

If you're building your career, prioritize these core principles:

**1. Build a Personal Board of Advisors**

- a. The concept of "mentorship" has become too formal.
- b. Asking someone to be your mentor feels like a big commitment.
- c. Instead, build a Personal Board of Advisors, a diverse group of 5-10 people you can go to for questions, advice, or feedback.

**2. Swallow the Frog for Your Boss**

- a. One of the single greatest hacks to getting ahead early in your career:
  - i. Observe your boss
  - ii. Figure out what they hate doing
  - iii. Learn to do it
  - iv. Take it off their plate
- b. It's a clear way to add value, put up a win, and build momentum.

**3. Create a Decentralized Growth Tribe**

- a. Having a decentralized friend group to grow with is a real competitive advantage.
  - i. Unconnected to other groups
  - ii. Different backgrounds
  - iii. Range of experience sets
  - iv. Novel perspectives
- b. Call it your Growth Tribe. It's a huge value unlock.

**4. Learn to Sell**

- a. To be successful, you either need to learn how to build or you need to learn how to sell.
- b. Most of us aren't technically-gifted, so just learn to sell.
- c. The more you progress in any field, the more of your job becomes sales.
- d. If you can sell, you'll always make it.

**5. Avoid the Comparison Trap**

- a. Early in your career, it's tempting to compare yourself and your progress to those around you.
  - i. This person made X dollars last year.
  - ii. That person got Forbes 30 Under 30.
- b. It's natural, but dangerous. Learn to turn it off.
- c. Focus on what you can control.

**6. Prioritize Experience, Not Salary**

- a. A 10x better foundation building experience compounds much more effectively than that extra \$5K in salary.
- b. You should be compensated fairly, but not all compensation is monetary.
- c. Think long-term. Build the strongest foundation.

## **7. Own Your Mistakes**

- a. When you're starting out, you're going to suck at most things.
- b. You're going to make mistakes. That's ok.
- c. What's not ok:
  - i. Not owning your mistakes
  - ii. Making the same mistake twice
- d. When you screw up, own it.
- e. Then build a system so it never happens again.

## **8. Get In "The Room"**

- a. In every company, there are certain rooms where the big stuff happens.
  - i. The negotiations, the decisions, the conflicts.
  - ii. Identify them and find a way to be in there. Sit quietly, listen, and observe.
- b. It'll be an insanely high leverage learning experience.

## **9. Build "T-Shaped" Knowledge**

- a. T-Shaped knowledge has breadth & depth.
- b. Breadth allows you to be thoughtful and constructive across a range of areas-to contextualize broadly.
- c. Depth allows you to be world-class in a specific area of expertise.
- d. The most successful people have both.

## **10. Learn to Enjoy Being Wrong**

- a. The difference between moderately successful people and extremely successful people is that the latter legitimately enjoy being wrong.
- b. They embrace new information that forces them to change their viewpoints.
- c. Open mindsets rule the world.

## **11. Always Prioritize People**

- a. Everything in life comes down to people and relationships.
- b. Cultivate deep relationships, but also learn to appreciate the power of weak ties.
- c. You can go far in life by just being someone that people enjoy having around.

## **12. Say Yes to Everything**

- a. Your 20s are a time to say yes to \*almost\* everything.
- b. Saying yes puts you into new and uncomfortable situations professionally.
- c. These situations are where you learn, grow, and expand your luck surface area.
- d. You'll become a magnet for new opportunities.

### **13. Work Hard, Then Smart**

- a. It's in vogue to say that working smart is all that matters. I disagree.
- b. If you want to accomplish anything, you have to work hard.
- c. Early in your career, build a reputation for hard work. Take pride in it.
- d. Then find ways to get leverage and work smart.

### **14. Find Your Zone of Genius**

- a. Your Zone of Genius is where your interests, passions and skills align.
- b. Early in your career, your goal should be to identify it.
- c. Once you do, you can stop playing \*their\* games and start playing \*yours\*.
- d. Play games you're uniquely well-suited to win.

### **15. Build for the Job You Want**

- a. It's easy to optimize for the skills required today, but a lot of people do so at the expense of building the skills required for your future role.
- b. The partner has a different skill set than the analyst.
- c. Win in the present, but build for the future.

### **16. Adopt a Process Orientation**

- a. You'll never make it if the prize at the end is the only thing motivating you to move.
- b. You've got to love the hunt.
- c. Prioritize process, not outcomes.
- d. Lay one brick each day and lay each new brick 1% better than the last one.

### **17. Find Your Edge**

- a. The most successful are:
  - i. Self-aware to determine their unique edge relative to the world.
  - ii. Strategic to set the table in a way that favors that edge.
  - iii. Ruthless to exploit that edge.
- b. Early in your career, find your edge.

### **18. Avoid the Multitasking Trap**

- a. Multitasking is fake productivity. You're just running around churning out a bunch of C+ work.
- b. Instead, build a focused work habit.
- c. Create an environment where you can get dialed in.
- d. Learn to compartmentalize and focus on the one key task at hand.

### **19. Blend Deference & Confidence**

- a. Show deference to your bosses, but not at the expense of confidence.
- b. Early career power dynamics are nuanced.
- c. Blending deference and confidence is how you manage them effectively.
- d. If you've put in the work on something, stand up and say it.