



Anti-Self-Help

HOW TO SUCCEED IN ABOUT 10,000 HOURS *With a little help from your friends*

BOOK
RAPPER

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The Books Malcolm Gladwell's *Outliers* AND Geoff Colvin's *Talent is Overrated* - A special issue double act!

The Big Idea Success is not simply a function of talent. In fact, 'natural' talent may have very little to do with it at all.

Speed RAP To be a world-class performer requires two specific factors: the community in which the individual lives and works; and, an individual's effort over time. Passion and innate talent bring up the rear.

Gladwell's *Outliers* promotes the role of the social context as the decisive factor in top performance. Colvin's *Talent is Overrated* promotes 'deliberate practice' as the path to greatness.

Both concur. It takes a long time to reach mastery. Success rewards the individual who puts in an apprenticeship of around 10,000 hours. That's 3 hours every day for ten years. Mastery is based in practise. It's applied experience over time.

People get good at the things they love doing - why else would you spend 10,000 hours falling over, making mistakes and working your butt off?

Your Challenge Be a top performer in your field. Are you up for it? In this issue we show you how. Now create your plan and implement. Do the work. Enjoy the journey. Otherwise it'll just be another nice read.

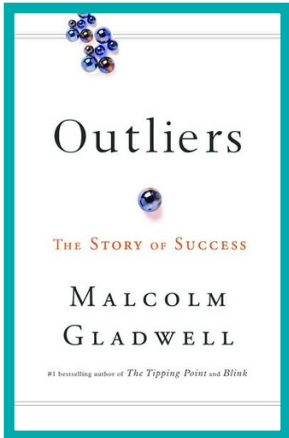
RESOURCES : anything you use to generate wealth.

ACTIONS : an act of will, a deed completed.

PROFITS : to gain an advantage or benefit.

Review : Outliers

Malcolm Gladwell; Outliers: The Story of Success; Penguin Group (Australia); Camberwell; 2008.



PRÉCIS

Outliers is a look at people who do things out of the ordinary and the reasons for their success. Whilst it makes a good movie to show a self-made man rise from humble beginnings, this is an illusion.

Gladwell's mission in this book is to show that the way we make sense of success is fundamentally wrong.

We falsely believe that the personal qualities of the individual explain their high performance. Instead, we are the beneficiaries of hidden advantages, extraordinary opportunities and cultural legacies that propel us forward. It is these small advantages multiplied by years of hard work that enable individuals to rise to the top.

FEATURES

- How the Beatles became so good
- How Bill Gates got his big opportunity
- Why Asian students are better at maths
- How ethnicity causes planes to crash
- Why rich kids do better at school than the poor
- Why it's better to be a descendent of a farmer than a herdsman

BENEFITS

This book will challenge the way you think about your own success in life.



MALCOLM GLADWELL

Malcolm Gladwell is the international bestselling author of *The Tipping Point* and *Blink*.

Currently, he's a staff writer for *The New Yorker* and former business and science reporter for the *Washington Post*.

In *Outliers*, he gives you a few clues about his cultural heritage as a black slave in Jamaica.



BOOK RAPPER THINKS...

Gladwell has got me again! He's hooked me in to his tantalising tales. I couldn't put it down and I read this book in a day.

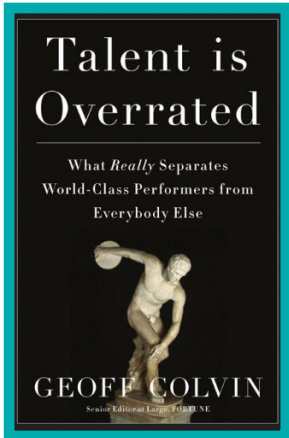
As usual, he blends the obscure into an obvious theme that makes us wonder why we didn't see it before.

As usual, he also leaves the reader to work out how to apply his ideas. Thankfully, **Book Rapper** fills this void!

Read it because it's enjoyable!

Review : Talent is Overrated

Geoff Colvin; *Talent is Overrated: What REALLY Separates World-Class Performers from Everybody Else*; Nicholas Brearley; London; 2008.



PRÉCIS

Talent is Overrated begins with the engaging question: Why do some people excel and not others? Our simple answer is usually that they're more talented than we are and they probably work harder.

However, scientific research doesn't support the idea that having talent will make you a top performer. Your success is not dependent upon your inborn qualities. It's more likely dependent upon your effort in practising and enhancing your skills.

Colvin promotes 'Deliberate Practice'. It's more specific than merely hitting a few golf balls on the driving range. And, he concurs with Gladwell, it'll take about ten years of it for you to become a master in your field.

FEATURES

- Why great performance is more valuable than ever
- Why Talent is Overrated
- The Secret to Better Performance
- How Deliberate Practice Works
- How to Apply it to Our Lives
- How to Apply it in Our Organizations
- How to be Innovative using Deliberate Practice
- Where does our Passion come from?

BENEFITS

This book will give you a clear path, if you're willing, to top performance.



GEOFF COLVIN

This book grew out of the most popular article ever published in *Fortune Magazine*.

Geoff Colvin is author of the *Value Driven* column and the Senior Editor at Large at *Fortune Magazine*.

As a celebrated broadcaster, his CBS Radio show reaches 7 million listeners per week.

And, as anchor of *Wall Street Week* with Fortune on *PBS*, each week he speaks to the largest audience by any business television program in America.



BOOK RAPPER THINKS...

Some illusions we keep because they serve us well.

Colvin challenges our beliefs around our own special talents. This will have you reflect and confront your identity in new ways.

His methodical approach steps us through his thesis in a straight line. The why, what and how you can use this in your life, and your organization, are all there.

It's a solid read, filled with numerous examples. Worth the effort!

BR Context: The REAL War on Talent

Just over ten years ago, three executives from McKinsey and Co coined the phrase '*The War For Talent*'.

It came out of a study into the hiring and promotion policies of corporate America.

They found the best performing companies were recruiting the best and the brightest. Also, they were promoting them more rapidly than at other firms.

A popular book followed their report and HR departments around the world began a new fight to recruit better people.

This was an appropriate response to the way the world had shifted.

Gone were the days where financial capital was the key to buying the means to production to gain market advantage.

Arrived were the days where human capital has become the key factor to create, design, implement, manage and improve upon existing products.

In an era of global competition, you really do need to be world class to make it to the top.

Human ability is now in high demand.

All this sounded good in theory and the McKinsey report was just that.

The significance of their writings was tarnished by the collapse of Enron.

They had been their number one disciple following the *War For Talent* message letter by letter.

Rampaging egos and the demise of a workable culture ensured Enron imploded from within.

The great lessons from this fiasco were as follows:

ONE Recruiting top people remains a good strategy as long as we are clear what 'top' means. IQ, SAT scores and college degrees hint at one's future potential but they are not the full picture.

This is the myth of talent at work that prompted Colvin and Gladwell to write the books that they did.

TWO Promoting people rapidly can work as long as the entire organization is structured and managed well. In other words, smart people don't make smart organizations. More likely, it's the other way round.

This is the second part of the Talent Myth - that we are successful in isolation.

We need to build strong corporate cultures. When we drop solid performers into an ecosystem built for success, it's much easier for everyone to thrive.

THREE The missing ingredient for many companies in the talent domain is the

development of their staff. The Enron approach was to lavish rewards on the top performers, chastise the moderate ones and threaten the rest with dismissal if their game didn't improve. Sound familiar?

McKinsey's *War on Talent* has sparked a fresh debate. And, **Book Rapper** wants to point to the **REAL** War on Talent.

It's not limited to recruiting the best and brightest. It's not even in the domain of the corporation.

For many individuals, the window of opportunity to develop their own talent has already closed by the time they start their first job.

The REAL War on Talent is to give everyone the opportunity to be the best they can be.

It all starts with good parenting. We need parents to demonstrate the value of a strong work ethic.

We need parents to coach, support and nurture the talent within our children.

We need our schools to further this work. And, we need a community that nourishes and supports all achievers.

We need to fight to expose and eliminate the hidden advantages that aimlessly promote one over another.



We need to distinguish the cultural legacies that thwart future potential.

We need to celebrate the opportunities that are around us everyday. This includes ignoring and challenging the media that deliberately dampens our enthusiasm to serve its own ends.

We need to promote hard work, deliberate practice and effort as desired virtues.

The REAL War on Talent starts with you right now. Who are you going to be?

And, this brings us to the heart of this 'talent' **RAP** and '*Anti-Self-Help*'.

Gladwell's work shows that success is 'social-help', not 'self-help'. We need others to be successful. No one does it on their own.

Also, the research from Anders Ericksson and colleagues that underpins Colvin's push for Deliberate Practice. It contradicts the promises of many quick-fix charlatans.

Did we really think we could become the person we wanted to be from a one-day seminar? Or from a short-term diet?

Ah, the delusion of life.

Yes, we wanted to believe because fundamentally, we wanted a short cut to success. Who really wants to put in ten years of hard work? Who really wants to practice for 10,000 hours?

I guess the few that do, deserve to be the top performers they are!

RAP1: The Talent Myth

PROFIT: We often wrongly assume that top performers get there solely because of what's inside them. And, our god-given gift of natural talent makes or breaks our success in life. We consider other internal and external factors that contribute to our victories in life.

THE ORIGINS OF TALENT

We all use the terms 'he's a born leader', 'she's a natural salesperson', 'he's got a talent for getting on with people' or 'she has a gift for this role'.

We presume that 'talent' is a natural part of life. But is it?

Research shows that talent is not something we are born with, rather it is something that is developed.

So where did this notion of 'talent' come from?

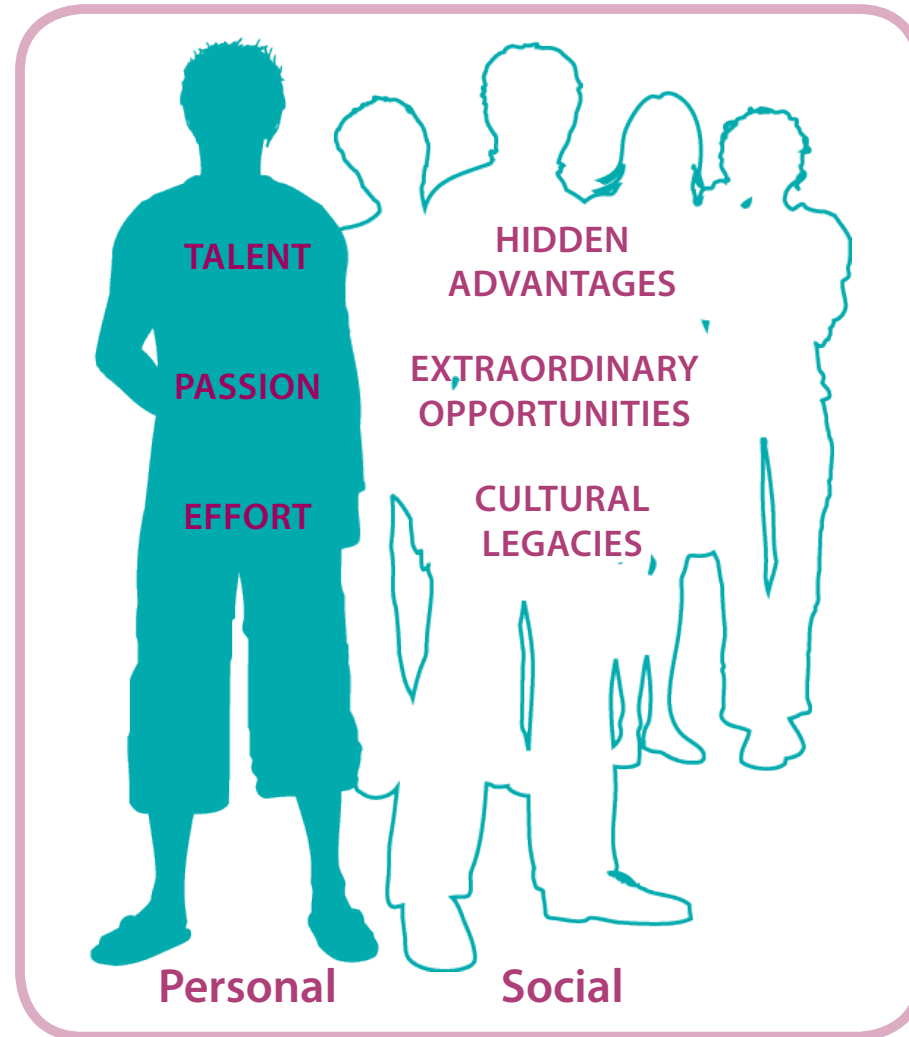
Whilst the Greeks and other ancient mythologies believed that all talents were 'god-given', the modern version comes from Charles Darwin's cousin.

Francis Galton's notion of talent is a literal application of his famous relatives treatise on 'the survival of the fittest'.

Galton applied Darwinism to non-physical traits.

He believed that just as height was inherited then 'eminence' was too.

Therefore, given eminence ran in families, it meant this 'giftedness' was something you were born with.



Galton coined the term 'nature versus nurture' and whilst his own work was not based upon scientific evidence, it did spark a fresh debate.

This led to scientific studies centred on 'giftedness' and launched our current beliefs around 'talent'.

THE SPECTRUM OF SUCCESS

If talent is only one element of success, then what might the others be?

In this issue's **RAPs** we explore '*effort*' under the guise of 'deliberate practice'.

To want to undertake this effort to be a top performer requires a *passion* for the task and an internal drive to succeed.

Success does not occur in a vacuum. It lives in the social world and naturally there are social factors that help one succeed.

In this issue we follow three elements identified by Gladwell:

- Hidden Advantages
- Extraordinary Opportunities; and
- Cultural Legacies.

RAP2: 10,000 Hours

PROFIT: How long does it take to become a top performer? Researchers in a variety of fields say that it takes you about ten thousands hours to become a world-class expert in almost any field.



THE VIOLINISTS

In research from the early 1990's, psychologists studied violinists at Berlin's Academy of Music.

They divided the group into three: the 'stars', the 'good' and those unlikely to ever play professionally.

Each violinist was asked the same question: "Over the course of your career how many hours have you practiced?"

Whilst almost all started playing at around the age of five years, their practice levels started to spread around the age of eight.

By the age of 20, the 'star' performers had totalled 10,000 hours of practice. The 'good' had totalled around 8,000 hours of practice and the third group around 4,000 hours.

The striking thing about the study was that they couldn't find any 'naturals' who made it to the top without putting in the practice time.

Researchers across a number of fields have confirmed the same thing. Elite performers work much harder than the rest.

And how hard do they work? They practice 3-4 hours a day for ten years. It takes this long to accumulate 10,000 hours of practice. It takes this long to hardwire the brain with the necessary skills and knowledge to perform at a high level.

In studies of composers, basketball players, fiction writers, ice skaters, concert pianists, chess players, master criminals and others, this magic number of 10,000 keeps turning up.

So, if you want to make it to the Olympics or be world class in your career, start investing the practice time to develop the skills and the knowledge to get there.



THE BEATLES

Why did The Beatles get so good?

Between 1960 and 1962 The Beatles visited Hamburg five times.

During this period they performed over 270 nights. Sometimes they played for up to 8 hours at a time. And, when you're performing for 8 hours straight you need to find a new way of playing...

When they hit it big in 1964, The Beatles had already performed live an estimated 1200 times.

Most bands don't play that many gigs in a lifetime.

ACTIONS : Where are you at?

What skills/knowledge have you been practising/accumulating over your lifetime?

How many hours have you put in throughout your career developing these specific skills and accumulating this knowledge?

RAP3: Wolfgang and Tiger

PROFIT: Let's take a look at two well known, top performers. How did they get so good? What role did 'talent' play?



WOLFGANG AMADEUS MOZART

Mozart is the poster child of talent. He began composing music at age 5. He gave public performances at 8 in both piano and violin. He produced hundreds of works, many of which were highly regarded. And, he was even known to compose entire major pieces in his head and write them down on paper in a single sitting.

But is this all true? Yes, clearly Mozart existed. He clearly was exceptional at what he did but was he divinely talented?

It appears not. Mozart's father was a famous composer and celebrated performer in his own right. He also taught piano.

By the time Wolfgang was 21, he'd been practising intensively under his father's expert tutelage for 18 years. And, living in the same house meant this wasn't just a quick lesson here and there.

It also appears that Wolfgang's early compositions were neither original nor totally his own work. They were written in his father's hand and consisted of vast chunks of work taken from other composers.

Further, there is no evidence that Mozart composed his music in his head. The letter that claimed this has been shown to be a forgery. And, surviving manuscripts show multiple revisions and rewrites spanning months and sometimes years.

Whilst Mozart was exceptional, his god-given talent may have been learnt the hard way through years of careful tutoring from his father.



ELDRICK TONT "TIGER" WOODS

Many Mozart devotees may dispute these facts and maintain the belief that his work was divine inspiration.

In stark contrast, his modern day counterpart Tiger Woods is absolutely clear that he has achieved his success through years of practice and hard work.

As an only child, Tiger was the centre of attention for a golfing fanatic father who had retired from full-time work.

In his cot, Tiger watched his father hit ball after ball in their practice shed. Before two, Tiger started playing with his own cutdown clubs on golf courses and practising regularly. At age four, he had his own coach. Throughout his schools years he was a local celebrity further fuelling his drive to succeed.

And, by 19, when he started playing internationally, Tiger had been practising and playing golf under the helpful guidance of golfing experts for an astonishing 17 years.

At the time of writing, Tiger Woods has won 14 golf majors, second only to Jack Nicklaus. He has also won 65 professional tournaments, third on the all time list. At 33 years of age, most pundits expect him to finish his career as the best golfer ever.

Like Mozart, Tiger Wood's divine gift was his father. What an extraordinary opportunity they both had to be coached by their fathers. Coupled with years of hard work, this has made Tiger the great player that he is today.

RAP4: Hidden Advantages

PROFIT : On the surface it looks like 'talent' is the difference that makes the difference. This is simply the way we explain it to ourselves. When we dig a little deeper, there might just be a very small, a subtle, almost invisible, advantage that really does make the difference.



HOW TO SUCCEED AT ICE HOCKEY

What's the biggest advantage a child in Canada could have to become a champion ice-hockey player?

Hockey genes from athletic parents? A supportive and nurturing home environment? Proximity to a skating rink?

These factors would all be helpful but they're not the defining element.

Remarkably, in an extensive study of hockey players at various levels, including the professional NHL, the month of the year in which you were born matters the most. Bet you didn't see that coming!

40% of players were born in the first three months of the year. In the following quarter the figure drops to 30%, then 20% and finally in the quarter between October and December the figure falls to a miserly 10%.

As with all age-group sport, there is a cut-off date for who plays in which age group. In Canadian ice hockey, the date is January 1.

It seems that the small advantage of being several months older at the age of ten is enough to give these players a hidden advantage.

Whilst the difference of a just a few months can mean bigger, stronger and more skilful, it's the cumulative effect of this edge that matters most.

A better player at age 10 reaches the representative side giving them access to better coaching, higher competition, more practice and some public acclaim. This builds a stronger drive to do well and this difference simply grows with the youngster.



WHY ARE ASIANS BETTER AT MATHS?

Studies show that Asian children do learn maths faster than American children.

Are they smarter? Is there a maths gene? Did they inherit something special from their rice paddy tending ancestors?

One of the hidden advantages of the Chinese language over English is the way numbers are structured and conceptualized.

Chinese numbers can be uttered in a fraction of a second less than their English counterparts. Whilst this might sound insignificant, it provides a small memory advantage for the young Chinese mathematician.

Also, the way the number-naming systems are organized gives further advantage to the Chinese over Western languages.

ACTION : Review your life for hidden advantages.

Identify any hidden advantages you have benefited from. Check also for disadvantages that hindered your progress.

What was the cut-off date for you in sport? At school? Elsewhere? How did this impact your progress?

RAP5: Extraordinary Opportunity

PROFIT : Sometimes to make it to the top a little bit of luck in being the right person in the right time and place is what's needed. As the old saying suggests: "the harder I work, the luckier I get."



HOW TO BE EXTREMELY WEALTHY

In another interesting study, Gladwell shows that 14 of the 75 richest people in history were all born in America within 9 years of each other - between 1831 and 1840.

What happened? Was it a tidal wave of god-given talent? Were these individuals gifted the business gene? Or were they just plain lucky?

It seems that luck did play a part in their success in one crucial way. They may have literally been born in the right time and place to take advantage of America's Industrial Revolution.

During the 1860's and 1870's the US economic transformation spawned a host of new industries. This included: Oil, Steel, Railroads, Banks, Electricity, Tobacco and Refrigeration.

This is how these gentlemen made their money.

It seems that if you were born in the 1840's you missed the opportunity. Too late. And, if you were born in the 1820's you were too old – with your thinking likely to be tainted by Pre-Civil war paradigms. You were born too early.

Gladwell also identifies a similar pattern for the founders of modern computing giants Microsoft, Apple and Sun Microsystems. Their founders were all born in a three-year period between 1953-56.

Remember, we're talking about only a handful of people who made it to the top. A lot didn't. Hard work is important, spotting opportunities is critical and it sure helps to be born in the right time and place.



BILL GATES

So how do you put yourself in the right place at the right time? The Bill Gates story shows where hard work meets luck.

Most people know that Gates dropped out of Harvard, started a computer company called Microsoft and became the richest man in the world. What most people don't know is what Gates did BEFORE he went to Harvard.

As the son of wealthy parents, Gates was able to attend an elite private school in Seattle. As fortune would have it, the mothers club decided the school needed a computer. Today this sounds normal. But, back in 1968, many colleges didn't even have computers, let alone high schools.

Bill became hooked on computer programming. He programmed during the day, throughout the weekend and he even snuck out of his bedroom window to program at night. He was doing 20 to 30 hours a week of programming whilst still in high school. He was probably one of the few people in the world that didn't need to go to Harvard!

Bill Gates became the richest man in the world because he was the RIGHT MAN in the right time and place. And, it was his 10,000 hours of practice that made him the right man.

ACTION : What are your extraordinary opportunities?

We are living in an era surrounded by them. Consider: Web 2.0 and social media, the rise of Asia and the BRIC economies, transhumanism and biotechnology, climate change, the global financial meltdown.

What part are you playing in these opportunities of a lifetime?

RAP6: Cultural Legacy

PROFIT : Researchers are now suggesting that who your forebears are leaves a cultural imprint on who you are. It seems that we not only inherit our physical genes, we inherit social influences too.



Are you descended from farmers, herdsman or rice growers? What impact do you think this is having on you today? Our immediate response is probably 'not much.' After all, that wasn't me. That was my grandfather or

great-grandfather and that was... How many years ago? Let's have a look at the cultural legacies of these three situations and see how they might apply to you today.

HERDSMEN

If you were herding a flock of sheep, your livelihood depends directly upon how many animals you can safeguard and bring to maturity.

To do this you need to spend your days and nights with your herd, often in tough conditions.

The immediate threats to your livelihood are likely to be in the form of attack by your fellow man, or perhaps a wolf, eager for an easy dinner.

Consequently, a successful herdsman tends to be a hardy individual who can tolerate tough conditions. And, has a willingness to be aggressive and use physical force where needed to defend their property.

WHO ARE YOU FROM?

These three examples highlight nationalistic traits and cultural stereotypes. And, for good reason! Where you are from and who you are from are important in shaping our way of being in the world.

We all know in our own families that stories and attitudes are passed from one generation to the next. What did you discuss at the dinner table growing up? Money, politics, religion? It probably says a lot about who you are today.

Our personalities are overlaid on the history of the communities in which we, our parents and our parent's parents have lived. We inherit not just our physical qualities, we inherit a cultural legacy too.

Who we are cannot be separated from where we've come from - our strengths and weakness, our predispositions, our values and our tendencies.

FARMERS

Alternatively, if you were tending a farm & growing a crop your lifestyle is completely different.

There are short periods of intense activity to plough and sow large fields, and then there is a longer period of relative rest as the crop develops. This is then followed once more by intense harvesting and processing.

The threats to your livelihood tend to be the weather and you can't do a lot about this. Also if you work your land too hard it degrades your soil and diminishes your yield.

As a result a typical farmer tends to be more relaxed and easy going, doing what they can, when they can. Que Sera Sera.

RICE GROWERS

A third alternative is a rice grower.

Growing rice is a very intensive practice. It works best on small plots of land and the more you work it, the better your yield.

In growing rice, the preparation of your paddy is crucial. It needs to be perfectly level to ensure even water flow.

Once planted the job entails careful and regular tending and fine-tuning of your crop.

It's back bending work that requires long hours, careful planning and a strong attention to detail.

ACTION : What have you inherited?

What are the traits you've inherited from your ancestors? Start with the physical, consider the mental, check your attitudes and question your values.

RAP7: Deliberate Practice

PROFIT : Colvin suggests 'Deliberate Practice' is the difference between the top performers and the also-rans. It's a life-long pursuit of specific training to improve your performance in a chosen domain. Here's how you can do it for yourself.



DESIGNED

It's not some ad-hoc way to fill in time. It's designed particularly to improve performance.

The key is to isolate specific aspects of what you do and focus on those until they have improved. Then you move onto the next element.

Hitting ball after ball on the driving range is not specific enough. Instead practise hitting out of the rough or the bunker.

FEEDBACK

If you don't have continuous feedback you won't get any better and you'll lose interest.

Your coach can also give you a clear, honest assessment of your performance – particularly when an interpretation of your performance, as in music, art or business, is required.



HELP

It's difficult to do deliberate practice on your own. Get a coach, mentor or teacher to guide you.

Even the fastest man in the world has a coach. It's not that the coach can run faster, it's that they can see things you cannot see yourself.

Also, outside help is particularly important in the beginning to design your practice to your specific needs. You need someone who knows what you need.

As you develop your expertise it may be feasible to create your own programs.

REPEAT, REPEAT, REPEAT

It's not enough to be able to complete a task a few times. You need to repeat in high volume, over and over again. Repeat it often enough so you can perform the clutch shot when it counts. Repeat, Repeat, Repeat.



STRETCH

Deliberate practice is mentally demanding. It requires focus and concentration – it's meant to be demanding.

If it's not a stretch, you're not going to grow. And, continually stretching is demanding.

Four to five hours a day seems to be the limit in sessions lasting 60-90 minutes.

Step out of your comfort zone and practise skills that are just out of reach.

The key skill is often not what you think you are doing, it is the development of focus and concentration.

NOT FUN

If it's demanding mentally, it means it won't be fun and that's precisely the point. It won't be enjoyable and that's why so few people do it and why so few people become great performers.



RAP8: Deliberate Practice Examples

PROFIT : You've got the theory. Now, here's some domain specific examples to deepen your understanding of the principles and the application of deliberate practice.



BENJAMIN FRANKLIN : WRITING

Benjamin Franklin is acknowledged as one of America's great writers. Yet, his autobiography shows that he was hardly a natural. He had to work at it and here's how he did it...

Designed : He read selected articles from famed English periodical *The Spectator*, making notes on the meaning of each sentence. A few days later he would take up his notes and rewrite the articles in his own words. Often he would rewrite his articles in prose to practise rhyme and meter. Also, to work on his organisational skills, he would make short notes, each one on a separate slip of paper, on each sentence in an essay. After mixing up the notes, he would return several weeks later to see if he could put them in the correct order.

Help : His writing practice stemmed from a conversation with his father who compared Ben's work to those of a learned friend. Ben then created his own teacher in the form of the writers in *The Spectator*.

Repeat : By tackling individual sentences from multiple articles, Ben repeated his practice many, many times.

Feedback : When Ben completed his writings, he compared them to the original article. He noticed his faults and corrected them. He also recognized his own limited vocabulary and began to compile a list of words.

Stretch : Ben was working full-time whilst doing his writing. He practiced before work in the morning, after work at night and even skipped church to practise on Sunday.

Not Fun : It would have been easier and probably more fun had Ben simply written his own essays to improve his writings. Notably, he chose not to do this until he developed his skills.

SPEAKING

Following Ben Franklin's example, a similar pathway could be created to become a top public speaker.

Search the Internet (eg YouTube) and source some great speeches – the words, the sounds, the images.

Dissect the presentation. Identify the key points and how they are expressed.

Work on each section over and over.

Experiment with finding the best way to express each idea. Practice your tone, your expression, your words, your body movements, your hand gestures...

Re-create the talk in your own way and video record your efforts.

Compare it to the original and discuss your efforts with your coach or committed listener.

Avoid merely doing a few run-throughs. This does not count as deliberate practice.

This will probably be more preparation than almost anyone you know, and this is what will set you apart from others.

BUSINESS

A classic deliberate practice strategy for developing your business acumen can be modelled from the work of great chess players.

Chess players study the positions from real games played between chess masters, organized around particular themes. They study the position, choose their moves and then compare their strategy to those chosen by the expert.

Harvard Business School pioneered the Case Method to simulate business thinking. A business problem is offered and your task is to create a solution. You're asked 'What would you do?'

The key is to document your answer and compare it to what the real companies chose to do.

This method is now used widely in universities around the world. A typical Harvard student would be exposed to more than 500 case studies during their two-year program.

The big opportunity here is to practice in areas that you're not well versed.

Action : Your Deliberate Practice Plan

PROFIT : You've read the theory, seen some examples and now it's your turn. If you really want to be a top performer in your field, this is the action you need to take. We'll know you're not serious if you don't.

DOMAIN : In which field do you want to be a top performer?



What are the specific elements of a great performance in your field?



How will you know if your practice is effective? How will you receive specific feedback? How can you receive real-time feedback?



Who can coach or mentor you? What expertise do they have? Which books, movies or other resources could you learn from?



How long will your individual practice sessions last for? When will you practice? For what length of time will you practice at this level for? Months? 10,000 hours? Ten years?



What specific elements will you repeat and master?



How will you keep going when it's no longer fun? What intrinsic motivation will you draw upon? What extrinsic motivation will you use?

More info...

ABOUT THE AUTHOR



Hi folks! Thanks for reading **Book Rapper**. I think we've all got our own special genius. Mine is to take a whole bunch of information and distil it into some simple yet co-ordinated pattern. I used to be an architect. And, for me, tracking trends and working out how they fit together is just like designing a building. Cheers, Geoff (McDonald)

ABOUT BOOK RAPPER

DIY : This document is our 'DIY' solution. We suggest the actions you could take and you personalize them to your situation.

Custom : We also design custom solutions for your unique situation.

Delivery : This can be delivered in a variety of ways depending upon what you need. This might be one-on-one coaching or mentoring, or group events such as keynote presentations, facilitating strategic planning meetings or creating projects to achieve specific outcomes.

Home Base : We're based in Melbourne, Australia and with the clever use of technology we can virtually be anywhere.

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