



4 out of 5 Suns



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Career Intensity

The Sixth in the Second series of: ***An Executive Summary for Busy Managers.***

Ever wondered why the other guy always seems to get the bigger raise and the better office? Have you ever had a protégé that you just couldn't make understand the subtleties of being politically correct?

Starbucks has rumor control? What is this, High School??? Something about Howard Schultz and the Israeli Army. What the heck is going on? I thought we were fighting over oil... I did not realize that coffee beans were also in the mix. Starbucks has an entire web page devoted to dispelling the myth that Schultz and his company are supporting something... wow, how much cheaper could a Cup of Joe be without that little gem ☺

Some guy that used to work for Marriot has written a book about workplace strategy. Is it possible that a hotelier really understands the politics of corporate America? My answer is an unqualified YES!

It is getting more and more difficult to find great books that stay on point with the objective of these summaries. However, this one came out of left-field. There is a company called In Bubble Wrap (www.inbubblewrap.com) that let's you enter each day to win a free "business book". They have given me some good ideas for reviews and... yup, I won this book so I figured it was only right to do a review on it ☺

David Lorenzo authored a book titled, Career Intensity. Lorenzo has an interesting history in the business world. He started as a Bellhop working at a

Marriot and ended his "corporate" career running a division of Marriot called ExecuStay which he had grown to a \$50M enterprise. All good things must come to an end so he now is a strategist for the Gallup Poll as well as owning a consulting firm. His varied background allows him to include personal anecdotes throughout the book that both keep it both interesting and lend some credibility to his pontification.

The recommendation for this book really aimed at the up and coming management personnel that are probably currently a part of the rank and file of Corporate America. However, every good senior leader should have one very important thing in common... they are a mentor to at least one, if not many protégés. This book will not only help your protégé, but it will help you to understand where you should focus their attention. The job of a mentor is to help an individual prepare for taking on responsibilities that require a multitude of hard and soft skills. The hard skills can usually be attained through formal education or informal self-study. However, the soft skills are typically what end up holding smart and capable individuals back.

Lorenzo developed a Career Intensity Matrix that classifies employees into four groups.

	High	
V a l u e	Intreneurs	Entrepreneurs
	Workplace Warriors	Management Mavericks
	Low	High
	Risk Tolerance	

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The matrix is based upon the value an individual provides to the workplace and their personal tolerance for risk. As an example: Workplace Warriors have very low tolerance for risk so they are extremely unlikely to look for a new job. They are also of lesser importance to the organization and therefore replaceable. These are the folks in the cubicles that carry out the tasks that others in the organization have deemed important. On the other end of the spectrum are the Entrepreneurs. These are people that provide tremendous value to an organization, but have an extremely high tolerance for risk so they are usually out trying to find the next best thing.

The objective of an organizational leader should be to pull people out of the Workplace Warrior role and groom them into Intreprenuers. Having a low tolerance for risk is okay. There is nothing wrong with a person that wants to work for a corporation that has stability into the foreseeable future. As a matter of fact, these are the people that have fueled the economic growth engine of the last century. Think of the leaders at GE, IBM, GM, U.S. Steel and all of the defense contractors. These folks had a lower personal risk tolerance but still managed to build amazing corporations.

Career Intensity also has a few sections on dealing with the softer skills like social aptitude and the power of persuasion. The author takes the reader through the process of developing a strategic thinking process for planning personal goals. Goal setting is an art form that is not necessarily taught in a traditional

learning program. The terms *sandbagging* and *grapefruit* are not defined on any mid-term exam I have ever taken. Those come from experience.

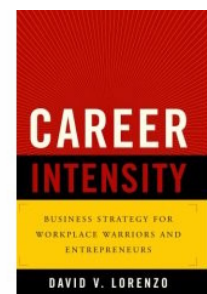
This one is a relatively quick read. It will start out a little slow, but it really does pick up after the first few chapters. I hope that as you read through this book, it turns out to be nothing more than a refresher course. My bet is however, that it will offer new insights that both you and your protégé will be able to capitalize upon.

Summed up...

1. *If you are discouraged about getting essentially a cost of living adjustment (COLA) as your "merit" raise then you need to sit down and figure out why your value to your supervisor is deemed to be so low.*
2. *Strategy is not just for the company... you can benefit tremendously by laying out a personal strategy to clearly define your career path forward.*

Just my opinion and we all know what "they" say about opinions...

Thanks
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