



Leadership Consultant

Dr. Srikumar Rao



CHRIS ATTWOOD: Welcome everyone, this is Chris Attwood. I'm the features editor for *Healthy Wealthy nWise* magazine and co-author of *The Passion Test: the Effortless Path to Discovering Your Destiny*.

This is the Healthy Wealthy nWise Passion series, where twice a month we interview individuals who have been incredibly successful at following their passions and creating an extraordinary life. It is our hope and our intention that these calls will help you get aligned with your passion so you can give the world your unique gifts.

Our guest tonight is the author of *Are You Ready to Succeed: Unconventional Strategies to Achieving Personal Mastery in Business and in Life*. In the syllabus for the course that he teaches at Columbia University, which is called Creativity and Personal Mastery, there is this quote from Victor Franko.

"Don't aim at success. The more you aim at it and make it a target, the more you are going to miss it. For success, like happiness, cannot be pursued. It must ensue as the unintended side effect of one's personal dedication to a course greater than oneself."

I just felt that quote was so appropriate tonight, and such a great introduction to a man who teaches what it takes to be truly successful to achieve personal mastery. Dr. Srikumar Rao is the Louis and Johanna Vorzimer Professor of Marketing at Long Island University, and is an adjunct professor at Columbia Business School.

His course, which I just mentioned, Creativity and Personal Mastery, is one of the highest rated courses at Columbia and has been written up in major media including the *New York Times*, *Fortune*, and *Business Week* among others.

Dr. Rao has consulted with companies like RCA, Reuters, CitiCorp, GTE, Pan Am, and Diners Club. He's an expert on marketing strategy and has taught in corporate programs in companies like Verizon, Northrop Grumman, Simple Technologies, General Instruments, as well as executive programs of the Columbia Business School.

In the past he was a senior consultant to the Continental group in Mergers and Acquisitions where he helped target medium-sized companies with sales in the range of 50 to 250 million dollars as potential takeover candidates. He also served as special assistant to the President of Warner Communications, Inc.



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He's been a contributing editor for *Forbes* magazine and writes regularly about the impact of technology on business prophecies.

He covers innovative implementation of cutting-edge technology and he evaluates the strategic implications of such deployment. He also writes for magazines like *Inc.*, *Business 2.0*, *Hemispheres*, *Beyond Computing and Training*, and was a contributing editor for both *Financial World* and *Success* magazines.

Dr. Rao received his Ph.D. in Marketing from the Graduate School of Business at Columbia University. It's a great honor and privilege to have him with us this evening. Dr. Rao, thank you so much for joining us.

DR. RAO: My pleasure, Chris. I'm delighted to be here with you today.

CHRIS ATTWOOD: It really is our pleasure, and I know that you're calling from London, and you're also up late at night. Dr. Rao, what's coming through on your phone is a little bit unclear, and I don't know if you're on a land line or if there's anything that you can do. We are so grateful that you are with us, and we look forward to this interview tonight.

DR. RAO: Is it extremely unclear, Chris? I am on a land line, but I can switch to a different land line if it's very bad.

CHRIS ATTWOOD: Nope, now you're clear. You're coming in loud and clear, thank you so much.

It is my pleasure and great honor and privilege to introduce to all of you my co-host for tonight's interview who will be conducting the interview with Dr. Rao.

Many of you know Jay Abraham, who has become a legend in the field of marketing. He has helped over 10,000 businesses achieve extraordinary results where he's added over seven billion dollars in revenue to those companies and was called by *Forbes* magazine one of the five top executive coaches in the country.

Jay, thank you so much for joining us, it is such a pleasure.

JAY ABRAHAM: It's a great privilege because I personally have known Dr.



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Rao for many years. I think the message and the thinking that he brings to bear is so critically relevant to anybody's life, business, career, and relationship that anything I can do to help everybody grasp the validity of contribution that resides in his thinking and his book, it's my great pleasure.

CHRIS ATTWOOD: Thank you so much, Jay. I'll turn the call over to you now to conduct the interview with Dr. Rao.

JAY ABRAHAM: Okay, and everybody listening, what I'm going to try to do in the approximate hour we've got is to be your advocate. I'm going to ask Dr. Rao, who I'm going to call Sri because he's a friend of mine, and that is his abbreviated first name. I've had to do conferences where we've had international buzz, but we're getting some buzz here. I hope it's not my line, Chris.

I'm going to ask him questions and he's going to answer. I may advocate and dig in deeper for everybody listening. I hope you'll get some great things out of it.

Sri, the first thing, because Chris, his colleagues, and all the readers and subscribers to *Healthy Wealthy nWise*, their overriding interest is passion. Passion of purpose, passion of effort, passion of experiencing life, passion of getting so much fulfillment and enrichment, not just denominated financially, but in all forms out of whatever it is you do and whoever you do it with, for, or through.

I'd like you to share with everybody the things which are most important to you, how your passions have led you to your work and to creating this book, why you were driven and obsessed to do it, and what your goal was in it. Can you sort of elaborate a little bit?

DR. RAO: Certainly I can, Jay. Before I begin, let me tell you how glad I am that it's you who is interviewing me, because I have gained so much from reading your work. In fact, I can tell your listeners that in the early part, when I was doing my Ph.D. in Marketing from Columbia, I think I got more from some of your manuals than I did from my course work.

JAY ABRAHAM: That's very flattering, thank you.

DR. RAO: My pleasure, Jay. I think it's particularly appropriate. Going back, I have high academy credentials. I have a Ph.D. from Columbia Business School. I was very successful in the corporate world working for companies like Warner



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Communications and Continental Group. But while I was very successful, there was something lacking. I was doing stuff because it paid well. I was doing stuff because other people thought it was important.

But as far as I personally was concerned, there wasn't much there. It was a job. Over time I started to grow very disappointed. In fact, there was a time when I could have sworn the entire world consisted of two sets of people, those who hated their jobs, and those who disliked their jobs. And I was kind of shuffling between them.

Afterwards, when I went into academe, it got to be too much. I said if this is all there is to it, it's not worth it. I basically took a year off. I'd always been doing a lot of reading, spiritual, autobiographical, mystical, biography, things like that, and it took me to a different space.

I started wondering, is there any relevance to all of this stuff which takes me to such a wonderful space? Is it relevant to be "real world"? So I came up with my course, offered it, and it did well. I offered it again, and it did better. I moved it to Columbia Business School, and after a couple of years it really exploded. Now it has become internationally known.

Doing that I discovered my own passion, and now this is what I do, period. This is not a course I teach; it's a life work and a calling.

JAY ABRAHAM: I like that. But I think that I'm going to usurp you. I think that you have an empathic respect for people of all kinds, and you feel maybe inordinately gifted with the ability to help them be, do, and see more than they do now. If you're like me, Sri, you can't let them not do it. You have to insinuate yourself, so to speak, in their lives, because you can open up windows.

Let me ask the next question. You're an accomplished author, you're a distinguished professor, and you're a leading authority. Tell us the story of how your career began. You sort of gave us this point, but how did it begin, and where do you see your new career? Because now you're sort of bifurcated. You have your Dr. Rao the Marketing Professor and also Dr. Rao the Emancipator of Passion and Purpose. It's sort of interesting. Do you want to discuss that a little bit?

DR. RAO: Certainly! Actually, Jay, the two which seemed disparate at one time are actually merging. I started off originally in physics. Though I was pretty good in physics my professors did a very good job of killing off all interest in that.



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Then I went in to do my MBA, and that was primarily because that assured me a “good income”. I did my Ph.D. because I wanted to come to the States, although I wasn’t particularly interested in doing it. All my life, in the early stages, I was pretty much drifting.

Then when I started working on this course it became a life. As I mentioned to you, this is not just a course, it’s a life work and a calling. I discovered that there are a whole host of people, the majority of people use probably only a fraction of their potential. It’s like an 8-cylinder car, but you’re only using 1-cylinder to move around. And that is such a tremendous waste!

As I started teaching this course I could literally see people come alive at the thought of what their life could be. Whoops, are we getting a lot of buzz on the line?

JAY ABRAHAM: We are. I don’t know if that’s emanating from you. I don’t think it’s from me, and I don’t know if it’s from Chris. Right now we’re not, so now we’re clear.

DR. RAO: We’ll stay with that, and if it does happen again I’ll move to another land line which is close by.

Then I discovered that I really enjoy helping people discover that they’re using only a fraction of their potential, and their life could be so much richer if they use more of it. Now I’m at the stage where it is my goal to help people discover that if they wake up in the morning and they are not radiantly alive, if the blood doesn’t sing at the thought of being who they are and doing what they do, then they’re wasting their life. And life is far, far, far too short and precious to waste.

The beauty is that every one of us can utilize a significantly higher percentage of our capabilities than we are. I’ve come up with a methodology which has been proven many times over on how people can do that. That is the main theme of my work now.

JAY ABRAHAM: The subtitle of your book, *Unconventional Strategies for Achieving Personal Mastery in Business and Life*. I want to get into another question, but it just stimulates me to integrate this concept of passion.

You talk about it and Chris talks about it. Stephen Covey is a very good friend of mine. His book, *The Eighth Habit*, is focused totally on finding your love or your



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passion, this concept of bliss, and making business not a drudgery or a chore, but a glorious and exhilarating process that you can't even differentiate from your other pleasures.

Tell me a little bit about why your strategies are so unconventional and how they integrate this concept of passion, bliss, and purpose together. Then I'm going to ask you a different question that ties into that.

DR. RAO: First of all, here's one of the things that I discovered, and here's something that I communicate to my students. Every time I do that it completely bolts them off.

I work with MBA students and the executives at some of the top business schools in the world. Invariably they have the notion, "I'm in a dead end job" or "I'm in a job where I'm progressing, but I don't really like it." The notion is, "Out there somewhere is the ideal job for me."

They define their ideal job in terms of how much money they are going to make or how much money it pays, the kind of persons they interact with, the kind of tasks that they do. And somehow if all of this came together then they would be happy, and they would completely enjoy life.

I disagree with them on that notion. I tell them if that ideal job was there and they were put into it, in six months you would be as miserable as you are now. The first key thing to realize is passion is not outside in the job, it's inside in you.

When you ignite that passion in you and start moving towards it, it's wonderful how the universe arranges itself so the outside starts falling into line with who you are.

JAY ABRAHAM: That's very powerful. Related to that, we have a quote that is pretty powerful. Chris is very fond of this, and I like it too. The former CEO of Honeywell, Larry Bossity, said "It's a competitive imperative - it's mandatory, there's no option - to love what you do. Only by loving what you do will you actually do more and do it better than the person sitting next to you, or the competitor doing it against your company. If you don't, well, then, we'll have to find someone else who does."

Do you believe it's critical for people today to discover what they love doing, and do you think most of them know how to do it on their own?



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DR. RAO: It is absolutely critical for people to love what they are doing. It used to be that people worked a 40-hour week. There's no such thing as a 40-hour week any more. Most people I know work at least 50 hours. It's quite common for people in various professions, such as investment banking, to work 75 or more hours.

When you're spending that much of your life working on something, if you do not love it, you're in the equivalent of new-age hell.

Kahlil Gibran put it best, "Work is love made visible." When that is in your life you will achieve a degree of fulfillment which is unbelievable. So it is absolutely critical that you find what you love, and you do what you love.

JAY ABRAHAM: The syllabus for your course at Columbia says that one of the course objectives, the primary objective actually, is to help participants discover their purpose in life; the grand design that gives meaning to all your activities, to help you find that to which you can enthusiastically devote the rest of your life.

How in the world can you do that in a college course, and even more amazingly, how can you summarize and introduce that in the confines of a 200-page book? I know the answer, but I'm the advocate for the listener.

DR. RAO: Thank you, Jay. The short answer to your question is, I can't do that. The only person who can do that is you, the reader. But what I do in my course and what I try to do in my book is the following.

I lay out the vision of an ideal life. In my book the ideal life is one where you wake up in the morning with a deep sense of purpose; when you find that everything you do is compliment with your values.

When you are completely alive, when what you are doing is of benefit to a greater society and you move with the unshakeable conviction that what you are doing is your unique purpose in life. When you have that then you are living a fulfilled life, and that is my vision.

Virtually everybody, when I describe and articulate that, says "Yes, that is where I want to be." Virtually everybody also recognizes that where they are is some very considerable distance from that. But, and this is why my course is so successful, I



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encourage them to hold on to that vision. There are exercises that I take them through which probably demonstrates to them that yes, that vision is attainable. What I enjoin upon them is to not settle for anything less.

Too often in life we make compromises. “This is really what I want to do, but I can’t make money on that, I have a family to support, I’ve got financial obligations. So let me put all that aside as a pipe dream and I’m going to go and become an accountant or an investment banker or whatever.”

I ask them to think about this as a challenge. It’s their challenge to figure out how they can incorporate that which makes them passionate into that which they are presently doing, and so transform themselves. My basic thesis is that’s your ideal job, the one that I describe does not exist. It has to be crafted together, it has to be built in bits and pieces and assembled somewhat like a jigsaw puzzle. What I do is I give them a blueprint. This is how you go about doing it.

It could take a long time, perhaps decades. The interesting thing is that as you start along that path you will get enough success soon enough to know that you are in the right direction. That is an invaluable gift.

JAY ABRAHAM: You’re talking also about this concept of the journey and the process. One of the most interesting activities in my life, and I’ve shared this with you – I’m laughing because I’ve spent about a half a million dollars on therapy over my life. Everybody listening, a half a million dollars is for you, okay?

DR. RAO: Okay.

JAY ABRAHAM: Everybody is obsessed in life with an end product. They want to be the most successful, the most handsome, and the most beautiful wife, husband, body, children, and highest achievers. If they achieve that they are waiting for the heavens to open, the angels to blare, and for euphoria to prevail, and it never happens.

In my opinion, the true secret to life is the process. You’re just evolving every day and it’s a really glorious adventure. Don’t you think?

DR. RAO: Absolutely! There’s one other part to it also, Jay. In my book I talk about something called the “other” centered universe. That’s a very important concept. Most of the time we live our life in what I call a “me” centered universe. In a “me” centered universe, what we’re always doing is we’re looking at



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everything and interpreting every event from the prospective of “What is its impact on me?”

If our spouse gets a great job offer we say, “Gee, how is it going to affect our relationship?” If our daughter comes back with tattoos and piercings in inappropriate places we say, “Oh, what are my friends going to think of my parenting?” It’s always “me”, how is it going to impact “me”?

Most of us live in that virtually all of the time. One of the things that all of us should know is that when we live primarily in a “me” centered universe, we are going to have considerably more than our share of frustration, anguish, disappointment, and all the rest of that. It comes with the territory.

All of what you say is true, but one of the imperatives, if you want to live a fulfilled life, is to at least some of the time get out the “me” centered universe. What I advocate very strongly, and this has been proven by countless persons who have tried it, is when what you’re doing is deliberately aligned so that it provides benefits and greater good to a larger society, then not only is your degree of success greater, but you will be far, far more fulfilled.

In your own words, Jay, you sometimes talk about falling in love with a customer rather than falling in love with your own brilliance. That is one application of this principle.

JAY ABRAHAM: Very good! The most important qualities you would say somebody must possess to discover their true passion and purpose in life is getting out of their own way, right?

DR. RAO: That’s basically correct. What you basically need first of all is persistence. In other words, you have to decide that you are not going to settle for anything less. You are going to live a life as described, and if you’re not there yet, you’re going to go right ahead until you find it.

The second part of it, and it’s kind of allied, is awareness. Most of us are very unaware. There are things which move us and we kind of say, “That’s a pipe dream, ignore it.” We don’t really know what we’re thinking, and we’ve done such a good job of snubbing these subtle impulses that come and give us direction. We’re so very adept at snuffing out intuition that eventually we don’t have it at all.



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If you are aware, and there is a process by which we can do that, then we will learn that we can trust our intuition. Let me give you an example.

How many times in life do we say at work, or we observe someone and we kind of feel good about it, “Yes, this is something that’s nice.” We’d like to do more about it. But then life intrudes, so we forget about it. “I don’t have the time to do it; someday I will get around to doing it.”

That’s a big mistake. Those subtle nudges are your inner self telling you what is right for you. Every time you have such an impulse the first thing you do is acknowledge it by noting it down.

After you note it down, go back and re-visit and recapture the feeling you had. Then try and arrange your life so there are more and more occasions where you do the kind of things that bring about those feelings in you. As you start acknowledging those feelings, as you start acting on them, you will find that they come more and more often and more of your life is filled with, “Boy, what a wonderful day this is” as opposed to “I really don’t want to get up in the morning.”

JAY ABRAHAM: That’s good, I like that. If anybody reads your course syllabus it would appear that a great deal of your style is almost abstract in your teaching style. You don’t appear to give your students clear prescriptions. They have to make all the decisions themselves. Do you want to talk a little bit about that?

You indicated earlier it’s not you doing it for me; it’s me doing it for myself. That’s obviously an extension of that. Do you want to embellish and expound a little bit on that?

DR. RAO: To begin with, I can’t give a prescription because there are so many varied people who come with different life experiences, different expectations, totally different value systems and mental models, and all the rest of it. You never have one prescription which would fit everyone.

JAY ABRAHAM: Even though everyone wants that.

DR. RAO: They all want the same thing, but there are different ways of getting it. I actually have an analogy which I give them. It’s like you’re locked in a room and many of us, perhaps the majority of us, don’t even recognize that we’re locked



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in a room because we've never tried the door. It's only when you try the door and you can't get out that you realize you're locked in.

What I say is, what I give you is a knapsack of tools. In that knapsack there are all kinds of stuff. There's a lock pick for those who like finesse and want to pick the lock and walk out. There are explosives for people with a violent temperament who want to blast through the walls and get out. There are tunneling implements for those who want to go underground and dig their way out. There is a hacksaw for people who want to cut through the bars and leave. There are a whole bunch of things like that.

What I basically give is a set of tools. I organize my program and all the exercises are in the book in such a way that you work with one of these tools for a week, or two weeks at a time. That is enough time to show you how powerful these tools are, but it's not enough time to master them.

As you learn how powerful these tools are and as you work with different tools, you will find that some are more appropriate to your situation and temperament than others. Those are the ones you will do more work on. Those are the ones that you will adopt and make modifications to fit your particular circumstances.

When there are such a wide number of tools and when people are so different, I can't say, "This is it." What I can say, and what I do, is, "Try it!" If it works for you in your life now then adopt it, and we will modify it so it becomes better for your unique set of circumstances.

And if it doesn't, drop it and move on to the next one. Don't waste time criticizing, judging, or condemning it because at some later stage in your life you might find this is exactly what you need. But if it doesn't work for you now, move on to the next one.

JAY ABRAHAM: That's great. We call it, in what I do, finding your optimal, either your life or business, strategy. It's decidedly unique and different for each person. One size really does not fit all.

I want to take a little diversion because I may forget as we round the next half hour. I have a summary of the chapters in your book. You sort of glided over the exercises.

In reviewing your book and talking to people who have been profoundly impacted



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by the book, by your courses, or by your expensive private programs you do for executives at \$25,000 apiece, one of the very, very disarmingly powerful, and elegantly simple aspects is you compel, I don't want to say force, you inspire people to do deep concentrated exercises that enable and compel them, for the first time ever, to get to know themselves, to get to really connect with themselves at a deep, critical level.

I think that probably the greatest sleeper in your rather impressive book is the collection of very, very clarifying exercises that people are asked to do. Each one could take hours or days. But it gets them to know themselves, know their loves, know their hates, know their skills, know their desires, know what turns them on, what turns them off, what great contribution, how to really move themselves in others to the levels they want in ways that I think very few other people have grasped.

I want you to talk a little bit about your attitude about exercise as role, not exercise meaning flexing the intellect as opposed to the physical muscle. What do you think exercise's role is in moving people to true transformativ achievement?

DR. RAO: I will answer your question by actually giving all our listeners an exercise. This is one of the key exercises in my book. In fact, it's the foundation one.

I invite them to think about their mental chatter. Mental chatter is the internal monologue that all of us have all of the time. It begins right when we get up in the morning, carries on with us through the day, and is with us until we go to bed. And frequently this mental chatter is so loud that it prevents us from going to sleep.

In the morning, for example, you might say, "Oh, there's the alarm. It's so cold; I don't want to get up. Do I have to get up? I have so much work to do. I'll never be able to get that report done."

There is stuff like this that is going on all the time. In fact, right now, people as they're listening to it are saying, "Is it true? Do I have mental chatter going on?" And they make a judgment on whether there is or isn't.

It's there with us all the time. It's so much a part of our life that we ignore it. That's the way life is.



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What I have people do, and this has happened from typically the second day when someone has taken the course, for one week I ask them to evaluate their mental chatter - evaluate is the wrong word - observe the mental chatter to see how much of it there is. I ask them to get a device such as a watch that beeps at irregular intervals or on the half hour, and every time it beeps become aware of what you're thinking and just note it down.

Then they do a small write-up, and in the write-up they basically categorize the type of mental chatter that they have. I would say about 90% of the people are surprised at the amount of mental chatter they have and how much of that mental chatter is negative. Negative in the sense they're putting themselves down, they're beating themselves up, they're regretting stuff that they did.

"How could I have been so stupid? Look at everybody else, they're such brilliant conversationalists. What's that stupid remark I made. I'll never get that job."

The amount of complete self-defeating talk that goes on is unbelievable. But a structured exercise like this immediately draws it to their attention. "Hey, I'm my own worst enemy." The moment they truly discover that it's like a light bulb has gone off. In little exercises I show them how to turn this around.

Here is the really important point I want all of our listeners to understand, Jay. Even if you can change a tiny, tiny fraction of your negative mental chatter into something which is positive and constructive, it will make a huge difference in your life. Even a tiny switch will make a huge difference. They discover that during the course itself. That's how powerful the exercises are.

JAY ABRAHAM: [indecipherable 33:47] was a great influence on me. He basically advocated that small changes incorporated together could produce geometric growth in about any application, whether it's a factory, whether it's a process, or whether it's a person.

I think that's probably overlooked by most people. They try to make the process so much harder than it has to be, don't you think?

DR. RAO: Absolutely, yes they do.

JAY ABRAHAM: I'm going to switch you over, because I want to talk about ethos. A lot of the articles written about your courses say that they teach students ethics and values. How are ethics and values related to discovering one's purpose



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in life? That is a very interesting connection.

DR. RAO: I would say they are inextricably linked, Jay.

JAY ABRAHAM: How and why?

DR. RAO: Okay, I'm just getting to that. It is my thesis that you cannot live a truly fulfilled life if you are in the "me" centered universe I talked about. In order to be truly fulfilled you have to live, at least some of the time, in an "other" centered universe. In an "other" centered universe what you are genuinely trying to do is align what you are doing with something that provides a greater good to a greater community.

When you align yourself in that way, you will find that you don't really have to think about ethics. You automatically behave in an extremely ethical fashion. Yes, I do talk about ethics. But one of the reasons it is so powerful is I do not bring it in directly saying, "Here is an ethical way of doing it", or "Here are a set of principles that will allow you to behave ethically."

I go to what is the end result. And if the end result is you want to bring good to a greater community, and you start evaluating your actions, you will automatically find that you are behaving much more ethically than most of the persons that are held up as role models in business.

So it's constant, if you will, by the back door. As you start doing that and you discover for yourself how much better you feel, how much more fulfilled you are, it kind of leaves you inexorably to the point where you do what you do not because it pays your salary, not because you think you should do it, but because you cannot not do it.

That is my greatest wish for everyone who is listening in on this, Jay; that they are doing things because they cannot not do it, because it is an expression of who they are. That is how you get to discovering your purpose in life. It finds you more than you find it.

JAY ABRAHAM: Very good! Sri, I want some advice here. What advice would you give to our listeners who feel, perhaps, that they don't have a clue what their passions are or how to discover them. They are feeling rudderless, and they are so frustrated and so mentally or emotionally calcified. How would you break that hold? What should they do?



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DR. RAO: That's a problem I run into all the time, Jay. I can particularly empathize with this because I was in that exact same space for so many years, in fact, decades. So I can totally, totally sympathize. In fact, that's probably the most common question I get.

First of all I entirely agree with what you say, "But my problem is I don't know what I'm passionate about." I'm going to give right now a set of procedures where people can embark upon discovering what they are passionate about. Are you ready, Jay?

JAY ABRAHAM: I am ready!

DR. RAO: Okay. Here's what you need to do. First of all, recognize that you live life in a broader context. Most of the time, when we say, "I'm stuck in a dead-end job, I don't like what I do, I'm miserable crunching numbers or whatever it is I do," we are living in a "me" centered universe. "All me, poor me, so bright, so brilliant, so deserving of something better. Look at this horrible set of circumstances the universe has given me."

We ignore the bigger picture. For example, if you are an accountant, you don't like being an accountant, you define it in terms, "So I'm sitting here crunching meaningless numbers."

If you look at a broader perspective, okay, we are crunching what we think are meaningless numbers. But here is how it fits into what the organization is doing, and the organization as a whole is doing this valuable service in society. It's serving customers, it's keeping people employed, the people who are employed are supporting families, and it's contributing to the betterment of society. Once you start focusing on the broader picture, all of a sudden, whatever we do seems less meaningless.

The next thing that everyone should do is, no matter how terrible you think your job is, there are some parts of it you actually like. Maybe there is a customer who is a pleasure to work with. Maybe there are colleagues with whom you really get along. Maybe there's somebody in another department who is doing something which, the moment you think about it, it makes you feel good. There is stuff like that happening all the time.

Start making a note of it. Every time you feel you are in a dead-end job, that



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you're not being fulfilled, what you're doing is focusing entirely on the three, four, or five things that you define as not right, and you're ignoring the 50, 60, or 70 things that are really quite good about where you are and what you're doing.

Get a notebook and start making a list of everything that is good in your job. Once you start focusing on what is good in your job you'll be surprised at how many there are. Colleagues that you like, customers who are a treat to work with, trade associations that give you a sense of accomplishment.

Even focus on the trivial stuff, the fact that the bathrooms are always clean, that the Coke in the vending machine is cold. When you start making a list of that it's not unusual to find, if you do it sincerely, that in two weeks you'll come up with 70 or 80 items.

Start contemplating all of these items and really, really, really feel grateful for them. Not intellectually, "Yes, this is nice," but let a feeling of gratitude well up in you. Then I give a project, and this is actually quite a powerful exercise. This exercise has a time limit of one month. What you are going to do in one month is the following.

You're going to pick something important in your work which makes you feel good and you're going to increase that part of it. Say you've got a customer who you really like interacting with. You could say, "Okay, I'm going to make an attempt to acquire more customers like that." Or you might say, "I'm going to transform all my customer relationship to that." It's your call.

But what you're going to do is select something which is important to you and which you are going to increase in your professional life. And here is the other part. What you do has to involve significant learning on your part. It has to push you out of your comfort zone. For example, if you're a sales person and you don't like making cold calls you might say, "I'm going to become an expert on direct mail and learn how to write direct mail copy. That is going to get me the leads so I don't have to make cold calls anymore."

You're going to pick something that is going to increase the amount of your job that you really like. It is going to involve significant learning on your part. Each and every day you're going to do something that will get you closer to your objective. If you do that for a month, at the end of that month you sit down and take stock; and either you've reached your objective, or you haven't.



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If you have reached your objective, good for you, and you set yourself up another objective along the same line. If you haven't reached your objective, you find out how far you are from it, and it's okay to give yourself more time. It's not okay to give yourself more time if the reason you haven't reached it is because you've sat on your duff and done nothing.

If you do this consistently over a year, you will find that you have accomplished anywhere from half a dozen to seven or eight projects. And each one of those has increased the component of your job that you really like.

What I find people discover is when they start doing that, if they've done it for a year, then the longer in the job they work, their life is changed. Their professional life has changed, and changed immeasurably in a direction that they never would have anticipated if they had not started on this. Once you start on this road, Jay, the universe opens up. And it opens up in totally unbelievable, unimaginable ways. It's a very powerful exercise.

JAY ABRAHAM: That's very powerful. I really like that, Sri. I have so many questions here. I'm going to go to your book and ask you a couple of questions from that. You just talked about awareness, so you've taken away my thunder there. The law of increase, do you want to talk about that a little bit?

DR. RAO: The law of increase is an exceptionally powerful law, and what it states is the following. Whatever you appreciate and give thanks for, whatever you are grateful to in your life will increase. Let me repeat that.

Whatever you are truly grateful for, whatever you appreciate, will increase. Too often, if we look at how we live our lives, we are very busy complaining about all of the stuff which is wrong. "Oh, I am not making enough money. I have a toxic boss. My colleagues waste my time," and so on. We complain about everything.

When we complain about stuff what we are really revealing is of negative energy. If, instead, we talk about "Here is what is good in my life," we will find that the more we focus on it and the more we are grateful to it, the more it appears in our life.

This is such a powerful law that it's actually an exercise. Let me share that exercise with you, because this is one of the most powerful exercises in the entire course. Let me also tell you a story about that.



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In every program I conduct there are at least a half a dozen people who say they can't go to sleep. There is so much work they have to do, they feel so overwhelmed, life is so strenuous and stressful that they go to bed and they cannot sleep. They cannot sleep for hours, they wake up, and they're a complete wreck.

This exercise which I'm about to share with you has a proven 100% record of fixing such problems. I can't tell you the number of people who have thanked me and said, "Professor Rao, I tried it, and I went to sleep like a baby and woke up refreshed, and something like that hasn't happened to me in months." Here is the exercise and you do this the last thing at night before you go to bed.

Make a list of all of the things in your life that you recognize are blessings and that you can be grateful for, anything and everything. Be appreciative of good health. Be appreciative of the fact that you don't have to be concerned about whether you're going to be able to eat tomorrow, the fact that you have a bed to lie in, the fact that you are better than probably 80% of the world's population no matter how miserable you think your circumstances are.

Once you start looking at what is right in your life, exactly as in the previous one where I told you to look at what's right in your job, you will find that there are an enormous number of things for you to be truly grateful for. As you start doing this, don't just think about it intellectually, think about it emotionally. This is a skill, by the way. It can be cultivated. It may be difficult in the beginning, but as you start doing it you will get fluency.

As I tell them, don't just think about it intellectually. Feel the gratitude welling up, feel it welling up right from the soles of your feet, flowing through your body, erupting from your mouth, your nose, outside so it's like a tidal wave coming out of you. Let it engulf you and come out from you, and speak until that happens.

As and when you feel this gratitude coming out let that be the last thought you have as you fall asleep. When you do that, not only will you wake up refreshed, but all of a sudden you will find that you don't really have that many problems after all, and you will also find that much of what you are seeking has found you.

In other words, one of the questions you put to me earlier is, how do you become passionate? I want to give you another quote. This is a quote from Inamori, who is the Japanese entrepreneur who founded the company Kyocera. He puts it beautifully. Here's the quote:



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“I often tell a researcher who is lacking in dedication, unless he is motivated with determination to succeed, he will not be able to go past the obstacles. When his passion, his desire becomes so strong as to rise out of his body like steam, and when the condensation of that which evaporated occurs and drops back like raindrops, he will find his problem solved.”

The appreciation and gratitude exercise is a wonderful way for you to get to that state. Initially, you start off by being grateful for stuff. Be grateful for the fact that you have food to eat, that you have an income coming in, you can pay your mortgage, and you have a good family and wonderful kids, things like that.

Eventually the goal is to move beyond being grateful for something to being grateful because that is who you are, that is an expression of your being. When you get to the point that attitude of gratitude is in-built in you, you will literally find miracles happening around you. That's what the law of increase is all about.

JAY ABRAHAM: Again, I'm going to run tight because I have a number of questions. I want to be done on or before the quarter hour. I'm going still through the book. You have a totally new take on the concept of networking that really shifts the paradigm of a lot of people. I'm hopeful that I can inspire everybody listening to go out and buy your book and buy one for everybody they love and care about and work with.

DR. RAO: My publishers will thank you for that, Jay.

JAY ABRAHAM: I think it's that valuable. I have no benefit other than the enrichment of seeing people's lives be a quantum times better. I was thinking about networking. A lot of people are introverted, anti-social, self-consumed, and totally obsessed with their own issues. Tell us what your take on networking is and how it can really transform all these issues we're talking about.

DR. RAO: That, incidentally Jay, is an extremely important topic. In fact, most of the people who apply to my program cite networking as a major concern that they have. In fact, I just did a program for the Learning Annex entirely on networking.

Many people recognize it's important because there is much in our society which talks about it is who you know that is important rather than what you know, and so on. They say, “But I don't like doing it. I feel self-conscious when I go to these



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networking events, and I can't talk to people. It just doesn't work for me – help!”

The reason it doesn't work is because most networking as traditionally taught in business schools and seminars and many books is self-serving. Short of all the baggage loaded on it, traditional networking works as follows.

Identify someone who could potentially be helpful to you and figure out a way to ingratiate yourself with or to that person. It's self-serving. All the stuff you are supposed to do – remember names, look around the office and find what the person is interested in, talk to them about common areas, make clippings of articles that could be helpful and send it to them – it's all still the same thing.

I want to build a relationship with this person because somehow it could be helpful to me. Not only is this self-serving, it's ineffective. My take is different, and it will lead to persons inevitably forming extremely deep and long-lasting relationships which will last forever. And you don't have to do that much to keep it going because it's founded on such a deep level. And here is what you do.

The best way to build a network is not to try. Don't try to build a network, don't try to create a network, and don't try to form a network because the very act of doing it is self-serving. Instead, here's what you do.

In life, as you pass through, there are inevitably people who will touch you very deeply on a values level. They do something and you look at that and say, “That is wonderful. That makes the world a better place.” You feel good about yourself and you feel good about the world simply because you know this person has done something.

Most of the time we get such a feeling and then what we do is we let it dissipate. Life encroaches, and we go on. That's a big mistake. Every time you have such a feeling, and you get it by learning about people, the articles you read in newspapers and magazines, on television programs, from talking to people, from observing stuff that happens around you; every time you come across someone who is doing something that truly touches you, make a note of it.

Reach out to that person from a value space. “Hey, here is something that you did, and this is why I really, really, really appreciate it.” Don't praise the person, but say it sincerely. Sincerely is the key – you have to be completely sincere. If you're not sincere, don't do it.



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You reach out to that person with a sincere note of appreciation for what they are doing. Here is the important part. Come out with a specific offer of help. “Here is what I can do to help, and I would like to.”

The reason you offer to help is not because you want to form a relationship with that person. If that’s the primary goal, don’t do it. The reason you offer to help is, if your offer of help is accepted, then you will do something which will make the world a better place, and that will make you feel better about yourself. That’s the reason you reach out.

When you find that you reach out from this value space, you will be amazed at how often your offer of help is picked up. As you do what you said you will do, you will find you don’t have to build relationships, you don’t have to build a network, a network has evolved around you.

That’s the best way of forming a network. Don’t try to form a network, let a network spring up around you. The way you do it is you reach out to people who touch you on a values basis. You reach out with an offer of help, and you want to help because that will make the world a better place. As you do it, you’ll feel good about yourself, and the network will emerge as a by-product.

JAY ABRAHAM: That’s very powerful. I’m not going to get real deep. Your book is very unique. Towards the end, or at the end, you have a one-year reading list. You recommend, I’m sure it’s integrated, but it’s very eclectic, array of profoundly impactful books that I suspect most of the people listening have never thought about.

Do you want to talk a little bit about this? Then, for the voracious reader and the fast-track thinker, you have an incredible supplemental reading list that must number 50 or 60 really great books. I know about half of them and I’m intimidated to say I don’t know the other half.

Do you want to comment about your thought? Your book itself is profound. But why do you think they need to read other books as an adjunct, or as an extension, or as a progression?

DR. RAO: Remember what I said about mental chatter? Mental chatter is very important in shaping who you are because we construct our reality with other mental chatter.



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One of the things I invite people who take my program to discover is you cannot stop mental chatter, you cannot control mental chatter, at least you can't do it directly.

What you can do is you can control it indirectly by substituting one stream of mental chatter for another. For substituting healthy chatter for unhealthy, self-defeating negative mental chatter. All of those books are methods by which they can do that substitution. There is much in that book which is exactly what I've advocated in different language, with different examples, and maybe something will strike home to someone when expressed one way rather than the other.

I have no way of knowing who they are, but these are all extraordinarily good books filled with profound wisdom. They're from every field you can think of from quantum mechanics down to straight philosophical inquiry. I've read all of them. Not only have I read all of them, but I've given my idiosyncratic brief reviews of them.

Go through them and pick them up. If, after reading the first few pages you feel intuitively drawn to it, read it. As you do that you will discover priceless insights. Those priceless insights will implant themselves in your head and change your mental chatter. That is the first stage towards the transformation that we're talking about. Think of it as an extremely useful supplement.

JAY ABRAHAM: That's great, thank you. Because I have to be mindful of the time, there are three very, very critical final questions I want to ask you. They are all designed to really help our listeners bring this all together and get the most out of it.

Will you share with the listeners three things they can begin doing right now that will help them apply the principles you've been talking about tonight. Number one, I'm going to say four because I'm going to say number one. Go out and buy his book! It's a very priceless investment. What are three more things?

DR. RAO: The first thing is, as you start doing the exercises, you are going to walk a path which is different from that most other people are walking. So what I would earnestly recommend is that everybody who is listening, if they want to have such change happen in their life, form a group. This group should ideally be four to six people who are similarly motivated.

What they should do is form a circle whereby they meet at least once a month,



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and talk maybe a couple times a month on the phone; where they all do the exercises at roughly the same time, compare notes, see what works for one, what doesn't work for the other, basically set themselves up in a support group. It's very similar to what Napoleon Hill refers to as a MasterMind alliance in his classic book, *Think and Grow Rich*.

If they form such a group, they will be less likely to procrastinate, to give up because life encroaches, because a myriad of other things do, and each person basically supports the other so the sum is greater than the part. That's number one.

The second thing they should do is start becoming aware of their mental chatter. See how much of the time things like, "I can't do that, I'm not experienced enough, I'm not educated enough," see how much of the self-defeating stuff comes in. Each one of these is a mental model that they have. It places restrictions on what they can achieve.

Simply becoming aware of the fact that they have so much negative stuff going on is a huge step forward. As and when they become aware of this stuff happening, if they start substituting positive chatter for that, and in my book I have methods which show how you can do that, that will be a tremendous step forward.

The third thing they can do right now is start practicing the appreciation and gratitude exercise which I outlined earlier. Start feeling genuinely grateful the last thing you do before you go to bed. By the way, I must tell you, this is such a relaxing exercise that any number of persons have told me, "First of all I tried to do it, but then I fell asleep." If you find this is happening to you, sit up in bed and do it, or do it standing up and then lie down. But do it!

And extend it during the day. Extend gratitude to people you meet silently. Look at them during interaction, even casual interactions like buying a newspaper from a vendor, or a cup of coffee, or the waitress who serves you. Genuinely look at them, appreciate them, and wish them well silently. Feel this benevolence go out and hit them, and genuinely mean it.

If you start doing that you'll be amazed at how your life changes. Those are the three things they can do immediately.

JAY ABRAHAM: That's great! I'm going to ask you the next question. I'm going to ask you to take at least two minutes to answer it because I'm losing my



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voice, and I have to go get some water. Here's the question, and bear with me.

Healthy Wealthy nWise believes strongly in the power of intention to manifest outcomes. What is your current, most important project, and what intention would you like *Healthy Wealthy nWise*, along with our readers, to hold for you. Give me at least two minutes so I can come back and do a finale, because I'm losing my voice.

DR. RAO: Speaking on that, actually I can do half an hour rather than two minutes. Here is my most important project right now.

I'm working on a version of my program for really senior managers. What I would like is to find a company where enough senior managers believe in this principle that they want to incorporate it into the culture of the organization.

What I would like is to have a company which is driven not by external metrics like increased profitability, maximized shareholder values, become dominant in market share, or stuff like that, but be wedded to the principle that the purpose of the business is to make sure that every person who comes in contact with that reaches his or her highest potential.

This includes employees, this includes customers, this includes shareholders, and this includes the community at large. When each person reaches his or her highest potential and they expressly understand that this is truly the mission of the organization, then a degree of engagement happens which is unbelievable.

When that degree of engagement happens, you don't have to talk about customer service, it automatically is delivered. Customers are well treated, revenues explode, and profitability goes up. My goal is to have a specific example of a company where this can be implemented.

What I would very much like is for the people who are listening to wish me luck that I find such a company and people who are willing to work to make that happen, and then we'll see what the results are. I would very much appreciate it if your readers send good intentions in that direction.

JAY ABRAHAM: That's great! I am back, and my voice is clearing. I feel like a drum roll because now, an auspicious, concluding last question of the night. You've been open, you've been very generous, you've been very compelling, and you've been very inspiring in a very thought-provoking and actionable way, and



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you've been very gracious. But now, one more.

What single idea would you like to leave our listeners with tonight that will do more to move them to a better place starting right away? What one thought?

DR. RAO: What I would like to leave your listeners with is the following thought. It is possible for me to lead a perfectly fulfilled life. It is possible for me to have success in every sphere – professional, personal, family life, and spiritual. They're all connected.

Not only is it possible, but that is my birthright, and that is your birthright. We will not, under any circumstances, settle for anything less. That is the most important thing. We will not settle for anything else because we can achieve that, and by golly, I'm going to do whatever is necessary to get to that stage in my life where I'm totally fulfilled, when my work is intellectually challenging, financially rewarding, spiritually uplifting, providing a good to a greater community, all of that is possible.

Not only is it possible, but is inevitable. I'm not going to rest until I get there. I want to leave them with the determination that they are not going to make compromises, they are not going to accept trade-offs, they are going to get that and stop until they are there.

JAY ABRAHAM: What a great conclusion. The book is *Are You Ready to Succeed: Unconventional Strategies for Achieving Personal Mastery in Business and Life*. Srikumar S. Rao, you have been gracious. Chris, are you still there?

CHRIS ATTWOOD: I am. Thank you, Jay.

JAY ABRAHAM: I'm going to pass the baton to you, bid you adieu, and let you run with it. It has been an honor and a privilege, Sri, to share your thoughts. You have impacted me. Thank you on behalf of everyone.

DR. RAO: Jay, before you go off I'd like to say it has been an honor and a privilege for knowing you. We have known each other now for ten years. I can tell you that whether you recognize it or not, you unconsciously implement many of those principles.

In fact, in your marketing materials those are not always explicitly articulated, but they are subtext. One of the things I'm also working on is the same version of



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the program for senior managers. I'm also going to mix it in with some of the marketing ideas that you express so beautifully. That combination will be extraordinarily powerful.

In fact, you are acknowledged in my book. Your book is among the extensive reading list at the end. I daresay you have done a marvelous job. Thank you so much, Jay.

JAY ABRAHAM: Good night, gentleman!

CHRIS ATTWOOD: Thank you Jay, thank you so much. And Dr. Rao, what a privilege to sit with you. Thank you so much for sharing your wisdom tonight, and for giving us a window into what it really means to achieve personal mastery and to get aligned with one's purpose in life. We're so grateful to you for that.

DR. RAO: I'm grateful to you, Chris. As I said, this is a passion, a life work, and a calling. Anything I can do to help anybody who is listening anywhere recognize that there is a possibility to live a totally fulfilling life. That's just something that I'm delighted to do.

CHRIS ATTWOOD: Thank you so much. We'll let you go to bed now, it's very late in London. Thank you again for joining us tonight.

DR. RAO: My pleasure, and have a totally wonderful evening, and a great week Chris. In fact, have a great rest of your life to you and all your listeners.

CHRIS ATTWOOD: Thank you so much. And for our listeners, please get a copy of Dr. Rao's book, *Are You Ready to Succeed: Unconventional Strategies for Achieving Personal Mastery in Business and Life*. You can go to www.HealthyWealthynWise.com/areyouready. That will take you directly to get a copy of Dr. Rao's book and begin achieving personal mastery in your own life.

Our next Passion Call will be on November 7th. Please be sure to join us. We look forward to being with you again. For all of you, thank you for your commitment to living your unique destiny, for discovering your passions, and giving your unique gifts to the world.

I'll open up the lines now to say goodnight to all of you. Thank you everyone for joining us. Good night!