

Table of Contents and Chapter Summaries
The Art of Being Indispensable at Work
By Bruce Tulgan

Table of Contents

Chapter 1: Fight Overcommitment Syndrome

Chapter 2: The Peculiar Mathematics of Real Influence

Chapter 3: Lead from Wherever You Are: Up, Down, and Sideways

Chapter 4: When to Say No, How to Say Yes

Chapter 5: Work Smart

Chapter 6: Finish What You Start

Chapter 7: Keep Getting Better and Better at Working Together

Chapter 8: Go-to-ism, The Art of Being Indispensable at Work

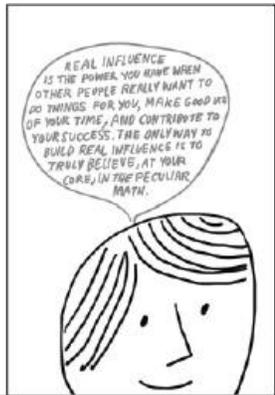
Chapter Summaries



In today's workplace the so-called Go-to Person, over time, usually becomes anything *but* that.

Overcommitment gets in the way. The process of becoming indispensable too often means stretching oneself beyond human capacity so that priorities become muddled. Important tasks are left undone or done ineffectively. All of this might leave you wondering when all this collaboration business is going to blow over so you can get back to doing your

“real” job. I have news for you: This *is* your real job now. Navigating collaborative relationships is not going away. And doing that job very, very well is how true Go-to People, in the real world, *win real influence, beat overcommitment, and get the right things done.* (**Chapter 1**)



Understand and believe in *the peculiar mathematics of real influence*, versus false influence. Real influence is the power you have when other people really want to do things for you, make good use of your time, and contribute to your success. The only way to build real influence is to truly believe, at your core, in the peculiar math: The more you serve others by doing the right thing for the long term, moment by moment, adding value in every single

interaction, the richer you become in real influence. (**Chapter 2**)



Know what's required and what's allowed—*up and down the chain-of-command*—before you try to work things out “at your own level.” You have to go vertical before you go sideways (or diagonal): Ensure alignment on priorities, ground rules, and marching orders, every step of the way, through regular structured communication up, down, sideways and diagonal. (**Chapter 3**)



Know *when to say “no”* (and “not yet”) and how to say “yes.” And remember, “yes” is where all the action is. Every yes is your opportunity to add value for others and build up your real influence. Don't waste your “yesses.” Set up every “yes” for success with a concrete plan—a clear sequence, timing, and ownership of all the next steps. (**Chapter 4**)



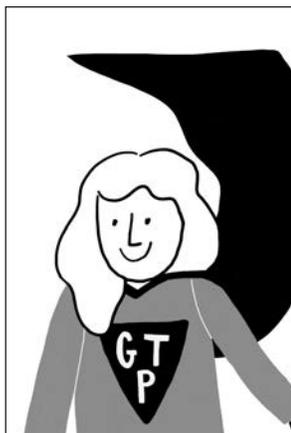
Work smart by professionalizing everything you do, specializing in what you do best, and steadily expanding your repertoire of specialties. Know what you want to be known for: That means mastering best practices, repeatable solutions and job aids. (**Chapter 5**)



Finish what you start. The busier you are, the less you can afford to be a juggler. If you are always juggling, you will inevitably drop the ball. You have to be able to handle a long and diverse set of responsibilities and projects, but you have to execute one thing at a time. Keep a long to-do list and schedule. But break work into small “do”-able chunks and find gaps in your schedule for focused execution time. You can only finish one thing at a time. **(Chapter 6)**



Keep getting better and better at working together. Lift people up and they will lift you up too. Relationships are the key, but don’t focus on building relationships through politicking and personal rapport. Focus your relationship building on the work, and the work will go better. When the work goes better, the relationship will go better. How? Celebrate success with a supersonic “thank you.” Channel finger-pointing into continuous improvement through after-action reviews. Plan the next collaboration by looking around the corner together. **(Chapter 7)**



Promote Go-to-ism throughout your organization. Be a Go-to-Person. Find Go-to People wherever you need them. Build new Go-to People whenever you have the chance. That’s how you build the upward spiral of real influence, the power that people give each other because they want each other to be powerful. I call it “Go-to-ism,” aka, *the art of being (nearly) indispensable at work.* **(Chapter 8)**

About the Author

Bruce Tulgan is the best-selling author of numerous books including *It's Okay to Be the Boss* and the founder and CEO of RainmakerThinking, a management research, consulting and training firm. All of his work is based on decades of research and his work has been the subject of thousands of news stories around the world. You can follow Bruce on Twitter @BruceTulgan or visit his website at rainmakerthinking.com.

Contact

brucet@rainmakerthinking.com