

"The Paradox of Success"

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Notes by Dave Kraft

The concept of "long-distance winners" or "success sustainers" (20) Too often possessions substitute for deeper measures of self-worth. When our self-worth is bound to our net worth, we are condemned to living on the surface and can value ourselves only according to how often value our material success. The inflated ego crowds out perspective and judgment, so we develop a dangerous sense of invulnerability (27) It feels good to be admired, but it's only a short way from there to envy and resentment (30)

1. Is your calendar saturated with important dates?
2. Is competition your primary mode of interacting with others?
3. Have the trappings and symbols of power become crucial to your self-definition?
4. Do you overextend or abuse your natural talent?
5. When you find yourself stuck, do you invent all sorts of external reasons?
6. Has the need for control and the exercise of power become a desperate and depleting game? If you have a compulsive need for control, unaccepted feelings of powerlessness are part of your shadow
7. Are you sometimes flooded with negative emotions that surprise you by their intensity? Anger is one of the emotions most likely to indicate shadow issues that need to be addressed (37-43)

Today there is a growing trend toward defining success in terms of a balanced life (45) When we depend too heavily on any one source for our sense of self-worth, the ego becomes easily threatened and defends itself even more aggressively (50) Perhaps the single greatest danger of success is that it encourages us to overlook or discount the darker sides of ourselves. Time management can become more meaningful as purpose management (51) Typically successful people value control—over both externals and themselves. Yet the drive to maintain success can turn control into inflexibility (69) Examine your own strengths. List those qualities you feel have been most responsible for your success and then ask yourself what their shadow side is or might become (71) A key job of

leadership is to create an environment where candid input is okay, indeed, highly valued (79)

Our public image and need for control become a straightjacket that inhibits the spontaneous expression of joy and other emotions (82) Re-experience the surge of energy that makes our work a playground rather than a prison. To be whole is the definition of health. When we deny parts of ourselves, we are not whole (83) Four key areas in which shadows thrive: Power, Money, Relationships and performance (85) The idea of hubris—excessive pride or self-inflation (86) The greatest challenge for successful entrepreneurs is knowing when to let go, not allowing justifiable pride in their accomplishments to become a stranglehold on growth—theirs and their organization's (87) Some of the most successful execs have the deepest-rooted insecurities (93) Hubris can be understood as the ego becoming swollen with success (97) Don't discount the delights of power that lubricate the slide into hubris (100) Each of us has an inner voice that speaks of the gold in our shadow.

It is the voice of our secret, hidden self—our most authentic self in many ways. If we listen, this voice can give us information essential to our continued growth and sustained success. Too often it is drowned out by the clamor of an overly busy life (109) Truth-bearing friends aren't welcome in Hubris Country. Many people on the fast track don't devote the necessary time to establishing intimate associations, and few of their relationships develop to the point of trust (111) Long-distance winners cultivate honest informants and suspect those who flatter them and sugar-coat reality (112) If you are a true lifelong learner, falling into hubris is impossible, for in the excitement, humility, and gratitude of continuous learning, hubris has no room to grow (115) I'm running on fumes and don't know where the next gas station is (117)

Hubris appears when observation fails. Balancing decisive action with observation and introspection is essential to long-distance winning (123) Paradoxically the summit of success is fertile ground for the shadow to grow in. It is where we are most vulnerable to hubris, and thus a dangerous place to linger too long (127) What are your deepest regrets? What are you most afraid of? (136) A key element of hubris is the belief

that every moment must be used, that our worth lies in our productivity and our aptitude for using time (170)

Unfortunately, what we value tends to be frantic activity rather than stillness, society rather than solitude, and accomplishment rather than contemplation (171)

Let the mood of the moment replace routines and habits (172) People on the road to success often put the physical self in the shadow, and a neglected body will eventually cause all sorts of mischief (193)