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Hello, everybody, it's great to have you join this session, I would love to share my best advice. And you have, hopefully a tremendous career ahead of you. I'm going to start in with a little bit about my own first job, which was back in Canada, and I was a snow shoveler, one of the many, many jobs that I did. And I made a horrible mistake, which you never do in a long Montreal, Canada winter, is you charge by the season and not by the job. And that was just one of the first jobs that I had. But every single one I've had along the way, has been fantastic learning experience as a snow shoveler a dog sitter, a baseball umpire, a stats tutor, president of a student, run startup company, brand manager at executive, a CEO, I'm currently chief talent officer, as you know, and my favorite job of all, I am a part time professional harmonica player. One of the things that I've done over the years has had some observations and all kinds of different people, from very senior executives to people like yourselves, just starting out and facing the daunting prospect of a year ahead of career ahead. So in my lifetime, I spent about 100,000 hours working as a CEO running a company, I've invested over \$5 billion in talent, people like you to to power our companies. And also, I've done some research among about 15,000 working people in 23 countries. So lots of my own experience, lots of observations and research. And what I'd like to do today is just frankly, share with you my three biggest pieces of advice in just a short period of time. So piece of advice. Number one is you need to get in the right mindset. And most people miss it. When it comes to careers, they can give advice on lots of things. But they don't often take the best advice when it comes to career. So we're going to do a little exercise I call career math to get you in the right frame of mind to think about careers. So the first question, simple math question, grab a pencil around a mobile phone, whatever, take the number 62 and the deduct your current age. And for many of you this is a number in the high 30s could even be 40. And what that number is write that number down and look at it because shockingly what that is, is the

number of years you have left until early retirement. Don't be totally depressed. But do keep that number in mind. It's a long, long time of career that you have ahead. Question number two, make a guess what percentage of personal wealth? Do you think most people accumulate after the age of 40? You think they make about half their money after the age of 40? Just 10% 70%? something different? Just guess. And the real answer is about 88% of our personal wealth is accumulated after our 40th birthday. It's shocking how much money is in that second half. And part of it is because you will actually almost definitely have more years of career after your 40th birthday than before. You might have 18 or so before age 40. But you could have 22 or 24 even more, and they tend to be the big year. So question number two tells us it's not just a long time, a lot of the money the vast majority of the money is in the second half.



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Question number three, how many hours does it take to become truly excellent at something? There's a well known number from an author named Malcolm Gladwell, in his book called the outliers and he studied phenomenally talented people in sports, entertainment, science, the arts, but he concluded that even super super talented people need to put in a lot of hours to become really excellent to become masters at something and his estimate is 10,000 hours. And if you work it out, that's sort of equivalent to waking up kind of five days a week. You know about eight hours a week. Sorry, eight hours a day for about five years. Imagine investing in mastery becoming leedy. Excellent. could take about five years. Question number four, the most difficult math question, what is the sum the combination of your Facebook friends and LinkedIn connections? Just approximately, you can throw in Instagram, you can throw in Snapchat and other things. But how many social followers and friends and connections do you have?



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Write that number down. For a lot of people, it's hundreds and hundreds, several people, it's 1000s. And just write down that number your approximate estimate the question for and contrast it with Question number five, which is how many people do you think you'll meet in career heaven? And what I mean by that is, when you do finally retire some time, way down the road, and you look back at your long career, how many people do you think will have really, really made a big huge difference in your career? And the relevance of question four, and then question five, is that question four is beautiful at some big huge number of LinkedIn connections, and Facebook friends. But I guarantee you, when you come to the end of your career, nobody ever looks back and says, you know, what I'd like to do tonight, to mark my retirement, I'd like to thank my 15 136, LinkedIn connections,

they never say that. What they do say is there's a couple of people, two people, or three people, or four people, or five people, it's always some number of people, you can count on the fingers of one hand, that really made a difference in their career. So let's recap to get in the right frame of mind. Question one. Wow, do you ever have alarm number of years ahead? before even early retirement? Question number two, a whole lot of the money and even more years of career happen after your 40th birthday than before. It's a marathon, not a sprint. Question number three, it takes 10,000 hours to really become excellent at something. So if you're working at something for two months, or three months, or four months, or even a year, and you're bored, or you think you've mastered it, maybe there's still more to get out of that job. Question number four. Contrast that with number five, it's great to have social currency, lots of connections. But what really makes the difference is a few people, it's a quality game, not a quantity game. So that's career math, it just sort of sets you in the right zone. It's a marathon, not a sprint. And a lot of the action happens in the second half. But you can do a tremendous number of things starting right now, at the very beginning of your career, to equip yourself to do great in this long race to succeed, get all the kinds of rewards that you're looking for. And that brings me to question and piece of advice number two, which is you need to build career fuel. And in the same way, this is a long marathon or a journey to the moon, this big, long career journey, you need to equip yourself with fuel that will carry you all the way through that journey. And my observation, looking at CEOs and high performers and all kinds of fields. The people who have the most abundant quantities of career fuel are the ones that get the best jobs, the biggest jobs that go faster, they reach higher, and they go further. And here's what I mean by career fuel. There's three kinds of career fuel, something called transportable skills, something called meaningful experiences. And the third fuel I call enduring relationships. You should be seeking these with incredible pursuit, especially especially early on in your career the next 10 years or so. So here's what I mean, by transportable skills. This isn't just something that's really technical, or some jargon or some app that you know how to use. These are fundamental, long term foundational skills. And I'd really urge you, I urge you, especially as you're embarking on your career journey to find ways to do really well at these kinds of transportable skills. Things like are you a persuasive communicator? Can you persuade people to kind of go from point A to point B? If you're just talking to the one to one or in a small group? Can you do it in a group of maybe 30 or 50 can you speak confidently in front of a larger public group? Maybe 100 people? Or could you go onto YouTube? and try and persuade hundreds or even 1000s of people? Ask yourself, How good are your skills as a persuasive communicator, because if you can nail that it's a great, great long term skill that you can bring with you from job to job company to company, industry to industry. And they last a lifetime. persuasive communicator. Great. one. Number two, emotional intelligence. This is how you read different human emotional situations, especially in teamwork, and also how you respond to them. Do you pick up the clues that somebody is not in the mood to talk today? Or is

open if you're a bit more aggressive and ambitious? You get the picture? What are you doing to learn emotional intelligence, couple of great ways. Obviously, working in teams situations, working in things, testing yourself out with like, improv, or theater training is a great way of building listening, and emotional intelligence skills. We're just observing, we all see some really, really gifted people. They have in quotes, great people skills, or he's a really good connector or he gets along or she gets along with everybody. They're probably quite gifted in emotional intelligence, and study them and asked for their advice. There are also some great books on emotional intelligence, you can check out online, third grade, transportable skill, I called Getting Things Done. And a lot of people think this is a very sort of tactical, Junior skill, it is something that will last your total lifetime. Not that you can get things started. But you can get things done. And if you get a reputation as someone who consistently finishes the job, wraps it up, gets it done on time. That's a fantastic, long term, transportable skill. Next one, called giving and asking for help. And you need to be, especially in this complex world, and the online world where there's so much information, you can never know all the answers yourself. So you need to be good at giving help to others, because you'll also want to ask for their help. And I'll talk in a moment about your, your circle of experts to surround yourself. But literally, do you have people that you can ask for help? Are you gracious about it, you reciprocate? This is a great skill. For the long term, there's a terrific book called give and take by Adam Grant that talks about this philosophy of giving and taking. And it's associated with really strong long term leadership. So something to check out. The next one is what I call talent magnet, which is over time, basically, are you the kind of person that attracts talent and can keep it and will follow you around, you're literally like a magnet for other talented people to want to work with. And over time, if you want to aspire to a bigger leadership job, you always need to bring other talent along with you. And there's a whole skill set there. I talked a bit more about it in my book, but a great skill. And finally, something called risk taker. And in your career, especially early on, where are you going to learn how to take smart risks? Whether you work in a start up or not, who in your



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sort of learning path Are you going to come up against who can teach you how to take smart risks, whether to launch the product now, do it later, which projects to back etc. I had a fantastic entrepreneur guy in Montreal, much older guy. And early on in my career, he was a wonderful entrepreneur who invested in his own business. And he taught me how to take risks, which people to believe in which ones to back, which deals to go for. So that wraps it up. Those are some of the great transportable skills that you can carry with you throughout your career. build them early. The other one is something I call meaningful experiences. None of us has any clue what the job world is going to look like 10 or 20 or 30 years from now. So make sure that you don't become a one trick pony. the kind of person

who can only work in a corporate office or can only work, you know only in New York City or Chicago. You need to get meaningful experiences and exposure to different kinds of environments so that you can become more versatile. You need to learn how to get outside your comfort zone, feel the flop sweat, like a stand up comic, where they go out on stage, and they have this big opportunity to fail. And one of the great ways of building these meaningful experiences is to volunteer for something, volunteer for a special assignment at your work, do internships, I'm a big fan of internships, launch something, host an event, get out there, put yourself out there is every time you take one of those risks, you learn lots more, and it makes you more versatile, and makes you more robust, it makes you much better able to cope with the uncertainty because who knows what companies and jobs will be around, you need to be able to roll with the punches. Final fuel is what I call enduring relationships. And again, in career math, we learned that it's, you don't need billions of people. But you do need people who make a really decisive difference in your career development. So I talked about building your career ecosystem. And you can start right now, even if you're right at the very beginning of your career, there's a level could be hundreds of people who are like your LinkedIn connections, people in your email directory, etc. And they're great, but there, it doesn't stop there. You then go up one level, something I call your community of experts, who are the people that you'll slowly accumulate over time, these experts that you can call upon. If somebody gave you questions about sports or sports marketing? Who would you go to a person about finance a person about China? over my lifetime, I've accumulated a community of maybe 100 experts, that make me much more knowledgeable, because I can depend on them to help give me even better answers. So I've got people again, in different time zones, different industries. So you should be thinking of overtime. Maybe starting with some people you met at school, some people you meet in your first couple of jobs, your community of experts. Next Level up is what I call critical colleagues. This could be maybe six people or 10 people, the people who are absolutely decisive in whether you succeed or fail, in your current job, the boss is always one of them. What's your relationship with your boss? Is it negative? Is it positive? Is it neutral? What about the people you work along? beside your peers? What do they think of you? What do your customers or clients think of you?



18:01

Those are the critical colleagues. And again, it's usually only six to 12 people who make a big difference in whether you succeed or fail in your current job. The next level up is those 12345 champions, those people you need in career heaven. And they can be mentors, they can be like the people who recommended you to your college or university, people who support you and advocate new. And hopefully, you will continue to develop those. And you just need a few of them. But you really need to pay attention to them overtime. And then the final one right at the top, you'll see the that you are the one and only person in

the world who will be with you on your entire career journey. It won't be the HR department, it won't be your boss won't be your spouse or partner. It won't be that executive recruiter, it's not monster.com, it's you. And so you need to be the pinnacle, the top of your career ecosystem. So that's the the fuel aspect. I just have a page here on how to get into the game. What you actually need to do and my advice for those of you who haven't landed that first full time job. Point number one is it is a war. And you need a battle plan. This is not little post it notes and wake up in the morning and wait. This is spreadsheets where you identify targets. You work over contact names. You document in a spreadsheet, all of the application deadlines whether you followed up once or twice with those people. You get the picture, battle plan spreadsheet, and in the book. I've got a few more suggestions on how to do that. People ask me you know should I use my connections I've got an uncle, I've got a, my, my father works somewhere, my crazy grandmother knows somebody, my advice is use every connection possible. And the reason is connections, increase your response rates, the response rates to an average blind going on to a site, as we all know, are very, very low. When you get a human connection, someone who can put your your resume a little bit further up the list, give you some insights, who to talk to in work. So use every connection, you have my comment here, do your homework, which is if you're going to meet somebody, don't just go to the company website, of course, go to the web company website, but also go on Wikipedia, and also look at that individual's LinkedIn profile, study it, it gives you clues about what's important to that person, how they succeeded in their career, you can ask better questions, you can be more respectful. The next point is to expect lots of rejection. Some people in their job searches get really bummed out, you know, I tried 10 things, 30 things I went online 40 things, you should expect lots of rejection. I have very, very capable people who are getting, you know, less than 5%, response rates. Even applying some of these other techniques, you will find a job.



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You've got skills that can be marketed. But you need to get over the fact that that you're going to get rejection, of course you will, the job market is tougher than any school in America, in terms of acceptance rates, so even if you're awesome, it's gonna take a while keep with it. And the point at the bottom is something I call purposeful discovery. You don't have to wait for the perfect job. Gee, I'm not sure if it's right for me, do things that enable you to get what I call purposeful discovery? Not a perfect answer. But I wonder if I'd like it in sales. I wonder if I could make it as a developer, I wonder if my graphic design skills are good enough to actually make a living at it. That's a perfectly legitimate question. And sometimes testing out these hypotheses, even if they don't work out, give you incredibly valuable, ongoing learning for your career. So final point is over time, you're

going to need to find your sweet spot. And this comes a little bit later, you can do this purposeful discovery for many, many years. But over time, you do need to find out what your sweet spot is. And I'm going to comment on what is absolutely the worst career advice ever. And many of you have received this, you might have heard it at college commencement speeches. Here's the advice. Just do what you love. And I'll show you exactly why this is lousy. The advice. It's not that it's wrong, but it is definitely insufficient. Because in my own life, this is what I love to do. That's me playing hockey at a very advanced age. at Madison Square Garden a couple of months ago, I love to play hockey. On weekends, I play in a band I play harmonica and guitar I love harmonica and guitar. Is that a good career strategy for me. It's a horrible one. Because a career strategy is not only what we love to do, of course, loving something is important. But your true career sweetspot is three things. It's the love, but you also must be competitively good at it. And it also must be something that the world values, they'll pay you for it or they'll give you freedom, or they'll give you control or applause or approval, they need to value it. So this is why it takes a long time and nobody I've ever met in my entire life, left school and found the job of their dreams. I just never found anybody who did that. And it takes a while it could easily take you 10 years to start to even zone in on things that you love to do and you're competitively good at and the world seems to value enough so that you can make the kind of money that you're looking to make so relax a bit. It's going to take a while but that's your real sweet spot. Not just what you love to do. Something you love to do could be an awesome hobby. Hockey is a hobby I love it. harmonica is a hobby. I love it. For you. It could be something different but don't confuse Use it with what's a good long term career strategy. It could be part of your life, but not necessarily the center of what your job is. I encourage people to constantly ask themselves career health questions. And the four golden questions are as follows Question number 1am I learning. If you look into your job, or over the past year, are you learning new things? And that's really a way of saying, Are you taking on career fuel? Question number 2am I having impact? Do I kind of feel like I'm making a difference? Maybe to my little team, maybe to the company? Does it make a difference? If I show up at work or not? ask yourself that question number 3am, I having fun, we spend more time working than sleeping, it better be fun. Like you're going to be skipping through the hallways every day, you're gonna have some horrible days. But on balance, you should feel pretty good. Going into work, where you got some anticipation, some good colleagues, there is an opportunity to have fun. Final question, am I fairly rewarded? This doesn't mean Am I making the most money I could possibly make? It doesn't even necessarily mean that you're going to earn exactly what it says in Glassdoor or some other benchmark site. But on balance for the contribution that you're making.



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Given the company situation, are you fairly rewarded, and so I encourage people rate

themselves maybe from one to 10, on these things, where 10 is, you know, you're doing great on every dimension, and especially in the early years of your career really, really focused on question number one, because if you're not learning, you need to take action. The first action is, you need to make sure that you're taking full advantage of the learning opportunities in your company. And if not, ask for more of them. And if your company won't give them, then you need to take action, and go somewhere, that's going to give you better learning opportunities. It's so essential to the long term. So those are my thoughts on how to start strong and retry. I wish you fantastic success. I think everybody deserves a great career. And my advice is you need to get in the right mindset, realize it's a marathon, build lots of that career fuel, and over time, find your career sweet spot. And the ultimate piece of advice is there are 7 billion people in the world, there's only one who's going to be with you throughout that whole long career. And that's you take action, take the long view. And if you're interested in learning more, there's a website, the long view career calm. That explains more about it has some exercises for you to fill in. And the book is also available at that site on Amazon and other places. And it's less than 15 bucks. So hopefully a worthwhile investment for the long term. Don, back to you. If you have some some questions from the team.



28:16

Oh, lots of questions coming in. Brian, thank you very much, great wisdom, and a lifetime experience based on 100,000 hours of working graduates have a lot of hours ahead of them. Hopefully, they'll hopefully many of them will be joyful. Certainly. And you've come a long way from a snow shoveler head baseball umpire. When was the first jump for you into that the next part of your career? Was there a moment that you realized I'm on a trajectory that I'm starting to like?



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Well, I think it's helpful for our audience that the first two jobs that I really, really wanted, one was at Procter and Gamble, in brand marketing. And the other was with Ogilvy and Mather in advertising. I was rejected for both of those jobs. But I ended up working for those two companies for most of my career. So that is a point about a rejection doesn't mean no forever, it means no for now, and maybe you can turn it around, or maybe you can kind of build some fuel and come back on another day. So you know, that was early on. I did like marketing and I started to develop my skills. I certainly had an opportunity, both 10 years into my career, to take a management job, but in the not sexy division of my company. And it was one of those things I'll talk about like a meaningful experience where I took a risk. I went from the sort of mortality Additional part of Ogilvy the advertising

company into in those days, the crazy digital part. Nobody wanted the job. And I took it. And I said, Yes, I got some great early management experience, built some skills. And that really, really propelled me died, I think very significantly at, you know, for the next five to 10 years. And there was another opportunity when I was very happy working as the head of our company in Canada. And someone knocked on the door and said, we have an international opportunity, despite the fact you have this lovely cushy job in your home country, would you come to you know, big, scary New York and do an international job? And I said, Yes. And that was another major, major breakthrough in the trajectory of my career.



30:57

Yeah, good advice to, as you were saying earlier, to get out of your comfort zone, be willing to take a challenge, whether that's moving to the next city, the next state or annex country? Yeah, I love your idea of building a career planner is so much of many of us start a career and we kind of bumped from job to job without a long term, or long view as your book is called, love, where we want to go based on our interests, hobbies, goals, and stuff like that. What What advice do you have for students to and now grads to build that career plan and refer back to it, you know,



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nobody can be expected to actually know, like, know what is going to happen, you know, five years, 10 years, 30, certainly 30 years from now. But you can take some immediate action that has great benefits. So number one, is to take an inventory of your skills and interest, this career fuel, and there is an exercise in the book called The Career fuel inventory, that just helps you to you know, assess the kind of skills that you have, kind of what you have on board. And then from that, all you need, you don't need the answer. You need these hypotheses, you need these what if questions, you know, what if I tried to get into sports management, you know, can I make it? Do I have the skills to do it? Will I like it? And whether I again, whether it succeeds or not, these hypotheses are extremely valuable. Because Wouldn't it be great to know that if you always thought you wanted to be a teacher, but you tried it really tried it in your 20s, and it didn't work? You would never regret moving away from teaching, as opposed to always wondering, I wonder if that could have, you know, been the greatest thing, or I wonder if I could have made it in sports, or I could have made it in theater, or whatever it was. So take inventory, do these hypotheses, these what if questions and just try them? Try them for six months, 12 months, two years. Remember, you got 45 years of career, if you spent one year, and it didn't work out, all you've spent is about 2.2% of your career. It's not like you're going backwards. It's

not like you've ruined it, you've got 2.2% of your career spent, you probably learned something valuable. Love it or hate it. And you got 98, almost 98% of your career left. So don't put so much pressure, this has to be the one. Take that emphasis on learning, purposeful discovery and go for it. Try it, it's okay. And almost definitely, definitely the first one or two will not be the one. That's okay. Keep keep discovering and keep building fuel. That's the big picture.



34:01

Great advice. You're talking in building career fuel, that we should pick up enduring relationships? And I'm sure you have been supporting others and mentoring others through the years. If a student or new employee grad now approaches you, what do you expect of that student? Generally, the new employee is thinking, what is Brian going to do for me, but you turn that on its head? What should that student be doing for you?



34:36

I think the most productive way is when I get a young person like how can I spend tons of time every week, mainly with people inside our company, but also people on the outside and, you know, an act of putting their hand up and saying I'd like to get involved in something I'd like to, you know, work this weekend on a new business pitch. I'd like to I hear you've got a special project around, you know, career strategies for millennials. Can I help on that? Is there some research? Is there a paper? Do you want me to go check out some stores to see what's going on in IKEA this weekend, there's some acts of volunteerism that, you know, that really makes a difference. Because what you love as a mentor, you love to see somebody in action. You don't just want to sit there like, you know, Yoda, and dispense advice. It's not very rewarding. You want to see some action, you want to do something, you want to see somebody accomplish something, not just writing down what you say. So my advice would be, again, you can go on a LinkedIn profile, you can meet with somebody inside your company or a prospect and say, you know, how could I help you? Is there some valuable task? Especially like a short term, you know, task? Could I do some research on X, go do it. That's the most productive first step as opposed to, you know, Google lives and writing notes down, much more productive.



36:14

And then my job is to come back to you to give you an update, here's what I've done. And here's where I'm going. What do you think of that? So you are seeing the movement?



36:24

Yeah, and I love it. When people take on, a lot of the people in our company, say I want to go see a client, I want to get client exposures, like no problem, the way to do it is to find a very specific topic that that client is interested in. And then don't just walk in and say, I've got a bunch of ideas. Go work on it for a week, two weeks, 30 days. And say, I understand that you're interested in this, I've done some homework, you know, it's on the gluten free movement in the UK, or some, you know, topic that's of interest to that individual or that executive, and really do it and don't just look it up on Wikipedia, as some people do some leading, do some research, write the footnotes down, and then buffet into like, a really sharp, maybe a five minute presentation. I know you're interested in that topic x. I've done a bit of homework on it. Can I if you have five minutes right now, we'll take you through what I found. Interesting. Do you want to spend more time with that young person? Of course, even if they don't get it perfect? No need to get it perfect. But you need to do real homework, real diligence, package it so it's easy. You know, it's a really sharp little, maybe a little presentation or three, four Word document. That's interesting. That gets attention.



37:48

Terrific. Unfortunately, Brian, we're running out of time. And in the final minute, can you give us our marching orders? What do you want us to do tomorrow to take away from all of the tips and ideas that you've shared with us today?



38:02

I really would encourage people to do one of these career fuel inventories. It's kind of good, it's quite, it helps you when you're embarking on this long career because it reminds you what what you have already on board. And then as you look at jobs and opportunities, and these these hypotheses, it'll also show you where that where the gaps are, you know, some people they've never worked in, you know, user experience designer doing websites, that's a fixable problem. You can go to, you know, online training, you can go to short term trading. So I just love the idea of take inventory of your skills, state hypotheses on the kind of jobs that might be interesting to you. And then try and find the gaps in between. and you can either learn them on the job, or sometimes you need to go and kind of around out and supplement your formal education. Could be with an internship could be by reading books, could be going to night school, that's fuel, you'll never regret it. Those are really, really good investments. So that's the biggest thing, which is, it's a long journey. You can't fake your way to winning a marathon. Get in the game. keep experimenting, keep building fuel. Have a great time.



39:33

Fantastic and it only took 100,000 hours for you to pull this all together. Thanks for sharing the long view Brian. My pleasure.