

Key Takeaways From “How Will You Measure Your Life?” by Clayton M. Christensen

- How can I be sure that:
 - I will be successful and happy in my career?
 - My relationships with my spouse, my children, and my extended family and close friends become an enduring source of happiness?
 - I live a life of integrity- and stay out of jail?
- Disruption happens when a competitor enters a market with a low-priced product or service that most established industry players view as inferior
- If we can't see beyond what's close by, we're relying on chance-on the currents of life- to guide us
- A strategy is what you want to achieve and how you will get there
- The only way a strategy can get implemented is if you dedicate resources to it
- People work in accordance with how you pay them. The takeaway was that you have to align the interests of the executives with the interests of shareholders
- True motivation is getting people to do something because they want to do it
- Motivation is much less about external prodding or stimulation, and much more about what's inside of you, and inside of your work
- Being right is almost directly correlated with making money
- I had thought that the destination was what was important, but it turned out it was the journey
- If you want to help other people, be a manager. If done well, management is among the most of noble professions
- Find a job that you love and you'll never work a day in your life
- Understanding what makes us tick is a critical step on the path to fulfillment
- What's important is to get out there and try stuff until you learn where your talents, interests, and priorities begin to pay off
- What has to prove true for this to work?
- What are the most important assumptions that have to prove right for these projections to work-and how will we track them?
- If we ask the right questions, the answers generally are easy to get
- Why do you think this is going to be something you enjoy doing?
- Continuing to experiment until you do find an approach that works
- How you allocate your resources is where the rubber meets the road
- Real strategy is created through hundreds of everyday decisions about where we spend our resources
- Watch where your resources flow

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Taken directly out of the book

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- The resource allocation process determines which deliberate and emergent initiatives get funded and implemented, and which are denied resources
- To understand a company’s strategy, look at what they actually do rather than what they say they will do
- How you allocate your own resources can make your life turn out to be exactly as you hope or very different from what you intend
- Personal lives of many ambitious people; though they may believe that their family is deeply important to them, they actually allocate fewer and fewer resources to the things they would say matter most
- If the decisions you make about where you invest your blood, sweat, and tears are not consistent with the person you aspire to be, you’ll never become that person
- But there is much more to life than your career. The person you are at work and the amount of time you spend there will impact the person you are outside of work with your family and close friends
- High-achievers focus a great deal on becoming the person they want to be at work- and far too little on the person they want to be at home
- You have to make sure that you allocate your resources in a way that is consistent with your priorities. You have to make sure that your own measures of success are aligned with your most important concern
- The hot water that softens a carrot will harden an egg
- You won’t get it right if you don’t commit to keep trying
- Intimate, loving and enduring relationships with our family and close friends will be among the sources of the deepest joy in our lives
- There are two goals investors have when they put money into a company: growth and profitability
- Successful companies don’t succeed because they have the right strategy at the beginning, but rather, because they have money leftover after the original strategy fails, so that they can pivot and try another approach
- Become impatient for growth and patient for profit
- We like proving what we can do under pressure
- One of the most common versions of this mistake that high-potential young professionals make is believing that investments in life can be sequenced
- If you defer investing your time and energy until you see that you need to, chances are it will already be too late
- What’s missing is empathy: a deep understanding of what problems customers are trying to solve

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- “The job to be done”: what causes us to buy a product or service is that we actually hire products to do jobs for us
- The mechanism that causes us to buy a product is “I have a job I need to get done, and this is going to help me do it”
- When the company understands the jobs that arise in people’s lives, and then develops products and the accompanying experiences required in purchasing and using the product to do the job perfectly, it causes customers to instinctively “pull” the product into their lives whenever the job arises
- You have to start by understanding the job the customer is trying to have done
- Every successful product or service, either explicitly or implicitly, was structured around a job to be done
- If you work to understand what job you are being hired to do, both professionally and in your personal life, the payoff will be enormous
- We project what we want and assume that it’s also what our spouse wants
- It’s so easy to mean well but get it wrong
- If what causes us to fall deeply in love is mutually understanding and then doing each other’s job to be done, then I have observed that what cements that commitment is the extent to which I sacrifice myself to help her succeed and for her to be happy
- In sacrificing for something worthwhile, you deeply strengthen your commitment to it
- The factors that determine what a company can and cannot do- its capabilities- fall into one of three buckets: resources, processes, and priorities
- Some of the greatest gifts I received from my parents stemmed not from what they did for me- but rather from what they didn’t do for me
- I should solve my own problems whenever possible
- Children will learn when they are ready to learn, not when we’re ready to teach them
- Helping your children learn how to do difficult things is one of the most important roles of a parent
- When you aim to achieve great things, it is inevitable that sometimes you’re not going to make it
- If they’re not occasionally failing, then they’re not aiming high enough
- Find the right experiences to help them build the skills you’ll need to succeed
- Culture is a way of working together toward a common goals that have been followed so frequently and so successfully that people don’t even think about trying to do things another way

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- Creating an understanding of the priorities in the business, and how to execute them- the process
- Failure is often at the end of a path of marginal thinking, we end up paying for the full cost of our decisions, not the marginal costs, whether we like it or not
- If you need a machine and don't buy it, then you will ultimately find that you have paid for it and don't have it
- Resisting the temptation of “in this one extenuating circumstance, just this once, it's okay” has proved to be one of the most important decisions of my life
- Life is just one ending stream of extenuating circumstances
- It's easier to hold your principles 100 percent of the time than it is to hold to them 98 percent of the time
- Decide what you stand for. And then stand for it all the time
- The only way to avoid the consequences of uncomfortable moral concessions in your life is to never start making them in the first place
- Likeness, commitment, and metrics- comprise a company's purpose
- Purpose must be deliberately conceived and chosen, and then pursued
- Constrained by the capacities of our minds, we cannot always see the big picture
- If you take the time to figure out your purpose in life, I promise that you will look back on it as the most important thing you will have learned