Earn What You’re Really Worth
Maximize Your Income at Any Time in Any Market
by Brian Tracy

Take Control of Your Career
Regardless of your employer, you write your own paycheck.

QUICK OVERVIEW

With a slew of popular sales and personal-development books to his credit, Brian Tracy addresses a timely and practical topic in his latest title, *Earn What You’re Really Worth*. He notes that the age of free rides and easily gained affluence has been replaced, perhaps permanently, with a “new normal”, a world of fierce competition and constant change. To help you keep from falling behind, Tracy offers advice on how to make the most of yourself, your assets, your time and your knowledge. He warns that to really earn what you’re worth, you must be devoted to continual self-improvement; coasting isn’t an option for those who want to get to the top. As Tracy points out, “The problem with coasting is that you can only do it in one direction: downhill!”

Applying all of Tracy’s ideas may seem overwhelming. But by using the action steps at the end of each chapter, you’ll undoubtedly see an improvement, not only in your earnings but in your life as well.

This summary covers the chapters on increasing your earning potential, capitalizing on your strengths, and doubling your productivity, as each applies equally to employees and entrepreneurs.

APPLY AND ACHIEVE

When you’re face to face with a problem, it can be difficult to see the solution. That’s when an outsider’s perspective can become invaluable. In *Earn What You’re Really Worth*, Brian Tracy, a trainer at heart, challenges readers to ask for honest feedback about their performance.

If you are stuck on a particular key area of your business, ask a supervisor or mentor to observe or review your work. Accept constructive criticism without throwing out defensive remarks. Make notes on the person’s observations and determine how to use that insight to improve your performance.

SUCCESS Points

In this book you’ll learn:

- You alone control your earning potential
- Strategic planning is as essential for individuals as it is for organizations
- The four keys of strategic marketing
- How to double your productivity
- How to maximize your income

Vanguard Press
© 2012, Brian Tracy
ISBN: 9781593156305
272 pages, $25.99

JULY 2012
You are earning today exactly the amount that you have decided to earn, no more and no less. You are where you are financially because you have chosen to be there. Only you. No one else.

When I first heard this idea, that I was determining my own income, I was shocked and angry. I denied it vigorously. “That’s not true,” I said. “No one would choose to earn this amount, and worry about money all the time!”

I blamed my low income on my parents, my education, my boss, my company, my industry, the competition, and the economy. Then I looked around me, and realized that there were hundreds and even thousands of people who had the same problems and limitations I did but who were earning far more than I was and living much better lives.

I finally accepted that I was where I was and what I was because of me. If I was not happy about my life and my income, there was only one person in the world who could change it—me. As the song says, it was “me, O Lord, standing in the need of prayer.” This awakening changed my life.

Five years later, I had increased my income ten times! I went from a rented apartment with rented furniture to my own home with my own dream car, a Mercedes-Benz SL350, parked in my spacious double garage. My whole life was different, and yours can be as well.

What is the key to increasing your income? Make a decision! Make a decision, from this day forward, that you are going to earn the amount of money that you are truly capable of earning. Make a decision that you are going to take complete control of your career and your income so you can survive and thrive in any economy. Make a decision today that you are going to double your income and then double it again. Make a decision that you are going to earn more and more until you fulfill your true potential as an earning machine.

CONTINUAL LEARNING

The solution to the dilemma of unavoidable change and restructuring is continual self-improvement. Your personal knowledge and your ability to apply it are your most valuable assets. To stay on top of your world, you must continually add to your knowledge and your skills. You must continually build up your mental assets if you want to enjoy a continual high return on your investment. And only by building on your current assets do you stop them from deteriorating.

By engaging in continual self-improvement, you can put yourself behind the wheel of your own life. By dedicating yourself to increasing your earning ability, you will automatically be engaging in the never-ending process of personal and professional development. By learning more, you prepare yourself to earn more.

MENTAL CROSS-TRAINING

World-class athletes have known for many years that the only way they can perform at their very peak is by developing all of their various muscles and abilities in a balanced way. In its simplest form, physical cross-training requires that you work on endurance, strength, and flexibility in a rotating format.

In mental cross-training, you must do the same thing with your repertoire of knowledge and skills. First of all, you need to determine the subjects that you have to be good at in order to be in the top 10 percent in your field. Your job is to make the decision, right now, to go all the way to the top. And the fortunate thing is that if anyone else has done it, you can do it as well. You simply need to follow in their tracks.

KNOW YOUR KEY RESULT AREAS

The process of your moving to the top of your field revolves around your identification of the Key Result Areas of your job. There are seldom more than five to seven skill areas that you absolutely, positively have to be good in to get to the top. There may be a hundred things you do in the course of your work, but...
there are basically only five to seven areas where you need to commit yourself to excellent performance in order to move way ahead of the rest of the field.

These Key Result Areas (KRAs) are where you begin your program of mental cross-training. If you are in sales, for example, your seven KRAs are: prospecting, getting appointments, establishing a relationship with the client, identifying the problem the client has that your product or service will solve, presenting your product or service as the solution, closing the sale, and getting re-sales and referrals. You will have to be absolutely, positively excellent in every one of these areas to be a great success in selling any product or service in any market.

Three Rules of Mental Cross-Training

1. It doesn’t matter where you are coming from; all that matters is where you are going. The future is more important than the past. You can’t change the past, but you can change your future by changing what you do today.

2. For your life to get better, you must get better. If you want to earn more, you must learn more. Knowledge is the chief source of value today. If you want to improve the quality of your life, you must improve the quality and quantity of your knowledge and skills.

3. You can learn anything that you need to learn to become any person that you want to become, and to achieve any goal that you can possibly set for yourself. There are no limits except the limits that you set on your own mind.

From this day forward, make yourself into a “do-it-to-yourself” project. Begin and continue the lifelong process of getting better in all the areas that are important to you.

Develop Your Key Skills

In mental cross-training, the areas where you are weak are usually the causes of the major problems in your career. They are the areas that preoccupy you and concern you the most. And they are often the activities where you get the worst results. You are most likely to become anxious when it comes to performing those activities. If you are not careful, you will start to avoid working in those very areas that can have the greatest possible impact on your overall results.

Your personal knowledge and your ability to apply it are your most valuable assets.

What Are Your Weakest Areas?

What are the areas that you need to work on to bring yourself up to a higher level of performance, to get better results? If you are not sure, have the courage and the honesty to go to other people and ask for their feedback. Remember, feedback is the breakfast of champions. You can’t get better unless someone is willing to give you an honest critique and help you see yourself as you really are.

If you are in sales, it is absolutely essential that you get your sales manager or someone else to go out with you at least once a month for an entire day to evaluate your sales performance. When this person comes along with you, he or she should sit quietly and say nothing, just watching the way you interact with the customer.

Afterward this person should tell you exactly what he or she saw, both the good and the bad. Unless you have this kind of honest feedback, it is impossible for you to improve. And instead of being defensive, make a decision to go to work on yourself and improve a weak skill area once you get some feedback, so that it is no longer a limitation on your performance.

CAPITALIZE ON YOUR STRENGTHS

You have special talents and abilities that you can maximize to earn far more than you are earning today. Your goal is to identify those things that you can do in an excellent fashion and then commit yourself wholeheartedly to becoming the best in that part of your chosen field.

One of the qualities of superior men and women is that they are extremely self-reliant. They accept complete responsibility for themselves and everything that happens to them. When they are not satisfied with something in their work, they ask themselves, “What is it in me that is causing this problem?”
They refuse to make excuses or blame other people. Instead, they look for ways to overcome obstacles and make progress. Because they have this attitude of self-employment, they take a strategic approach to their work.

**Increase Your Return on Energy**

To achieve everything you are capable of achieving as a person, you also must become a skilled strategic planner in your life and work. But instead of aiming to increase your return on equity, your goal is to increase your return on energy.

Most people in America start off in life with little more than their ability to work and generate income. More than 80 percent of millionaires in America are self-made. But the people who eventually get ahead are those who think and do certain things in specific ways, and those actions set them apart from the average.

Perhaps the most important approach top people take, consciously or unconsciously, is to look at themselves strategically. They think about themselves as a bundle of resources, capable of doing many different jobs. They carefully consider how they can best utilize their special combination of knowledge and skills in the marketplace and how they can best capitalize on their strengths and abilities to increase their returns to themselves and their families.

In capitalizing on your strengths, you also must have a clear competitive advantage and an area of excellence.

**Your Competitive Advantage**

Your ability to identify and develop this competitive advantage is the most important strategy you implement in the world of work. It’s the key to maintaining and increasing your earning ability. It’s the foundation of your financial success. Without it you’re simply a pawn in a rapidly changing environment. But with a distinct competitive advantage based on your strengths and abilities, you can write your own ticket. You can take charge of your own life. And the more distinct your competitive advantage, the more money you can earn and the more places at which you can earn it.

There are four keys to the strategic marketing of yourself and your services. These are applicable to huge companies such as General Motors, to candidates running for election, and to individuals who want to earn the very most money in their careers. These four keys are:

- **Specialization.** No one can be all things to all people. A jack-of-all-trades also is a master of none. That career path usually leads to a dead end. Specialization is the key.
- **Differentiation.** You must decide what you’re going to do to be not only different but also better than your competitors in the field you choose. Remember, you only have to be good in one specific area to move ahead of the pack. And you must decide what that area should be. Your area of differentiation is the work you do in an excellent fashion.
- **Segmentation.** You have to look at the marketplace and determine where you can best apply yourself, with your unique talents and abilities, to earn the highest possible return on energy expended.
- **Concentration.** Once you have decided on the area in which you are going to specialize, and how you are going to differentiate yourself, and in what segment of the marketplace you can best apply your strengths, your final job is to concentrate all of your energies on becoming excellent in your specific area and doing an exceptional job. The marketplace only pays extraordinary rewards for extraordinary performance.

**DOUBLE YOUR PRODUCTIVITY**

The following ideas, methods, and techniques can increase your efficiency and effectiveness, boost your productivity, double your income, lower your stress levels, and make you one of the most productive and valuable people in your business or field today. They are the indispensable keys to your earning what you are really worth.

No one can be all things to all people. A jack-of-all-trades also is a master of none.

All successful, highly paid people are very productive. They work longer hours, and they put more into each hour. They get a lot more done than the average person. They get paid more and promoted faster. They are highly respected and esteemed by everyone around them. They become leaders and role models. Inevitably, they rise to the top of their fields and to the top of their income ranges, and so can you.

When you begin applying these techniques to your work and to your life, your self-esteem, self-confidence,
self-respect, and sense of personal pride will go up immediately. The payoff for you will be tremendous and will last the rest of your life.

Make a decision. Decisiveness is one of the most important qualities of successful and happy men and women, and decisiveness is developed through practice and repetition, over and over again until it becomes as natural to you as breathing in and breathing out. The sad fact is that people are poor because they have not yet decided to be rich. People are overweight and unfit because they have not yet decided to be thin and fit. People are inefficient time wasters because they haven’t yet decided to be highly productive in everything they do.

Decide today that you are going to become an expert in time management and personal productivity, no matter how long it takes or how much you invest to achieve it.

Practice “Single-Handling”

Single-handling is one of the most powerful of all time-management techniques. Make a list of everything you have to do on a particular day. Then, select the most important item on your list, the highest-value use of your time. Start work on that most important task and discipline yourself to stay at it until it is 100 percent complete.

The fact is that if you start a task and then put it aside, and then come back to it later and start again, you have to review and remind yourself where you left off. This takes several minutes or more, and can eventually increase the amount of time required to perform that task by 500 percent.

On the other hand, if you pick up a task and discipline yourself to stay at it until it is done, you can decrease the amount of time it takes to do that task by as much as 80 percent. This is one of the great secrets of time management and high productivity. And it is a habit that you can develop by practice and repetition.

There are two payoffs from single-handling. The first is that you will soon become one of the most productive and highest-paid people in your field. The second and even more important payoff is that every time you complete a major task you get an endorphin rush. Your brain releases a chemical that gives you a feeling of well-being. You feel happy all over. Your self-esteem goes up. You feel energized and motivated and eager to start another task.

Fully 80 percent of your success comes about as the result of your being absolutely clear about what it is you are trying to accomplish.

Plan Every Day in Advance. Daily planning is absolutely essential for doubling your productivity and your income. You should practice the Six P Formula for high achievement. This formula spells out the message, “Proper Prior Planning Prevents Poor Performance.” Proper planning is the mark of the professional.

MAK E EVERY MINUTE COUNT

As I said before, we are living in one of the most challenging times in all of human history. But there are few limits to what you can accomplish beyond the limits that you place on yourself. Your job is to become one of the most productive people in your field. Your goal is to develop a reputation for being the person they come to first when anyone wants or needs something done. Your goal is to get paid more and promoted faster. Your goal is to have a wonderful life, and you achieve it by managing your time and doubling your productivity.
**ACTION STEPS**
Get more out of this SUCCESS Book Summary by applying what you’ve learned. Here are a few questions, thoughts and activities to get you started.

1. **Identify the Key Result Areas of your job**, the five to seven tasks that you absolutely, positively need to do well to get the required results.

2. **Make a list of everything you could start doing immediately to become more competent and valuable at your job.**

3. **Identify the three most important and valuable things you do in your work, those activities that have the greatest impact on your income.**

4. **Identify your competitive advantage, the area of skill or ability where you are superior to others in your field. If you don’t yet have one, what could it be? What should it be? What is your plan to achieve it?**

5. **Segment your market.** In what areas could you earn far more by using your special skills at a higher level?

6. **Decide exactly what you want, in terms of goals and objectives.**

7. **Make a list of everything that you have to do today to move you toward the achievement of your goals and objectives. Do the most unpleasant task on the list first.**

---

**About the Author**

Brian Tracy is chairman and CEO of Brian Tracy International, a company specializing in the training and development of individuals and organizations. He has consulted for more than 1,000 companies and addressed more than 5,000,000 people in 5,000 talks and seminars throughout the United States, Canada and 55 other countries worldwide. As a keynote speaker and seminar leader, he addresses more than 250,000 people each year.

---

**Recommended Reading**

*If you enjoyed this summary of **Earn What You’re Really Worth**, you may also want to check out:*

- **Great Leaders Grow** by Ken Blanchard
- **Maximum Achievement** by Brian Tracy
- **What Matters Now** by Gary Hamel

---

© 2012 SUCCESS. All rights reserved. Materials may not be reproduced in whole or in part in any form without prior written permission. Published by SUCCESS, 200 Swisher Rd., Lake Dallas, TX 75065, USA. SUCCESS.com. Summarized by permission of the publisher, Vanguard Press. **Earn What You’re Really Worth** by Brian Tracy. © 2012 by Brian Tracy.