

THE BEST OF the acclaimed global radio show, **CONSCIOUSSHIFT with Julie Ann Turner** – transcribed, outlined & highlighted with care, to enable you to quickly grasp and apply the essential wisdom shared by Julie Ann and each of her Visionary guests.

SETH GODIN

- CONSCIOUSSHIFT™ **Highlighted Interview** – 1-12
- CONSCIOUSSHIFT™ **Action Sheet** – 13-15

SETH GODIN – *LINCHPIN: ARE YOU INDISPENSABLE?*

Seth Godin – is the author of 17 books that have been bestsellers around the world, including *Linchpin*. Seth writes about the post-industrial revolution, the way ideas spread, marketing, leadership and most of all, changing everything. Seth is founder of squidoo.com, ranked among the top 75 sites in the US, and his blog is one of the most popular in the world.

Julie Ann Turner:

A **Linchpin** - the core concept from Seth Godin's book

Linchpin: Are You Indispensable? - is a contributor.

It means you are remarkable and *indispensable* in your own workspace.

Why is this concept important now?

Seth Godin:

“The economy we grew up with is not the economy we have now.

We grew up with a bargain - and the bargain was, you do what you're told, and fit in - and you will be taken care of (protected, promoted, given a pension, and kept safe). That worked for about 100 years.

The reason it worked is because factories needed workers.

But that has shifted in a really dramatic way.

Now factories can outsource much cheaper than they can hire you to do it. If they can write down the instructions, they can get someone to do it cheaper.

So the only **Great Work that's left is work without a map.**

Work we do because we *want* to ... because we see an outcome, because we have something to contribute. Unfortunately, school didn't teach us how to do this work, so we have to teach ourselves.

The only
Great Work
that's left
is work
without a map.

Seeing Our Work as Art

It's easy to see art as just a painting ...
but of course, a play is art, and so is a sculpture, and so is a symphony.

But so is the way a receptionist treats you when you walk into an office when you're in a bad mood, and suddenly you're in a good mood.

And so is the way the hairdresser treats you, when you get way more for \$100 than a shorter head of hair ... and so is the attitude of the flight attendant when you didn't pay for a good attitude, you just paid for a flight to Cleveland.

And in fact, if we go down the list of designers, and connectors, and teachers - what we really want from them is a generous gift of personal connection, not so much the thing we paid for, because if all we want is the thing we paid for, we could get it cheaper at Walmart - we could buy a barrel of pickles for \$3, but that's not what we're paying for - we're paying for the art of humanity, of connection and of change.”

Work Becomes Meaningful, Connective & Co-Creative

“The natural way of things is to dig deep inside yourself, and to be part of a community, and to connect - and to lead.

It is time to wake people up to the bigger opportunity.

Your real work then, what you might be paid for and what is certainly your passion, is simple - *the work*. The work itself is feeding and amplifying and glorifying the *daimon* - **your genius.**

Your work is to create art that changes things in such a way that you're truly indispensable. The work is about making a difference.

The reason that everyone doesn't do this, is because it's hard.

And the reason it's hard is *not* because you're not strong enough - no one's asking you to pick up a shovel and dig a ditch, or unplug a toilet ... The reason it's hard is because, in addition to the genius in your brain, there's a lizard in your head.

**Your work
is to create art
that changes
things ... that
makes a
difference.**

The lizard brain, the prehistoric part near the brain stem, that's associated with the amygdala - the actual physical part of your brain that's responsible for survival, and revenge, and anger, and reproduction and getting yourself through the jungle without being eaten by a saber tooth tiger ... that lizard brain really helped us out for a long time, and the problem is, it doesn't work anymore - it's not useful anymore, it doesn't help anymore.

And the reason is, the very thing that kept you from being eaten by the saber tooth tiger, that kept you from being thrown out of the village, was this desire to fit in. And so **we trained ourselves to fit in** - and the problem is our economy today punishes those people relentlessly, and the only people it rewards are the people who stand out.

So that voice in the back of your head, that Steve Pressfield calls *The Resistance*, that's the voice that says don't do public speaking, that's the voice that says, "Maybe they're gonna laugh at me," that's the voice that says, "I'll get in trouble."

And we need to figure out when that voice shows up, what to do about it.

And what to do about it is cajole it or seduce it or ignore it, or do something that permits us to ship Great Work.

Shipping Great Work

If I could tell you how to do it, I'd be giving you a map - and maps don't work. Then it's not art anymore - you're just following instructions.

And so my argument is, I can't tell you how to do it - I can just give it a name, and I can tell you it's important ... I can sell you on how essential it is.

I've been studying successful people for a really long time and the only thing they have in common - is not where they were born or who their parents were or where they went to school the only thing they have in common is **THEY SHIP.**

The only thing successful people have in common is **THEY SHIP.** And that's the secret.

And that's the secret.

The secret is - don't ask someone for instructions, don't read the Dummies® book - just figure out what you're going to do that's going to get you made fun of, what you're going to do that's gonna offend your critics, what you're going to do that makes a difference, what you're going to do that matters ...

And do it relentlessly until it's done.**And then share it with the world.****SHIP OFTEN.**

And the cool thing is it's cheaper now to ship than ever before.

You can post a blog post every day.

You can post a Tweet every 5 minutes.

You can post your entire photography collection online.

You can write a book and publish it through Lulu

or write a symphony and post it.

There's nobody who can tell you that you have to stop."

Be Different and Disruptive.

Julie Ann Turner: So, you're saying that to be iconoclastic is the way to stand out?

I love your statement: "AVERAGE IS OVER."

Seth Godin: "The thing about average is, everyone is average - that's what makes it average, right?"

But everybody is cheaper than you, and everyone is more compliant than you - so, if you want me to go with average, I will - but that means YOU just lost.

There are no longer any great jobs where someone will tell you what to do.

I guess I want to start with a controversial thought, which is that there's a real danger to reliance on co-creation - which is, that if enough people are part of the team, it's average, that if enough people take responsibility, then no one is taking responsibility.

There are no longer any great jobs where someone will tell you what to do.

It's very seductive to say "I'm part of the group."

I just got mail from a cool company called ██████ that allows people to collaborate who never meet, on items that need to be built.

I think probably 250 people worked on this product. And it's neat - but it's not worth crossing the street for. And that's because they averaged it out - they smoothed off the rough edges.

And so, part of what I'm pushing for is the desire to stand up and say "I did this." Not *we*, but *I* did this.

And **once you're willing to do that** - and I think Steve Jobs is a fine example - then what you find is that there are lots and lots of people in the world who are ready to help you - who are ready to connect with you, who are ready who are ready follow you, to amplify your vision and get it out the door.

But the group will never decide to ship on its own. Ever.

Sooner or later, one person has to stand up and say, "This is the deadline. It's out of here. Bye."

The way you ship on time and on budget is pretty simple.

You establish a time - a date, and you establish a budget.

And you keep going until you run out of money or you run out of time.

Whichever comes first - you ship.

And there's not a discussion. You just do it.

And the first time you do it, you're gonna be embarrassed.

Because you didn't plan properly - and you shipped something too early, or you when you weren't finished and you ran out of money.

And then the second time, it won't happen.

Because you realize you're serious.

There's no exceptions - there's no excuses.

If you think about television - as much as I don't like television - a show like *Saturday Night Live* is on on Saturday night - and it's live - and never once, never once - have they come on on Saturday night and said, "you know, we don't have the episode ready - it'll be ready in 20 minutes, just hold on - we've had a really tough week, someone had the flu, there was a power blackout"

Stand up
and say,
"I did this."
Not *we*,
but *I* did this.

No! Saturday night at 11:30 it's on.
And that's part of what makes it work.

And there's no discussion. When they run out of time
and they run out of money, **THEY SHIP.**"

Moving Through The Temptation To Delay

Julie Ann Turner: Two of the keys you share are:
"Consider everything a draft."

And, **"Distract yourself only with your own work."**

Seth Godin:

The lizard brain wants me to do all sorts of things
that are socially acceptable - like use Twitter. If I used Twitter,
I would never stop using Twitter. My ADD is bad enough that I'd
have to go and see if anyone in the last 90 seconds told me
something that I needed to see.

If you think about the people who come to work in the morning,
and between answering their email and responding to their voicemail,
and answering the memo from their boss, it's 2 o'clock in the
afternoon before they start to do their work - those people think
they're being good employees, they think they're working hard.

In fact, **all they're doing is reacting to other people's agendas.**
Some of the most successful people I know only have meetings
after 3 p.m., only answer email once a day. **It doesn't matter
what rule you follow, what matters is that you decide
YOUR work - THE work - is worth doing.**

And, if it's not, then you should sign up to be a compliant cog
in somebody else's system, and get the best job you can.
And, more power to you - good luck.

But, **if you want to make a dent in the Universe,**
you're going to have to understand
that you have to be relentless in focusing - and shipping.

What matters
is you decide
YOUR work –
THE work –
is worth doing.

But you can't use the focus as a chance to hide.
You can't say, "Well, I can't talk to anyone because I'm doing my work,"
and then we never hear from you.

I'm saying - it's both - shipping and focus on doing the work.

Allow yourself to sit with the blank page, with the time, with the silence -
and not run off to check the email, or to go on Twitter, or to turn on
the news - or whatever ... but to sit and be with the work.

It is a remarkable discipline.

One of my heroes was [the scientist and author] Isaac Asimov –
I knew him before he died. He wrote 400 books. Isaac woke up every
morning, sat down at his desk at 6 a.m., and was not allowed to leave
the desk until 10 a.m. Four hours a day - every day - for 40 years ...
he wrote 400 books.

It's not that hard - if you can type, you can write a book.
What he did, though, was he sat alone and did the work.

For me, the restlessness is what I have to wrestle with ...
there's always something more interesting than doing the work.
Always, especially with the web, there's always something out there
that I need to check and respond to and react to. And some
productive little errand type thing I ought to take care of.

And so, when I'm serious about doing the work, and I don't ship every
single day - well, I do in my blog - but I don't do a major project every day ...

But when I'm working on a major project, **I force myself to encounter
that restlessness ...** and then after a while it goes away,
and the next thing you know, you're in it - and 2 hours have gone by ...
and in 2 hours I can write 4 chapters of a book if I'm not distracted.

Anyone can.

Being Successful Means Being An Artist

Julie Ann Turner:

So, to stand out is now the only way to gain attention.

**To sit
and be with
the work ...
it's a
remarkable
discipline.**

The *information* that used to be power - the *knowledge* that used to be power is now so ubiquitous - now *it's the commodity* ... so now it's the *imagination* - "What did you create that's new and different?"

And that's quite a shift.

Seth Godin:

"The lizard brain is telling them that that works fine for people who are successful, for people who have access to resources, that works fine for people who have a spouse who's more supportive, that works fine for people who don't have 3 kids under the age of 11 ... whatever it is ... **the lizard brain has a hundred objections.**

And, here's what I discovered, having talked to - I think I'm probably friendly with 6 billionaires and a whole bunch of people who run big companies, artists and movie-makers - and when I talk to them, none of them say, "Yeah, I'm gifted." None of them say, "I was born with the ability to do this."

You talk to Spike Lee, and he never says, "Yeah, I can see the world differently than everyone else ... and if movie hadn't been invented then I would've had to invent movies" - that's not what happens.

What Spike Lee did was he did a lot of bad student films, until he made a pretty good student film, until he made a great debut movie - and he just did it, he just shipped - he just used his credit cards and maxed them out and bought some film, and made a movie.

And anyone could have done what Spike Lee did.

And he's the first person to tell you that.

And anyone could have done what any of these people have done. It is not something that you are born with - it is just something that you are **relentlessly passionate about shipping.**

I'm not sure where you get the belief - other than just deciding.

And if I'm doing anything with this book, I'm laying the groundwork for students of history and sociology and our culture and our economy to look at the world as it is - and realize that they have no choice but to do it.

That **they have to make a commitment to do it, because, if they don't, it's over.**

The lizard brain has a hundred objections.

Being a cog used to be OK. I grew up in Buffalo, New York – surrounded by my friends' parents, all of whom were cogs in the system ... and they were having fine lives. Because you could be a cog in the system and make the equivalent of \$80,000 ... you could be a cog in the system and have health insurance and be a respected member of society.

But we've now replaced those people with automated answering machines, and outsourced systems, and lean organizations.

We didn't invent the Internet just so everyone could watch videos, and one of the main things the Internet is doing is replacing the eager but replaceable middle man."

Julie Ann Turner: So, if you're not willing to commit to creating some sort of art - your choices are now limited?

Seth Godin:

"Let me give you a really simple example - only a few years ago, if you wanted to fly anywhere, you picked up the phone and called a travel agent, and in return, she got 10 percent of what your flight cost - which was more money than the airline made on your flight.

Well, the airlines looked at this and said, "Let's use the Internet - and wipe these people out."

And so all these travel agents who were making really good livings and had an enjoyable life, have disappeared.

And the ones who are left, are the exceptional ones - the ones who aren't just waiting for you to tell them where to go and following instructions and typing in what you could type in yourself ... but actually **the ones who connect with the person** who's going on a trip - and bring something to the interaction that they couldn't get on their own.

And those people didn't luck into it, they didn't back into it - they did it on purpose. And when they were doing it 10 years ago their colleagues laughed at them and said, "Why don't you just book more trips?" **And now, they don't have any colleagues - they're the only ones left.**

**They didn't
luck into it,
they didn't
back into it –
they did it
on purpose.**

Julie Ann Turner: This obviously raises questions about our educational system – since it is based on following instructions & giving prescribed answers.

Seth Godin: So, you're just getting me started (with education).

Yes, now success requires the exact opposite
[of following instructions.]

Public school was invented only 150 years ago - and its only function was to train people to work in the factory. It was funded and designed by factory owners, to train people to do something very unnatural - to be compliant cogs in the system.

Well, the lizard brain helped - and it's actually not that difficult to design a school filled with people using #2 pencils, sitting in straight rows, and following instructions. And so we have trained millions of people to do exactly what we don't need now.

And that's the challenge.

Now we have to figure out how to home-school our kids at the same time we're sending them to public school during the day.

How to create a new system where we reward people who get a D - a passionate D, a D about making a difference - as opposed to filling in the blanks.

Because we need more people like that – and we need fewer straight A students who can tell me what I can find in Wikipedia for free.

I think that **parents are afraid to look at school as it is -** because we're under so much stress and we're running around so much - and we desperately want our kids to get into Harvard, because we got brainwashed by that lie, too ... **and it takes real guts to stand up** and say, "Stop wasting my kid's day - and instead, teach them to do something silly, and challenge them to stand up and quote nonsense, and push them to learn how to be made fun of" - that's totally unnatural to us, but that's where success lies.

Of course
your boss
won't let you.

The number one objection to the writing I've been doing for the last 5 years is, "My boss won't let me. I'd love to do X, Y or Z - but my boss won't let me."

Well, of course your boss won't let you, because you're saying to your boss, "I'd like to do something wacky. If it doesn't work, you get the blame, because you said it could - and if it does work, I'll take the credit, OK?" Well, why would she say yes to that?

Nobody gets their boss to let them.

Nobody gets the bank to let them.

No investor comes over to you and says, "Here's some money - no recourse - go, fool around, fail."

All the people who are making a dent in the Universe are doing it on their own, and taking responsibility for their actions.

You don't have to do a giant thing -
you don't have to reinvent coal-smelting ...

All you have to do is a small thing,
and then another small thing,
and then another small thing.
And most of them are free.

If you're picking one that's too big for you, that's because the lizard brain has figured out that's a good way to hide.

You say, "Well, I'm gonna make this movie that's going to change everything, but I need \$2 million like *Avatar* had ...
I'm just waiting to get the money."

Well, no - you're actually hiding.

YouTube lets you put up a movie - for free. You can do most sorts of interactions with other human beings - for free. You can go down to the soup kitchen, and work with homeless people - for free.

You don't need your boss's permission.

Turn off the television, save yourself 20 hours a week that you were wasting, stop checking your email so often - and SHIP.

All you have to do is a small thing ... and most of them are free.

Julie Ann Turner: One of your most powerful points is that great ideas aren't anointed from on high - they spread through a groundswell of support.

Seth Godin:

The thing is, we've been so brainwashed, by teachers and parents into thinking we need some type of permission - and we don't.

Very few people will stand up and tell you, "You don't need permission" - because, the system thinks that will lead to chaos. It's not going to lead to chaos, because everyone else is scared to death - you're not, because you're listening to this today - so you're at least half-way there.

But, just GO. If we look at how many people laughed at Apple Computer, how many people Michael Dell when he was in his college dorm room that he'd never amount to anything? How many people looked at operas in English or jazz that was written by a trumpeter and said, "This will never amount to anything"?

It's everyone. **There's this myth that somehow you audition for American Idol, you get picked, you're a hero, and you win. That's just not the way it works, ever, in any field.**

Julie Ann Turner: What would you most want to share with our ConsciousSHIFT audience in closing?

Seth Godin:

I'm really optimistic. I'm optimistic about a lot of things, but **I'm particularly optimistic about the opportunity that's right here, right now. I'm believing that people are going to take advantage of the opportunity.**

And I hope we don't waste it. So, if you're listening to me, **I'm not asking you to do something big - I'm just asking you to do something important.** And I'm not asking you to do it in 6 months, when it's ready - **I'm asking you to do it today, and right now.** Because **once you get in the habit of shipping, you're going to discover that it works** ... it doesn't work right away, and it doesn't work every time - but it works. And if that happens, it will be worth writing [this] book.

I'm asking you to do something important ... to do it today And right now.

CONSCIOUSSHIFT™ NOTES ACTION SHEET

Linchpin – Seth Godin

“Linchpin” means you are remarkable and indispensable in your own workspace. 1-2

Why is this concept important now?

- The economy we grew up with is *not* the economy we have now.
- We grew up with a bargain - *you do what you're told, and fit in - and you will be taken care of.* That worked for about 100 years. The reason it worked is because factories needed workers.
- **But that has shifted in a really dramatic way.** Now factories can outsource - write down the instructions, and get someone to do it cheaper.

CONSCIOUSSHIFT™ ACTIONS

- So the only **Great Work** that's left is work without a map.

Your real work then, what you might be paid for and what is certainly your passion, is simple - the work. The work itself is feeding and amplifying and glorifying the *daimon* - your genius.

Your work is to create art that changes things in such a way that you're truly *indispensable*.

The work is about making a difference.

The reason that everyone doesn't do this, is because it's hard.

3

- **The reason it's hard** is not because you're not strong enough - it's hard is because, *in addition to the genius in your brain*, there's a lizard in your head.
- **The lizard brain**, the prehistoric part near the brain stem, responsible for survival (and for not being eaten by a saber-tooth tiger) - that lizard brain really helped us out for a long time, and the problem is, it doesn't work anymore.
- The lizard brain that kept you from being eaten by the saber tooth tiger, that kept you from being thrown out of the village, was this **desire to fit in**.
- **We trained ourselves to fit in** - and the problem is **our economy today punishes those people relentlessly**, and the only people it rewards are the people who stand out.
- However, the lizard brain fights against this. **When you go to stand out (instead of fit in)**, the lizard brain generates what Steve Pressfield (*The War of Art*) calls "**resistance**."

The only thing successful people have in common is **THEY SHIP.**

4

- I've been studying successful people for a really long time and *the only thing they have in common is THEY SHIP.*
- **And that's the secret.**

CONSCIOUS SHIFT™ ACTIONS

- **Just figure out what you're going to do that makes a difference, what you're going to do *that matters* ...**
- **And do it relentlessly until it's done.**
- **And then share it with the world.**
SHIP OFTEN.

AVERAGE is over.

5-8

- **Everybody is cheaper than you,** and everyone is more compliant than you - so, if you want me to go with average, I will - but that means YOU just lost.
- **There are no longer any great jobs where someone will tell you what to do.**

CONSCIOUS SHIFT™ ACTIONS

- **The way you ship on time and on budget is pretty simple.**
You establish a time - a date, and you establish a budget. And you keep going until you run out of money or you run out of time. Whichever comes first - you ship.
- **And there's not a discussion. You just do it.**
There's no exceptions - there's no excuses. (see *Saturday Night Live* example p. 5)
- **Consider everything a draft.**
- **Distract yourself only with your own work.**
Allow yourself to sit with the blank page, with the time, with the silence - and not run off to check the email, or to go on Twitter, or to turn on the news - or whatever ... but to **sit and be with the work.**
- **When I'm working on a major project, I force myself to encounter that restlessness ... and then after a while it goes away.**
- **The lizard brain has a hundred objections.**
Just figure out what you're going to do that makes a difference, what you're going to do *that matters* ...
And do it relentlessly until it's done.
And then share it with the world.
SHIP OFTEN.

Case Study: What film director Spike Lee did was he created a lot of bad student films, until he made a pretty good student film, until he made a great debut movie - and **he just did it, he just shipped.**

And anyone could have done what Spike Lee did.

And he's the first person to tell you that.

And anyone could have done what these successful people have done.

It is not something that you are born with - it is just something that you are relentlessly passionate about shipping..

You get the belief by simply *deciding ... committing.*

9-12

- **You have to make a commitment to do it**, because, if you don't, it's over. The ones who are left, are the exceptional ones.
- **Success requires the *exact opposite* of what we learned in school** (i.e., following instructions).
- **All the people who are making a dent in the Universe are doing it on their own, and taking responsibility for their actions.**
Nobody gets their boss to let them.
Nobody gets the bank to let them.

CONSCIOUSSHIFT™ ACTIONS

All you have to do is a small thing,
and then another small thing,
and then another small thing.
And most of them are free. (see examples pg. 11)

If you're picking one that's too big for you, that's because the lizard brain has figured out that's a good way to hide.

You don't need your boss's permission.
Turn off the television, save yourself 20 hours a week that you were wasting, stop checking your email so often - and **SHIP.**

Final Takeaways:

**I'm not asking you to do something big -
I'm just asking you to do something important.**

I'm asking you to do it today, and right now.

**Because once you get in the habit of shipping,
you're going to discover that it works.**