIRACLES*

## **DAY 12: Draft Your Vision**

---

In this exercise, you will start to create a draft vision for your life today. Start with the phrase “My vision is . . .” and then write what you would like to see yourself accomplishing in the world from today forward.

Let the words flow from your sense of mission and purpose, your sense of calling. Allow the words to flow without interference from the little voice inside your head, which has the habit of posing what-ifs and reasons why things won’t be possible.

Simply write what you want and intend to be true, without including limitations of any kind. Do not allow your protective, conditioned mind to let you play small during this exercise. In fact, do the opposite: See how big you can still dream.

If you want to be an author, why not be a *New York Times* number one bestselling author? If you love dance, why not dance professionally and be paid handsomely for it? Why not own a yoga retreat or a studio to teach art to kids or seniors? Why not open a rescue ranch for unwanted animals?

Whatever your heart’s desire is, speak it to yourself. Take no more than ten to fifteen minutes.

A vision is not just a picture of what could be; it is an appeal to our better selves, a call to become something more.

—ROSABETH MOSS KANTER, ERNEST L. ARBUCKLE PROFESSOR OF BUSINESS ADMINISTRATION, HARVARD BUSINESS SCHOOL

## **DAY 13: Create a Mantra**

---

I have a sticky note from several years ago on which I wrote, “Adam Markel, CEO of New Peaks.” I was a trainer at the time I wrote that,

and I used it as a mantra. Within a short time, I became CEO, just as my mantra predicted. Then, about a year and a half later, I was demoted.

One summer I was at our house on Martha's Vineyard. We keep an old Mercedes station wagon there—there are more than 117,000 miles on Bessie and she's still chugging along. One day I got into the car and noticed that the little yellow sticky note with the mantra "Adam Markel, CEO of Peaks" was still on the dashboard. In that moment I had a choice: I could take the sticky note down, or I could leave it on Bessie's dash. I decided to leave it, thinking, *This will be true someday. I'm not giving up.*

Not even a year later, I was reinstated to the position of CEO.

There is power in creating mantras, however short, however simple, that reveal things about us that the world doesn't see yet.

What single sentence can you create that would inspire you daily and capture your vision? Write a draft of that sentence now, and include it as a mantra in your morning ritual. Don't be stuck trying to make it perfect. Just write.

All you need is already within you.

—NISARGADATTA MAHARAJ, INDIAN PHILOSOPHER

## **DAY 14: Establish an Evening Ritual**

In addition to the morning ritual, this one simple evening practice has been proven to increase happiness, and it takes just a few moments a day.

Each night before bed, write down three things that you are grateful for.

The first two are for things that happened during that day. These gratitude statements can be as simple or as involved as you like—

whatever works with your schedule. You might write that you are grateful for the meal you shared with your family at dinner, how the sunshine warmed your face during your lunch hour, or how you felt when you read a bedtime story to your daughter. The idea is just to write two things, so the exercise can be done quite quickly before going to sleep.

The third statement of gratitude will be for something that has yet to occur in your life but that you wish to have happen in the near future. You might want to give thanks in advance for the fact that you found your dream home, or that your loan to buy your home was approved, or that you found an agent to represent the sale of your book.

He is a wise man who does not grieve for the things which  
he has not, but rejoices for those which he has.

—EPICTETUS

## DAY 15: Baby-Step Brainstorm

Based on your pivot vision, take fifteen minutes to brainstorm a list of steps that you imagine you might have to take in the initial weeks of your reinvention.

- Focus on the first few weeks or month of change.
- Don't worry about sequence or details, just write.
- Make the steps as small and doable as possible.

Once you have a list, ask yourself these three questions:

- What would be the very first step I need to take?
- Am I willing to take it?
- When?

Faith is taking the first step, even when you  
don't see the whole staircase.

—MARTIN LUTHER KING JR.

## **DAY 16: Try It On**

Who do you know who has already done what you're trying to do? If no one comes to mind, make a commitment to ask five other people if *they* know someone. (Tip: You can broaden your reach considerably if you put your request out using social media.)

Contact that person and ask if you can spend a short time with him or her to get some advice on how he or she did it.

All life is an experiment. The more experiments you make the better.

—RALPH WALDO EMERSON

## **DAY 17: Identify Your Stakeholders**

A stakeholder is someone who stands to gain if you successfully pivot, or stands to lose if you don't. That means immediate family and dependents, investors, partners, and possibly close friends.

Who are your stakeholders? Make a list of the people you believe fit the criteria.

Now schedule a time to meet with each of them.

What we once enjoyed and deeply loved we can never  
lose, for all that we love deeply becomes a part of us.

—HELEN KELLER

## **DAY 18: Find a Mentor**

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Revisit Chapter 9, “Pivot People,” and the section on mentors.

Based on your pivot vision so far, who do you know, or know of, who might have wisdom to offer? Try to list three names.

If you’re starting a business, for example, you might contact a successful entrepreneur. If you’re changing careers, contact someone with a similar job or someone at a company you aspire to work for in order to gain insight into what helped them make their company work. If you want to write a book, talk to someone else who’s published one.

Contact people who know what they’re doing, and ask if you can spend a few minutes with them to get some advice on your pivot.

There is no lack of knowledge out there . . .

Just a shortage of asking for help.

—MARK J. CARTER, MARKETER AND ENTREPRENEUR

## **DAY 19: Start a Mastermind**

---

Just as it takes a whole orchestra to play a symphony, it takes more than one person to create a new life.

Create a list of at least six people you think would make excellent collaborators. Review the section on peers in Chapter 9 for tips.

Once you’ve created your list, contact each person and invite them to join your mastermind group.

(Bonus: To read more about the power and influence of the mastermind, I recommend the 1937 classic *Think and Grow Rich* by Napoleon Hill.)

Individually, we are one drop. Together, we are an ocean.

—RYUNOSUKE SATORO, JAPANESE WRITER

## **DAY 20: Attend a Training Workshop or Seminar**

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I didn't attend a personal growth training seminar until I was past forty, but my life changed profoundly when I did. What I quickly discovered was that attending a great seminar is one of the most powerful ways not only to raise your energy and develop your skills but to meet other people who are on a similar journey.

There are many choices, but the most important one by far is simply to begin where you are right now. I began my own pivot journey when I attended an MMI event in New Jersey. I have now witnessed the transformation of people's lives weekend after weekend. You can checkout the resource guide at the end of this book for great options on where to begin.

The best time to plant a tree is twenty years ago. The second best time is now.

—CHINESE PROVERB

## **DAY 21: Hire a Coach**

---

I believe in the power of humility. When you acknowledge your own shortcomings and areas in which you need to improve, you open new doors and remove obstacles.

A coach is someone who can help you do this and more. A coach can be more objective than you can. Your coach can show you things you've never considered, expose your blind spots, and help you implement the powerful pivot strategies you have learned in this book.

You can find a list of coaches at the end of this guide.

When you talk, you are only repeating what you already know. But if you listen, you may learn something new.

—J. P. McEVOY, AMERICAN WRITER

## **DAY 22 AND BEYOND: Take Action**

The Law of Inertia states that a body at rest tends to stay at rest, and a body in motion tends to stay in motion. The most important thing for you to do now is to stay in motion. Stay active in your new practices and reignited mind-set. Decide today what book you are going to read next. Go online and find a great course or program to enroll in. Keep your new rituals each day, starting with what you think and do when you first wake up in the morning. Here's the ritual I use each and every day when my feet hit the floor: I take a deep breath and a healthy pause to give thanks for all that I have to be grateful for, and then I say out loud, "I love my life!" Try it on and see how it feels for you. After all, you have nothing to lose and everything to gain, so take action! One thing is certain, and that is that nothing much will ever change in your life unless you are willing and able to take action, and do so over and over again.

Nothing in your life is going to change by itself, no matter how often you visualize it, affirm it, or wish it to be true. You must take action.

In the days ahead, you can keep your pivot in motion by simply doing these three things:

1. Continue your morning ritual. Consider including elements of movement, such as a walk or workout, and meditation. Refine your ritual over time. You might include reading, study, planning, and more.
2. Ask yourself the key pivot question: *Am I willing to take the next step?*
3. If the answer is yes, then *take it*.

As the saying goes: Pray, but move your feet! All of the Universe will come to your aid when you take the first step.

Lastly, and most important, remember who you are in all that you are doing. You are a divine being who was brought to this earth to make manifest the glory that is within you. You were born for a very important reason and purpose, and it is part of your life's journey to explore the infinite growth potential within yourself. You are, as Marianne Williamson reminds you, beautiful, talented, fabulous, and intended for greatness. Keep in mind that there are no straight lines in the Universe. There are many points along the way where you will have the creative opportunity to pivot and find new *chi* (energy) to go even further. I wish you every Blessing along your path.

*Until we meet again . . .*

# **BONUS**

**Ideation Session with  
Adam Markel & The *PIVOT* Team**

**&**

**Special Pricing for  
The *PIVOT* Incubator**

To reward you for taking the first step toward transforming your life by purchasing *Pivot*, Adam Markel is offering you an opportunity for a 20-minute ideation session with Adam or his team. During this session, Adam or his team will help you clarify your goals and recommend the best path forward. In addition, Adam is offering special pricing on The PIVOT Incubator, a self-guided, online program to help uncover your inner fire for success and kick-start your purpose, power and game plan for creating even more fulfillment and inner peace, both personally and professionally. You will change your life forever! Learn more at <https://pivotincubator.com/learn>.

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## ABOUT THE AUTHOR

Adam Markel is a #1 Wall Street Journal, USA Today, Los Angeles Times, and Publisher's Weekly bestselling author of *Pivot: The Art & Science of Reinventing Your Career and Life*.

A leading international keynote speaker, Adam has reached tens of thousands worldwide with his message of Resilience as the competitive edge in the face of today's complex markets. An attorney, entrepreneur and transformational trainer, Adam is a sought-after business culture catalyst who inspires, empowers and guides organizations and individuals to create sustainable, high performance strategies. Adam is also the CEO of More Love Media, which through keynotes, workshops and business mentoring, helps leaders embrace and effect change, cultivate work cultures of greater unity and resilience, as well as strengthen their voice as purpose driven leaders.

Adam credits much of his success to the principles he learned during his 8 years as a Jones Beach lifeguard in New York. As a first responder in a life and death environment, he learned the importance of cultivating a high-performance capacity and impeccable teamwork and leadership. He's found that the principles of this type of culture equally apply to any business that wants to build a sustainable competitive advantage to win.

Since his days on Jones Beach, Adam has spent his life protecting others and bringing them back from the brink of business and professional drowning--including his own. After building a multi-million-dollar law firm specializing in finance, commercial and employment litigation, Adam turned a mid-life crisis into a mid-life calling, pivoting his own career path. He became CEO of one of the largest business and personal growth training companies in the world. Here he learned that motivation and inspiration alone are not enough to effectively utilize change; it's about providing leaders, teams and audiences with tangible, effective takeaways to sustain them over time.

For over a decade, Adam has trained and led programs around the globe in the areas of business and entrepreneurship, resilience, leadership, transformation, relationships and public speaking. As a self-proclaimed "recovering attorney," he has shared his unique content and heart-led leadership style on four continents, in dozens of countries, and throughout hundreds of cities. Adam's core talks are:

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- Create High Performance Leadership Like A Lifeguard
- Use The P.I.V.O.T. Formula To Create A Culture Of Resilience
- Make Purpose The Lifeline Of Your Company Culture
- Go From Hello To A Handshake In A New York Minute
- The 7 Keys To Speaking With Heart & Impact

Adam's powerful and practical talks offer a unique bridge between self-development and business mastery. They are crafted to inspire, empower, and guide people to achieve a greater impact through greater awareness, authenticity and action. He's been a keynote speaker and trainer for Fortune 500 companies and conferences including: Herbalife, Henkel, Jack-In-The-Box, Harvard University, Canon, Ingram Micro and the Northeast Business Group on Health. He's shared the stage with the likes of Tony Robbins, Michael J. Fox, Stedman Graham and was honored to become a member of the prestigious Transformational Leadership Council.

Adam's extensive experience on global stages translates into a powerful experience for any audience. He is known as one of the most charismatic speakers you'll ever see, as his talks are interactive, engaging and high energy. Adam shares skills, tools, strategies and practices that can be used outside the event setting to achieve sustainable results. Adam employs "accelerated learning" techniques to ensure that the substance of what is being taught is learned faster and participants retain more of what they learn.

Adam is a recognized expert in reinvention, thriving through change, and the integration of business and personal development. He's been interviewed by many outlets, including: Fox News, Entrepreneur, INC., and The Wall Street Journal.

Adam holds a BS in English and began his career as a public school teacher. Adam has tremendous and diverse experience in business, leadership, mentoring, and facilitation of experiential programs for large and small groups -- and knows what it takes to thrive as an entrepreneur, business owner and corporate leader.

Family is central to Adam's life and work. He is immensely grateful everyday for his college sweetheart, wife of 30 years and business partner, Randi Markel. Their greatest joy is their four beautiful children, who are all committed to having a positive impact on the world.

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Adam has truly reinvented what it means to be a heart-centered and authentic leader. He's admired for his refreshing and inspiring impact on entrepreneurs, creative thinkers and leaders worldwide. He brings this perspective to his podcast "The Conscious PIVOT", where he shares his insights on pivoting and resilience in today's fast paced market and interviews experts, innovators and influencers in the areas of business and life.

For more on Adam, visit [www.AdamMarkel.com](http://www.AdamMarkel.com) and listen to The Conscious PIVOT Podcast on your favorite player or at <https://adammarkel.com/podcasts/>.

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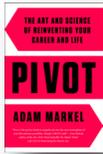


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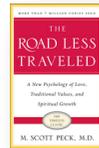


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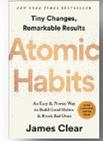
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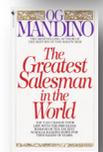
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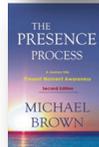
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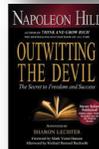
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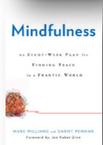
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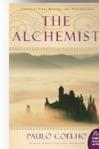
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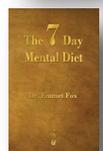
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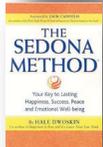
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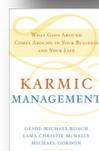
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### 4-Day Masterclass



#### Format:

- A 4-day LIVE and in-person coaching, practice and filming retreat, including:
- (3) group coaching and preparatory session, live on Zoom
- Teaching and breakthrough sessions led by Adam Markel and his team
- One-on-one coaching and feedback from Adam Markel
- Breakout sessions with Adam's team and guest faculty from the industry

#### Key Learning & Outcomes:

- Create and deliver your 18-minute high stakes talk that will set the foundation for doing a TEDx or keynote
- Learn the foundational principles of a transformational, high stakes talk
- Gain a deep understanding of how to engage your audience using highly effective enrollment and engagement strategies
- Cure your dread of speaking in front of others by learning the mindset of a fearless and authentic speaker
- Develop your core message and talk throughline, including identification of specific talk components
- Learn the 3 C's for structuring an impactful talk
- Discover the elements of a truly effective scripting and practice process
- Practice your delivery and receive coaching and feedback from Adam and team
- Receive an 18-minute TEDx-style video of you on stage delivering your high stakes legacy talk, professionally filmed and edited
- Connect with a support network and loving community of like-minded, success and action oriented people
- Learn the assets and tools required to secure a TEDx or high stakes talk

### Masterclass plus Coaching



#### Format:

- (2) 90-minute private coaching sessions with Adam, live on Zoom
- (1) private session with Adam's team, live on Zoom to discuss visuals, marketing and script/video feedback
- (1) group session with Adam and team, live on Zoom, to further develop your keynote talk, application, script, copyrighting, editing etc.

#### Key Learning & Outcomes:

- Everything from the Masterclass, plus...
- Distilling down and building out of the talk components: stories, proposed questions, data points, addressing conflict, actionable continuity, etc
- Coaching and guidance for delivering your talk with impact: creating variance, vocal variety, use of body language and humor, etc.

Payment Plans Available

