


Inspired Work[®]

Create **Work You Love** in 8 Weeks

Inspirational Career Guide to Help You Find a Job,
Change Careers or Start Your Own Business

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Author of Inc. 100 Best Business Book *Happy Habits*

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CHAPTER 1

Introducing InspiredWork

What it is and Who Needs It

As we develop over the course of our professional lifetime, we tend to find that what inspired us at one point in time may no longer spark creativity or challenge us. If you've found this to be true in your career recently, there's good news: making a change in your professional journey can help you become inspired once again.

I, for one, am acutely aware of how it feels to go through a transition, even if it is just a transition from a consulting project. In addition, I have hired 160 professionals during my 25-year high-tech career and have created several of my own businesses (a marketing agency, a real estate investment business, and InspiredWork.com, a career coaching and branding company). Since I have been on both sides of the hiring table and I have found and created both jobs and businesses, I want to help you explore your options, transform your career, and create your own inspired work and brand.

First, it's important to know that you are not alone in seeking a more inspiring and fulfilling career:

- 90% of employees considered making a career change within the past year, according to a 2009 Monster.com survey.

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- The U.S. Bureau of Labor Statistics reports that professionals born in the years 1957 to 1964 experienced an average of 11 career changes in their lives, while Forbes states that millennials could expect to change careers 20 times over the course of their working lives.^{1,2}
- Less than one-third of employees are engaged at work, while 51% are not engaged, and 17.5% are actively disengaged, according to a 2014 Gallup poll.³

These statistics are not intended to dismay you—in fact, it’s exactly the opposite. I simply included them to illustrate the fact that career transitions are more commonplace than ever before. Making a big change in your career—whether it’s finding a new job, starting an entrepreneurial endeavor, or switching careers entirely—doesn’t have to be something that we fear. Instead, it’s an exciting endeavor that will ultimately bring you higher levels of inspiration, and ultimately, career satisfaction.

This book’s aim is to help today’s professionals like you embrace the fluidity of a career that’s always motivating you and pushing you to be your very best. It is intended for anyone who wants to find work that speaks to their passions, and will appeal especially to professionals—employed, under-employed or unemployed—who are seeking to change careers, find a job, start their own business, and/or transform their brand. By using the step-by step guidance in this book, within eight weeks you’ll be in a different place in your career, and you’ll be so glad you took this first step in making the change.

You can expect to benefit from this eBook in many different ways. First, it will help you to reconnect with who you are, so you can reassess the many gifts you have to offer to the world. If you are going through a job transition, it will also help you to avoid unnecessary pain and delays, because you’ll learn and understand ways for

processing potential disappointments quickly and instead focusing your energy to fuel a new, soul-inspired vision.

Second, it will help you to avoid getting stuck in a rut—or if you're already in one, how to get out of it quickly and painlessly. Perhaps you need help assessing which career is really in your best interest. Or, maybe the right fit hasn't come along for you just yet—don't worry; this guide will help you get there.

Finally, this book will teach you how to successfully create and run a marketing campaign that will help you to find a job you love, change careers, or start your own business, depending on the career path you choose. This entire book, and the InspiredWork System™ it is based on, is designed to give you the confidence you need to handle any possible career shift you may encounter, and before you know it you'll be on a new, happier, more heart-centered and soul-inspired life trajectory.

Ultimately, this book will help you determine what “inspired work” truly means to you and provide step-by-step guidance on how to create it. If you want to become inspired in your work—whether that's as an entrepreneur or working for a company that you're passionate about—this book will get you there using the five-step InspiredWork System:

1. **Inspiration and Energy:** Get inspired and raise your energy levels;
2. **Vision and Priorities:** Figure out what inspired work truly means to you;
3. **Strategy and Alignment:** Determine how to transform your career and brand;
4. **Branding and Packaging:** Put your best foot forward; and
5. **Marketing Campaign:** Implement your plan and co-create your work.

This book contains the entire InspiredWork System. Nothing is withheld. However, if you would like additional assistance, InspiredWork.com also provides self-paced training, group and 1:1 coaching based on this system, among other resources that you may find valuable. InspiredWork.com offers these career and brand transformation services is because I have lived through many career transitions first-hand, and I want to help others create their own inspired work and brand. Let me explain.

Why I Wrote This Book

The reason I created InspiredWork—not just this book, but also my company, the system, and the movement—is really quite simple: I feel that life is too short to be unhappy, especially when there is an effective solution available.

I felt that there was a huge need to help professionals find more fulfilling work, and I wanted to share my own breakthrough career transformation system that combines high-tech elements, personal branding strategies, and online marketing best practices with inspirational self-discovery and energy-raising tools. I've found that this blend optimizes the career transformation experience and makes it as seamless, painless, and effective as possible for professionals.

But before I explain exactly how the system works, let me first shed a little light on how I came to find my own most inspirational work.

My InspiredWork Journey

I grew up in a small town in rural Pennsylvania about one hour west of Philadelphia. My parents taught my brother and I to believe in ourselves and that we could be whatever we wanted—even President. They encouraged me to get a good education and to dream big. Initially, I just wanted to do something internationally and I was fortunate to be able to attend and graduate from Georgetown University's School of Foreign Service. While in school, I did several

internships—both in government and working for a startup. I liked working in the startup better than in a government agency plus I had to pay off my school loans. So, I looked for a job. But, there was a recession and after applying to 300 companies, I couldn't find a job.

One Door Opened, But Not What I Thought It Would Be

Then, I got an interview for a management training opportunity at First National Bank of Chicago. To apply, I was required to apply to an MBA program at either the University of Chicago or Northwestern University. Since the deadline had already passed for Northwestern, I applied to University of Chicago. I was accepted in their MBA program, but didn't get the job.

I moved to Chicago on January 2, 1990 in a U-Haul with all of my belongings and \$300 in my bank account. The rent for my 700-square foot studio apartment was \$450/month and I needed to find a job that would cover my rent and also my tuition at the University of Chicago. You know the saying: "Everything Always Works Out for Your Highest Good." Well, it miraculously did for me. I found a temp job and was offered a position at Oracle Corporation—a growing software company that had 8,000 employees at the time.

Luck and Hard Work Proved a Winning Formula Early In My Career

I was very lucky and I also worked very hard. I was promoted 5 times in 4 years, despite having 11 bosses. When I was promoted to Product Manager and had finished my MBA, I was transferred to Oracle Headquarters in Silicon Valley. But, Oracle didn't have pay scales for each role back then, so my salary was 70-80% less than other Product Managers. After my latest boss left, I was offered a better position at Sun Microsystems where again I was lucky and worked hard. As a Software Product Manager in a hardware company, I was tapped to launch Java and 40 Java-based software products. Unfortunately, Sun didn't invest properly in developing high quality Java-based products so I didn't believe in what I was doing. So, I followed the Dot-Com lure to work at

a startup where I thought I could help build and promote better products. Unfortunately, the Dot-Com bubble burst and I lost my job.

Bad Timing Can Really Create A Painful Career Path

After years of success and finally becoming a VP of Marketing at a startup, I was unable to find work in big or small high tech companies. No one was hiring. Big companies were doing layoffs. Small companies were not getting funding any longer. As the main breadwinner in my family, I needed to figure something out. What I discovered is that you can always find work if you are willing to do consulting work. So, I embraced being a consultant and had at least six “jobs” in six years. I learned a lot, but I craved more security and more empowerment.

It Can Take Some Time To Create Your Own Inspired Work

After six years as a consultant, I wanted to have a secure job at a growing company, be a VP of Marketing and an empowered department leader again. In addition, I wanted to work at a company that was fair, treated people well and had values that were the same as mine. Also, I wanted to work for a company whose products I believed in.

In 2005, I found a job as VP of Marketing at Saba Software. But the company was going through a lot of changes. When Saba merged with Centra software, my job was eliminated. So, I needed to go through another transition. I became VP of Marketing working for a software startup with a great boss who really valued by strategic approach to marketing. But, the company closed its San Francisco office and my boss and I lost our jobs.

After that job transition, I realized that it was not enough to just find another job. Although I liked being a VP of Marketing working at software startups, I never really felt empowered, secure or fulfilled. I finally understood that it was time to dream bigger and create my own inspired work.

My Initial Steps Toward Inspired Work

At that point, I took first real steps toward empowerment and creating my own inspired work. First, I created a 401k-backed real estate investment company. After losing two-thirds of my 401k twice (once during the Dot-Com Bust and again in 2008), I felt it was time to take more responsibility for my retirement funds. Also, I wanted to invest in something I knew and had more control over. Finally, I wanted to be able to create some reliable monthly cash flow and not be so dependent on startup jobs that weren't secure.

The second step I took was to create a marketing agency that would enable me to do marketing projects for multiple companies and not be dependent on one employer. By doing these two steps together, I was able to have marketing profits fund additional real estate investments.

In hindsight, I realized that I had always wanted to be an entrepreneur. But when I had college loans to pay off and then commitments as a main breadwinner, I didn't let myself dream big. I stayed small. However, I now understand that I was always taking baby steps toward my inspired work even when I spent 25 years working for others at high tech companies. I was learning how to be a leader, how to create a brand, and how to deliver value to customers. In addition, I was also learning about myself and I was learning about what really matters to me.

Creating InspiredWork for Myself and Others

After all I had learned, in May 2015 it was finally time to dream bigger than I had ever dared dream before AND take inspired action on my dream. That's when I created InspiredWork.com, a business I really love that enables me to give back what I learned and help others find their own inspired work.

Today, InspiredWork has touched the lives of over 50,000 professionals and I am truly honored to be able to turn my personal pain into fuel that helps others be happy at work. Life is too short to be unhappy and

work takes up too much of our time and energy not to be fulfilling. The key to creating your own inspired work is to dream big and then take inspired action, even if it is only small baby steps. Also, remember that inspired work is often a journey like mine was. Be kind to yourself along the way. But, also be willing to be big and share your gifts. The world needs each of us to realize our full potential.

How InspiredWork Will Help YOU

In my 25-year high-tech career, I've hired 160 professionals and went through 16 job transitions. I know that job transitions are a normal part of a person's career, and that they happen to everyone. They are so common, in fact, that in the U.S. alone, professionals—on average—go through approximately 11 job transitions by age 38. Even more eye-opening is the fact that, as previously mentioned, millennials may go through about 20 jobs in their lifetime. Yet, despite the frequency of these job changes, I found that most people tend to become a bit less inspired with each and every job transition they encounter. They experience a great deal of pain, which tends to be transferred to their loved ones, as well.

My goal is to reverse the cycle. With this system, I want to take the frustrations and pain that typically come from switching careers and transform them into positive energy which you can use to find a job that fulfills you and aligns with your values, or start your own company that helps you make a positive impact on the world.

Job transitions don't *have* to be painful. Perhaps a job transition is just life's way of telling us that it's time for something better. And, as you'll see, with each change, you become better equipped to handle the transition process.

Job transitions continue to happen. When I say that I've had 16 job transitions, please note that I count both full-time jobs and full-time consulting projects as job transitions. I recommend that you count

them, too, for several reasons: First, transitions after full-time consulting projects can take just as long as traditional job transitions, and they can feel just as bad, too. Second, a full-time consulting project could be in your best interest versus a full-time job, so I like to think of these projects as viable career choices. Third, you can connect with high-quality people and learn just as much at a full-time consulting job as you would in a permanent job, so it would certainly make sense to include your consulting contacts and accomplishments on your resume, CV, and LinkedIn profile. Fourth, I've learned that in today's knowledge economy, the successful management of your career comes down to managing projects—whether they are labeled as jobs or consulting projects. In fact, more and more people find themselves in what is described as “on-demand economy” or “gig economy”. And demand for this way of working and consuming is profound. Is it good or bad for workers? The real question is, “Are you equipped to deal with this disruptive change in the workplace?” So, it is wise to adopt a project-oriented mentality when you assess your long-term career.

Finally, I was able to realize that although job transitions happen, they don't need to be painful. In fact, I realized that job transitions can be embraced as positive opportunities to find or create work through which you can learn, share your unique talents, and be happier overall. Even if you're making the decision to move forward as an entrepreneur, the experiences you've collected in a number of different positions will only help in launching a successful career.

InspiredWork Tip

The key is not just to find another job. The key is to find or create a job that moves you—a job that inspires you and brings you closer to the vision you have for your life! There is more to work than just paying the bills, and you can find—or even create—a job or business that's both lucrative and fulfilling.

In this book, I've included only the most useful and practical information and exercises, all of which worked well for me. It also includes the most heart-centered wisdom I have gleaned as a spiritual practitioner. I have endeavored to combine all of this information into a practical, step-by-step job search guide, which can be used now or at any point in the future if job loss should strike. By writing this book, I hope to turn my personal job loss pain into fuel and to help a new generation of young professionals avoid unnecessary pain and delays to find or create more soul-inspired work.

There are things I've learned in going through so many different job transitions that I want to share with you—so you will know them ahead of time and be better prepared when job transitions become necessary (either because a company isn't performing well or because it's time for you to find more inspiring opportunities).

One of my most valuable learnings was the realization that I could cope by taking a heart-centered approach to finding a job. I could systemize the approach, and utilize it to my advantage. In doing so, I'd be able to get through each new transition and bypass a great deal of pain and delays.

I've also learned that other people experienced job transitions just like I did. There's a great deal of comfort that comes with knowing that you're not alone in any given situation. So, there is a need for people to find a heart-centered approach to the job transition or startup process. You'll find that this pragmatic approach is really helpful and taking the time to master this holistic career change skill will make your life easier and less worrisome. It will help you find your best possible job or create a company that you're proud of, so you can be true to yourself in your role. It will also aid in providing you with peace of mind so you'll know you'll be able to bounce back and find another job in the future, should you ever need to.

How Loss Can Become a Blessing

I've experienced so many losses and setbacks in life. Amazingly, each time, things actually wound up working out for the best. For example, when I went through the most devastating job loss of my life in 1999, I really wanted to move out of California and relocate to Atlanta to find a job near my brother and parents. A wonderful recruiter found me a VP of Product Marketing opening at a CRM software company that was headquartered in Atlanta. It was an ideal job opportunity, and it would also enable me to live near my family.

Yet, the interview with my potential new boss, the CEO, went very badly. Needless to say, I didn't get the job. I ended up staying in California and getting a different job instead. Then, I met my husband a few months later. Meanwhile, the Atlanta CRM company went under because it couldn't compete with Salesforce.com. So, not getting the job that I thought I wanted so badly actually turned out to be a huge blessing in many ways.

This type of phenomenon happens all the time—I personally experience it so frequently that I now embrace these types of outcomes as Divine Will. Now, I actively try to make choices that are based on Divine Will, instead of worrying so much about how one certain experience will or won't work out for me—I am able to accept the circumstances Divine Will gives to me, and I have actually learned to welcome alternate paths with open arms.

How this Information Can Help You—and How It Helped Me

I love the InspiredWork System because it helps professionals turn the entire job transition process into an adventure. Even if you've gone through it before, you can revamp the experience by transforming it, reconnecting with the Source and setting a new, more heart-centered course. As a result, you'll co-create your own work, through which you'll find happiness and fulfillment every day.

***What We Must First “Unlearn”
about Career Transition and Job Search Processes***

Today’s modern career transformation process is unique. I recommend following a few basic tips to familiarize yourself with how you can effectively navigate through any career transformation circumstance. For instance, if you’ve lost your job, please avoid taking action until you’ve been able to neutralize your pain. You must raise your energy level and set an inspired direction before proceeding. It may seem counter-intuitive to step back before moving forward—but what I can tell you from personal experience is that you will experience unnecessary pain AND delays if you move ahead too quickly. This could result in a vicious cycle that will only lead to more loss—and that’s something you want to avoid.

Another thing that needs to be unlearned is the fact that you must follow your heart—not your head—when it comes to thinking about your career. One way to find out if you’re following your heart is to flip a coin. If the coin lands in favor of a job and your heart sinks, then you should take the alternate route, even if that means a lower job title or salary.

You might argue that tossing a coin would trivialize an important decision. In reality, I’ve found that this small exercise can actually help you to achieve clarity on what it is that your heart truly prefers. Sometimes, we must rely on these seemingly simple actions to truly tap into our heart’s feelings to get a clear, unfiltered reading.

It may also seem counter-intuitive to pick a “lesser” job—but understand that a position cannot be measured merely in pay or position; there are other elements that factor into the equation. If a job keeps you up at night worrying because there is a lot of conflict, or if you get laid off quickly because it wasn’t a good fit in the first place, it’s actually better to follow your heart’s choice—whether that seems better “on paper” or not. This could even mean that it’s time to start

your own company—whatever you want to pursue, however, your heart probably knows it even if your head doesn't just yet.

Finding Inspiration in Your Work is a Critical Life Skill

As mentioned earlier, job transitions happen quite frequently for most professionals. Yet, finding a new job or starting your own business can be a beneficial tool for steering you in the right direction – the direction you were always meant to go in.

To be successful in that new direction, you must prepare yourself first, however.

Many professionals today are perfectly aware of how to create an attractive resume. Yet, everything can look fine “on paper,” but when it comes to seeking out and pursuing a position that is an ideal fit, the process isn't so simple. This is especially true in today's world of online job applications. If you've ever taken the time to fill out a lengthy job application online only to seemingly have it lost in cyberspace for all of eternity, then it's possible that you need to build up your inspired work skills. This eBook will help you do just that.

Most professionals are also capable of creating a basic LinkedIn profile, but they're not getting the most out of the platform by networking and establishing viable connections. That's because despite the prevalence of networking opportunities available at our fingertips, and despite the frequency of job transitions, many of still need to learn how to establish ourselves as a brand. But before you can do that, part of the process is getting in touch with your professional self and identifying the work that inspires you.

Also, many people know how to apply for existing jobs, but they are unsure of how they might be able to look past the listings and job boards to create their own position with a target employer. This concept is unheard of to some and elusive for many others, but I

speaking from experience when I tell you that it's completely possible. Likewise, it's possible for you to create your own business that will mesh well with your skills, experience, and, most important, your passion and inspiration.

For all of these reasons, it has become imperative to learn how to transform your career and brand. In today's world, this is a critical life skill and yet many people are unaware of how to begin. By consulting this book, you're putting yourself ahead of the game. You'll establish yourself as a frontrunner with career know-how. And, your head and heart will thank you for it, too, because you'll ease the process of career transitioning to avoid unneeded pain and wasted time.

Furthermore, when we break down the ratio of time spent at work, it makes sense to optimize this area of your life. According to RealSociology.com, about 35% of your total waking hours are spent at work during a 50-year working-life span. Most people spend over 92,000 hours at work during the course of their lives. Such significant amounts of time should be better spent than just working to bring home a paycheck – you should be able to establish a meaningful connection between your efforts and what they're going toward.

Of course, your reasons for seeking inspired work should go beyond the fact that you're spending a good portion of your time there. After all, you're putting more than just time in – you're also putting in significant amounts of energy. Couldn't your energy be used to make a positive impact on the world when you apply your strengths and talents? I think so, and you're probably here because you think so, too.

Additional InspiredWork Core Principles

In addition to “unlearning” career transitions and adopting a new mind frame as described above, there are a few critical key principles by which InspiredWork was created. I invite you to read through these now, and feel free to look back on them at any point during your professional journey.

1) Career unhappiness is unacceptable.

Life is too short to be unhappy at work, especially since most of us spend more than 50% of our waking hours at work.

People who are unhappy typically spread their unhappiness to those around them including their family and friends as well as their work colleagues. The opposite is also true. Would you rather be spreading happiness or unhappiness?

2) Happiness is an inside job. But, you must choose it every day, every moment.

A new boss, new job, new career or new business will not make you happy. Happiness only comes from within when you are at peace with the present moment, aware you are loved and willing to share your love and talents with others for the well being of all. This will enable you to be your highest self and experience true happiness no matter what.

A good life requires good energy. Like attracts like. If you want to attract a great new boss or great clients, then be a great person to be around.

If you want to be happier at work, choose to be happy first and then look for a new job or start your own business.

The fastest and easiest way to change your life and be happier is to change your daily habits that you do on autopilot to happier ones. That's why Happy Habits is the first step in the InspiredWork Career Transformation System.

3) InspiredWork is a journey and only you know what is the next best step in your career for you.

InspiredWork is work where you are free to be yourself, feel fulfilled by using your unique talents, are happy and energized by your work, and love your life.

For most people, finding their inspired work is a journey. It's not about finding the perfect job or starting the perfect business. You may have several jobs, careers or businesses in your future. The key is to follow your own intuition and energy. Only you know what is the right job, career or business for you. That's why InspiredWork helps you ask yourself the right questions do you can come up with your own new career or new business vision.

If you have lost your job, it means that the job was no longer helping you learn and grow. Somehow losing that job was in your highest good. It's time for a new job that will provide the next step in your growth.

If you are an entrepreneur, remember that everyone has different dreams. Your dreams and intuitive flashes are unique. If you can dream it, you can become it. It may not happen quickly. But if you are dreaming it, then it CAN be your future at some point.

4) Effective change requires inner alignment.

The biggest obstacle to you transforming your career is self-sabotage from your subconscious mind. Even if you have a clear and documented career vision that you have consciously decided you want, you may not be able to make it happen if you don't align your subconscious mind. The subconscious mind is more powerful than the conscious mind and it will keep you doing what you were doing before and prevent you from changing unless you re-program it.

The subconscious mind deals in images and symbols from your daily environment. One of the best ways to re-program your subconscious

mind is to use Feng Shui and space cleaning. These are great tools for aligning your inner (subconscious mind) with the outer (your intentions and conscious mind). With the InspiredWork Career Transformation System, you will not only create your new career or business vision (what you want to create), but you will also create your strategy (how you plan to get it) and do inner alignment (to support the new career or business vision).

5) To manage your career successfully in the digital age, you need to create and manage your brand.

If you are looking for a new job or career, then your personal brand especially your online brand on LinkedIn is critical to your success. Don't make the mistake of making your LinkedIn Profile an online resume. Transform your LinkedIn Profile into an authentic, differentiated personal brand platform. This will help you stand out versus the competition and get hired faster.

If you want to start your own business, then you need an authentic, compelling and differentiated personal and company brand. People do business with people they know like and trust. Take time up front when you are starting your business to build a brand that will attract your ideal target clients and ensure you deliver on your brand promises over time.

The InspiredWork Career Transformation System dedicates a whole step to branding and packaging both for jobseekers and entrepreneurs. This step will help you transform your brand and package yourself to support your new career or business.

6) InspiredWork takes more than an idea. It takes consistent inspired action.

As you know, the world is full of ideas and dreamers. But to become a successful professional or entrepreneur, you need to follow through on your ideas and take consistent inspired action on a daily basis. That's why the final step of the InspiredWork Career Transformation System is about creating and implementing a Marketing Campaign.

For jobseekers, you will be doing a personal job search marketing campaign that will help you find and apply to new job openings systematically as well as interview and negotiate offers until you have a great new job.

For entrepreneurs, you will be creating and launching your business using a marketing campaign. You will identify your first product or beta offering and create a webinar to announce it to your ideal customers. This will enable you to win your first set of customers and create a real business.

How to Get the Most from this Book

Part I of this book is designed to introduce you to InspiredWork. There are a lot of ideas and concepts here with which you may be unfamiliar, so I recommend that you quickly read through Part I first. In Chapter 3 of the first section, you will find directions on how to complete the two InspiredWork Quizzes online. You can choose to complete these brief assessments either while reading or after you've finished Part I. Once you've finished the quizzes (and Part I), go ahead and select your career transformation path among the following options: job search/career change or entrepreneur. Once you've established your career transformation path, you can then move along to Part II, where you'll begin to read about the 5-step InspiredWork system, which will help you in developing your own InspiredWork. There are also 8-week group and one-on-one coaching programs available at InspiredWork.com.

CHAPTER SUMMARY

- This book is written for anyone who wishes to find more inspiration in their work; especially job seekers, career changers, and first-time entrepreneurs.
- The book is designed to help professionals transform their career and brand in as few as eight weeks.
- The five steps in the Career Transformation System are:
 - Get inspired and raise your energy (inspiration and energy)
 - Figure out what inspired work means to you (vision and priorities)
 - Determine how to transform your career and brand (strategy and alignment)
 - Put your best foot forward (branding and packaging)
 - Implement your plan and co-create your work (marketing campaign)
- I created InspiredWork (the book, company, system, and movement) because life is too short to not fully tap into your talents, passions, and skills, especially when there is an effective solution.
 - Job transitions don't need to be painful
 - People can create their own inspired work
- Given the frequency of job transitions, learning how to create their inspired work and brand is a critical life skill for professionals.
- Familiarize yourself with the additional InspiredWork Core Principles listed in this chapter, and feel free to revisit them at any time.

Read Part 1 of this book to learn why it is necessary to create your inspired work. Discover how you can take the InspiredWork Quizzes online in Chapter 3 and select your career transformation path. Then, read Part 2 to learn how you can create your own inspired work in as few as eight weeks following the system outlined in this book.