

# WHEN YOU CAN'T EARN AN MBA...

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THOUGHTS ON GETTING AHEAD WITHOUT AN MBA

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## WHEN YOU CAN'T EARN AN MBA . . .

*"Learning is not mandatory...neither is survival"*

*- Edward W. Deming*

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### MBA OR NO MBA??

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In March 2005, Seth Godin **suggested** that "actual experience combined with a dedicated reading of 30 or 40 books" might be a better use of time and money than an MBA degree. Many people wanted to know the answer to the million-dollar question—"What are the titles of those thirty or forty books?" Well, there's no single right answer, of course!

After Seth openly questioned the value of an MBA degree, others joined the conversation and suggested lists of books for a number of MBA topics. These great lists were very thought-provoking.

The discussion made me think about the whole thing—to *invest in an MBA or to not invest in an MBA?*

The consultant inside of me says that the clear answer is "it depends." I have seen people with MBAs who make the most out their knowledge and experience; I have observed people with MBAs whose degrees seemed to add zero value to them; and I have met many folks who are in-between these two extremes. Therefore, I question the question itself. I think we are asking the wrong question.

The same skeptical approach also applies to reading books. Some people read very few books but apply their lessons well, while others read a lot of books but they continue to struggle. Most of us, whether we have earned an MBA or not, are somewhere in between. When we read books, we have opportunities to learn valuable lessons, but we still must remember to apply the right lesson at the right moment.

For me, the keyword is leverage. An MBA can be an education that someone can greatly leverage. Some of the things that immediately come to mind:

- **Networking**—with faculty, classmates, and professional contacts
- **Access to brilliant minds**—through lectures and other events
- **Awareness of powerful concepts and tools**—it's good to know these resources exists
- **Seal of approval**—the degree is an entry-requirement for some places and professions
- **Structured thinking**—as compared to "on-the-job learning"

- **Time and resources**—to test concepts in a controlled environment

I suppose that some people could claim that they could achieve the same results by reading a few select books, but that claim seems somewhat stretched and perhaps even implausible. It's hard to replicate the full scope of a university's resources and its community through books alone.

Then there is also a claim that those who went for their MBA lost time while everyone else moved ahead. I don't agree with that claim. What about the many opportunities and possibilities that may be created when you connect with a diverse set of folks during your MBA studies? During the classroom discussions, there may be sparks of creativity that could lead you and your peers to create something huge—like the next Yahoo! or Google.

If you're trying to decide whether or not to earn an MBA degree, relax and don't get carried away with the question. Instead, focus on leveraging your resources to the maximum degree you can. An MBA is just one resource that's available to you in the world. Here's the question you should ask yourself—if you have an MBA, would you know how to leverage it? What good is a great network, if you don't know how to leverage it well?

The same principle applies to reading books. Why invest time reading a these thought-filled books if you don't apply what you learn from them?

Some people would say that you could save time—two whole years by skipping the MBA program. If you make that choice, do you know how to make the most of those two years? If you don't have a good plan, then I would argue that MBA program may be a good choice for you. You could fill in some gaps in your knowledge. Who knows?

In life, you will find many moments that present you with opportunities—whether or not you have an MBA. Are you ready for those moments? Do you know how to identify them and leverage them when they present themselves?

Many people have led remarkable careers after they earned their MBA degrees, but many have also achieved distinction without an MBA. For example, take Azim Premji of [Wipro](#). When he was 21, he took over the Indian IT company and grew it into a 1.76 billion dollar company. Could an MBA have made him or his company more successful? Whether you answer yes or no, I would challenge you—how do you know?

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### THE ALTERNATE APPROACH

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In the last few months, I have been thinking about those people who, for whatever reason, can't study for an MBA and feel miserable or guilty about it. Some people will think "If only I could do an MBA . . ." and then paint rosy dreams of how their life would have turned out to be something phenomenal after they earned their MBA.

If you can't take the time to earn an MBA, you have the option to feel victimized, miserable and guilty. There is another alternative. In this short article, let me explore what you could do without devoting two years and tens of thousands of dollars. Of course, as I always say, customize this for your own personal needs and come up with your own components to add to this list. So, here we go:

## 1. CHECK YOUR ATTITUDE

Many of your friends may have chosen the MBA route, but for whatever reason you can't take that route. The big problem is not your lack of the degree—it's how you feel about this situation. Your position is not really as bad as you might think, and you'll learn why as you read the rest of this article.

You can choose to be victimized, or you can choose to do something about your situation. In the first case, you would provide yourself with a beautiful excuse for not achieving your goals. In the second case, you start on your journey towards your dream. As I said, the choice is yours!

So, focus on the brighter side of things—your opportunities—and make the most of them:

- You get two additional years to work on your career.
- You are going to focus on your strengths. In an MBA program, or any educational program of that nature, there are some subjects that you may not be interested in but still must study them. In your case, you don't have to. In other words, you can focus on the topics that interest you and produce your best work.
- You have about two years worth of earnings and an extra \$100,000 (savings from fees) to start with.



## 2. DESIGN AN ALTERNATE PLAN

You must realize that you will need an alternate plan—especially if the lack of an MBA degree has been bothering you. A long time ago, I realized that many times a lack of skill or training can be overcome by focused hard work. For instance, a new salesperson does not have the skills of an experienced salesperson. However, if the new salesperson actively learns everyday and consistently makes ten times the number of calls than the experienced salesperson is making, then he or she will grow and catch up with the experienced salesperson in a reasonable amount of time.



If you don't have an MBA, you will be somewhat behind in the skills race. A person who completes an MBA program will have acquired a lot more formal knowledge over those two years. However, there is no reason why you could not work “extra hard” to try and catch up on things that matter most to you. However, here's a very interesting point. You don't have to catch up on everything that your MBA friend has learnt—you only have to focus on the subjects that are relevant to your current job and your future.

Designing an alternate plan will take some serious effort on your part. While there is no way to get a substitute for everything that an MBA offers (such as access to an Alumni Network), you can do your best to cover a lot of areas. One very useful way to approach your plan is to think of yourself as a business. Create a yearly operating plan and create some metrics you can use to track your personal progress and growth. In a business, we would track things like revenue, profit, operating margin etc. and compare it against the plan. In your life, what would the plan look like, and what would be the metrics that you can track at a regular basis to ensure that you are making progress?

The big question is “What would you do to ensure that you are accountable to carry out this plan?” The answer to this question should get factored into the design of the plan itself.

### 3. ACQUIRE KNOWLEDGE AT A BREATHTAKING SPEED

Many change-management consultants like to say that “Change is the only thing that is constant.” Let’s clarify and redefine that point just a bit. The new quote can look like this

“Change at breathtaking speed is the only thing that is constant”

If you want to survive (forget thriving) in the new economy, you need to be ready to acquire knowledge at a breathtaking speed. Some of the obvious sources of knowledge are:

- Books
- Blogs
- Magazines
- Newsletters
- Audio and video books
- Webcasts and podcasts
- Websites (Portals)
- Friends

Actually, we all know that knowledge has become more accessible. However, you will need discipline to create your knowledge-acquisition plan. When you start learning knowledge, you have to make a commitment to a long-term journey, because most of the time there are no instant or short-term returns.



#### 4. BELONG TO POWERFUL NETWORKS

You probably have heard people say many times that it's not what you know but who you know. There is some truth in that statement, but I think that this statement is not complete. The complete statement, I think, would look something like this:

*"It's not what you know but who you know. And, it's just not who you know, but how you know who you know."*

Networks can and will make a huge difference in your life. The earlier you can enter into some powerful networks, the better it will be for you in the long run.



As your first step, you must identify the networks that will mean something to you. A few examples of powerful networks would include but not limited to:

- Professional organizations in your field
- Non-profits that are highly respected
- Golf clubs (yes, there are some that are so hard to get into—but golf is not the only reason why people go there. Many business deals happen during, before and after the games)
- Alumni Networks (your undergraduate alumni network can be equally powerful)
- Political affiliations
- Religious affiliations

The next step will be to determine how you could be valuable to the members of these networks. In life, you need to invest before you can expect returns (remember, you sow before you reap) and belonging to a powerful network is no different. You give first and then you can expect a return.

The other point to remember is that this is a long-term activity. You should think in terms of decades and then work that time-scale into your plan.

## 5. BUILD GREAT LONG-TERM RELATIONSHIPS

Long-term relationships have a powerful competitive advantage that many people seem to ignore. As the name indicates clearly, long-term relationships take a long time to build. Hence, many people tend to give up quickly and instead focus on short-term, tactical arrangements that might provide quick returns.



You already have access to a set of powerful people through the networks that you belong to. Now, it is up to you to build a one-to-one relationship with some of them. Don't try to build long-term relationships with everyone that you think you should know. It will be a futile attempt. Every meaningful relationship that you intend to build will take away a piece of your life as an investment into the relationship. You can try to be effective with people, but you can't be always efficient.

Also, very rarely do one-sided long-term relationships work. Look at all your relationships and see if anyone of them is one-sided. If yes, you have three distinct choices:

- If you are the one who is always “giving”, think if it is worth continuing to give. See what you could “receive” from the other party.
- If you are the one who is always “receiving”, see what you could “give” in return to the other party.
- If the relationship can't be converted to a two-sided relationship, consider quitting the relationship. How does that make you feel?

## 6. VOLUNTEER FOR ENGAGEMENTS OF HIGHER VALUE

Your boss probably receives better perks than you do. Maybe it's an office with a nice view, a larger paycheck, or even a reserved parking space. You need to recognize and accept that your boss receives these perks because in most cases the organization and the marketplace feel that your boss adds a higher value to the company than what you presently add.

You can extend this logic to your boss' boss and rise up the corporate ladder until you reach the company's head honcho. Here are some things for you to think about:

- What are the kinds of things that your seniors are engaged in that are perceived to be of higher value?
- What are the results do your seniors produce that ARE of higher value to the organization and the marketplace?
- What are the standard practices of your seniors?
- What language do they use to converse? Is it more powerful than what you are using?



Once you identify answers to these questions, volunteer (on your own time) to participate or own some of the higher-value engagements. If you continue to do well in your current assignments and also consistently seek out higher-value engagements, do you think someone will take notice of you? I bet they will.

## 7. LEAD A VOLUNTEER EFFORT

I am of the firm belief that you can take your leadership skills to the next level by taking a leadership position in a volunteer effort. The reason is simple. People who follow you in a volunteer initiative are volunteers. They have a lot of freedom. If they don't like what's happening, they can easily move on to something else. Volunteers experience little cost to switch their efforts, and there are so many worthwhile efforts in today's world that need good volunteers. If you want to retain volunteers, you must become a really good leader!

To start in this journey, you don't need a grandiose plan. You can start a volunteer initiative right where you are. Here are a few examples:

- Organize a charity or a fund-raising event within your organization
- Take a lead role in organizing a company event (example: An annual day celebration)
- Start a club within a company (example: Toastmasters)

Volunteer efforts within a company offer a time advantage. You don't have to spend additional time traveling and coordinating with people outside the organization. Of course, when you take a leadership in an outside organization, you can locate other advantages, such as extending your network, improving your time-management skills, and developing your project-management skills.



## 8. WORK WITH A STARTUP FOR FREE

As an entrepreneur who bootstrapped a successful company, I can say from my personal experience that in a startup you don't have an option but to wear multiple hats all the time. In a bootstrap environment, you always have more work than you can aim to complete. You always have to do more than what your "role" asks you to do. Startups are hungry for experienced people to help them out for a song. Do you smell an opportunity over here? Could you structure a mutually beneficial relationship with a startup where you provide your time and energy helping them out and in return get a whole new set of real-world experiences? I bet you can!



It is not hard to find a startup where you can pitch your services. The first step would be to ask around with your friends. If you have any connection to Silicon Valley, that process becomes very simple. Every street will have one or two startups brewing in that place. Once you identify a startup, you can prepare your pitch to them. When you prepare your pitch, here are the key questions you must consider:

- What unique skill sets do you bring to the table that might be of interest to the startup?
- Why should they care?

Once you pitch and sense some interest, immediately work out a sort of "contract" with them to ensure that the expectations are set right. The key parts of this "contract" may be:

- What exactly are you going to do for them?
- How much of their time do you need to produce the results that you plan to produce?
- What exactly will they promise in return?
- How will they assess that you were successful in this engagement?
- What are the intermediate checkpoints when you both can determine whether you should continue this relationship until completion?

## 9. MAKE OTHERS WIN!

What is the fastest way to get what you want? The simple answer is to “work towards helping other people to get whatever they want. Help enough people get what they want and enough people will help you to get what you want.”



It is tempting to get into the WIIFM (What's in it for me) trap. When that happens, you begin to see everyone around you as a stepping stone towards achieving one or more of your objectives. Yes, if you are smart, articulate and a person with power, you might be able to convince a few people here and there to get something done for nothing. However, we all know that in the long run, there is never going to be a free lunch. In fact, just thinking about free lunch may be an expensive proposition. Could you imagine going to a grocery store and asking them to give you a gallon of milk for no money? That may sound like a ridiculous proposition. How do you think you can get someone else's time and energy for free?

How about reversing the whole thing?

Here is a quick approach:

- a) Make a list of about ten people that matter most to you and with whom you want to have a long-term relationship
- b) In front of each name, think and make a note of two or three things that matter most to these people
- c) Post this paper next to your computer so that you get to see it almost everyday
- d) Every time you have an opportunity to do something that will help these people in areas related to “What Matters Most” to them, DO IT!
- e) Check in with them at regular intervals and update the list with their current “What Matters” subjects.

## 10. GET A (GOOD) MENTOR

Sports people have figured this out a long time ago. Most athletes and teams have coaches. For some reason, business people feel that they can figure this all out by themselves. You can stand apart from the crowd and get a (good) mentor. No, I am not talking about signing up for a coaching service where you get to speak on the phone with someone sitting somewhere and pay an hourly rate. Those things might work, but the level of engagement that I am talking about is way deeper than that.



Engage with someone that truly cares for you and pay him/her a ton of money and that way you obligate that person to deliver. Good mentors are hard to find. Most often, they are not interested in your business. You need to work hard to get their attention and make them feel that it is worthwhile for them to build a relationship with you. Unless they feel that at some point in their life a person like you will be valuable, they may not engage in a relationship with you. If you think about it for a second, you will see that this perspective makes perfect sense from their point of view. Good mentors are smart, and there are a variety of projects where they can invest their time and energy and get huge returns. What could you do and how could you behave—so that they feel that building a relationship with you is one of those worthwhile projects?

Here are some ground rules:

- Don't ask for "free" mentoring. There is none. If the mentor is powerful, then there is a huge opportunity cost for him to spend time with you.
- Don't look for instant results. As much as this is mentoring, this works like a long-term relationship building exercise and it takes time to get results.
- Don't look for answers. The mentor is not there to solve your tactical problems. If that is what you are looking for, get a consultant. Mentors are great for asking powerful questions—the questions that you should have asked yourself.
- Don't waste their time. Time is the most precious asset for powerful people. Some of them may even be willing to give away some money if you let them have their time back.
- Don't confuse value for time. Judge your mentor solely through what you become because of them and not how much time they spent with you. Your mentor may take only five minutes to think through a situation. The outcome of that five-minute conversation may lead to something phenomenal. The value that you assign to that conversation is not your mentor's hourly rate divided by twelve.

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**ONE YEAR PLAN: WORKING TOWARDS YOUR GOALS**

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So, let us take a hypothetical scenario. Let us assume that you were interested in getting an MBA in marketing and your goal was to become a senior marketing executive in a reputed firm. Your current situation won't let you earn an MBA and you feel that you are stuck. At least that's what you think. So, let's put our thinking hats on and outline an approach to get where you wanted to go (but now without an MBA)

Here is a proposed one year plan from the time you start

Months	Activity	Suggested Resources (partial)
0	Identify resources and subscribe where appropriate	<ol style="list-style-type: none"> <li>1. Books</li> <li>2. Magazines</li> <li>3. Blogs</li> <li>4. Marketing Newsletters</li> <li>5. Professional Contacts</li> <li>6. Conferences in your local area</li> <li>7. Special Interest Groups</li> <li>8. Marketing Associations</li> </ol>
Ongoing	Read relevant magazines	<ol style="list-style-type: none"> <li>1. <a href="#">Harvard Business Review</a></li> <li>2. <a href="#">Fortune</a></li> <li>3. <a href="#">Business Week</a></li> </ol>
	Read relevant blogs	<ol style="list-style-type: none"> <li>1. <a href="#">Seth Godin</a></li> <li>2. <a href="#">Guy Kawasaki</a></li> <li>3. <a href="#">Ageless Marketing</a></li> <li>4. <a href="#">Tom Asacker</a></li> <li>5. <a href="#">John Jantsch</a></li> </ol>
1 – 3	Prepare <ol style="list-style-type: none"> <li>1. Read two books on Marketing</li> <li>2. Join a local special interest group</li> </ol>	<ol style="list-style-type: none"> <li>1. <a href="#">Unleashing the Idea Virus</a> by <a href="#">Seth Godin</a></li> <li>2. <a href="#">Brand You 50</a> by <a href="#">Tom Peters</a></li> </ol>

Months	Activity	Suggested Resources (partial)
	3. Join a marketing association	
4-6	1. Read one book on marketing and one book on relationship building  2. Attend three networking events or Special Interest Groups  3. Offer to do marketing for a non-profit organization  4. Prepare to present a paper on marketing in a public event (conference, association meeting or special interest group)	1. Getting everything you can out of all you've got by <a href="#">Jay Abraham</a>  2. Love is the killer app by <a href="#">Tim Sanders</a>
7-9	1. Read one book on marketing and one book on relationship building  2. Engage in marketing for a non-profit organization  3. Attend three networking events or Special Interest Groups  4. Prepare to launch a blog on your ideas on marketing	1. Your Marketing Sucks by <a href="#">Mark Stevens</a>  2. Never Eat Alone by <a href="#">Keith Ferrazzi</a>
10-12	1. Read two more books on marketing  2. Present a paper on marketing at a public event (conference, association meeting or a special interest group)  3. Launch your blog on marketing  4. Attend three networking events or special interest groups	1. The Tipping Point by <a href="#">Malcolm Gladwell</a>  2. Purple Cow by <a href="#">Seth Godin</a>

The above plan should be used a template only. Use the above to come up with a plan of your own for year one. As you can see, it's easy to come up with a plan with some help from others. Anyone come up with a plan. Here are two questions for you to think about:

- What should you do to get into the discipline of executing on the plan?
- How do you keep up this discipline of planning and executing after year one?

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**ON A LIGHTER NOTE: 10 THINGS THAT YOU HAVE THAT THEY DON'T!**

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Now, just to make you feel good, I have come up with ten things that you have that the people who are pursuing MBA degree won't have! Some of these are short-term advantages, so work quickly to take advantages. However, some advantages can last a lifetime.

**1. MORE TIME:**

You have two more years of time on your side. Now, if you just spend those two years with "zero" investment in yourself, you can be guaranteed that the MBA route is far better. However, if you design your life to take advantage of those two years, then the game is different!

**2. MORE MONEY:**

You save \$100K in fees and earned two more years of income—maybe another \$200K. So you literally save \$300K.

**3. SHORT-TERM CAREER ADVANTAGE:**

Unless someone is doing an executive MBA program, they lose two years of their career. You don't! Again, how your career grows during those two years is entirely up to you. In two years, you should be able to add value to your organization and grow as a person. If not, you may want to check your attitudes and behaviors. There may be a problem that even an MBA degree couldn't fix.

**4. MORE VARIED NETWORKING OPPORTUNITIES**

While you miss opportunities to network inside the MBA program, you get to network in your workplace, your profession, and your community. The MBA folks are often so busy that they won't have any time to network outside their school.

**5. FEWER DEBTS TO REPAY:**

Since you don't have to borrow money for an MBA program, you don't have to worry about those education loans.

**6. OPPORTUNITY TO GET MORE CREATIVE:**

Since you don't have an MBA and you know that it's going to be a disadvantage you need to get creative to fill the gap. You will start looking for alternate options. Here's a quick example. We all know that communication and public speaking are two important skills that you can develop in an MBA program. You could seek out other ways to develop these skills—maybe by joining a group such as [Toastmasters International](#). Instead of spending \$100K in tuition, you might spend \$100 a year in membership dues.

**7. MORE TIME TO DEVELOP YOUR STRENGTHS**

In an MBA or any educational program with a set coursework, chances are that you need to study a number of required subjects. This is true even when the subjects are:

- Not completely relevant in the near future

- Not in your area of strengths and/or interests

Because you aren't inside a formal program, you will have the freedom to focus on the topics that interest you and will move you towards your goals. You can focus on continuing to read and develop your strengths.

#### 8. TIME TO BUILD YOUR BRAND

When you are in an MBA program, the course will be so intensive that you don't get time to build your brand. Personal Branding is extremely important in this age of rapid commoditization. You develop a chance to build a reputation based on real-world actions and achievements. Two years of focused investment in building your personal brand may provide you with a huge competitive advantage over an MBA.

#### 9. MORE GROUNDED

I have heard time and again that several MBA graduates tend to be "over confident" and assume that they have that extra dash of smartness because of their MBA degree. You don't have an MBA so you can't have that problem. So, in essence you are more grounded on that subject than many MBA graduates.

#### 10. TIME TO RELAX

If you think getting into a good MBA program is hard work, you just have to wait until you get into one. One MBA student remarked to me once that before he joined an MBA program, he had difficulty in grasping the meaning of the term "Time flies." He had no problem with that term at the end of the first quarter in his program.

Once you get into an MBA program you really don't have a choice but just to keep running as fast you can. You are not alone. Everyone there is running.

If you are not pursuing MBA though, sometimes you can carve out some time to relax 😊

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### WHAT NEXT?

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OK. If you have reached here after completely reading all the sections, I want to congratulate you. Very few people get to the end of any book unless it's fiction.

I thought long and hard whether to charge for this eBook or should I make it available for free. My original intent was to charge a small fee just to put some accountability on you and make you read. When you get something for free, you tend to put it away just because you “can read it anytime” or you “can get to it as you have some time.” If you pay, then the thinking is that you want to get the most out of your money—so let's give it a shot. However, I decided to make it free as I wanted to reach the largest number of people possible across the world.

#### TAKE ACTION

No knowledge in the world can help if you don't take action. They say “*Knowing is not doing but doing is doing.*” There is truth in that statement. You don't have to wait to take a big step forward. You can take small steps towards your goal. Another saying that you will surely remember is—“A journey of thousand miles begins with a single step.”

The question therefore is “What one thing could you do today as a result of whatever you learnt from this eBook?”

#### CREATE A MECHANISM TO HOLD YOURSELF ACCOUNTABLE

Each person is different when it comes to the way they hold themselves accountable. I don't know what works best for you. But whatever it is, you need to put it in place for the plan that you will come up with. For example, I have found that many people make things happen (in their lives) when they promise something to someone that is close to them. In other words, if it is hard for you to keep a promise that you make to yourself, then go and make the same promise to someone else.

#### SPREAD THE MESSAGE

If you know of someone without an MBA and has no plans to pursue one in the near future, please be kind enough to send a link to this eBook to them. Two reasons:

1. If you think the book is good, it will be a good gift to them
2. It will help me spread the message. I thank you in advance for that 😊

#### HAVE A PERSONAL INVESTMENT PLAN

No, I am not talking about your personal investments. I am talking about you investing in yourself to grow continuously. We don't know what's coming up down the line. Best is to get ready to face whatever comes our way. That can only happen if we are growing on a daily basis.

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### ADDITIONAL RESOURCES

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#### 1. FINDING INSPIRATION

Over the last fifteen years or so I have read more than a thousand books. More than a hundred books have provided me the inspiration and knowledge to get where I am today. I have compiled a partial list of such books on [Squidoo](http://www.squidoo.com). Here is the link:

<http://www.squidoo.com/inspire>



#### 2. DISTINGUISH YOURSELF

In this age of outsourcing and commoditization, the rules have changed. If you are among the average people who just barely produce the results that are expected of you, then you will fast lose your competitive advantage. You have no choice but to distinguish yourself. I have more than hundred articles on the same topic on my blog. Here is the [Squidoo](http://www.squidoo.com) page that has all these links:

<http://www.squidoo.com/distinguishyourself>



#### 3. BLOGGING STARTER CHECKLIST

One way to announce to the world about your existence is to create a high-quality blog on one or more topics of your strengths. If you intend to create one or you want to make your blog a better one, you may find some tips on my blogging starter checklist. Here is the link:

<http://www.squidoo.com/blogstarter>



#### 4. THE POWER OF QUESTIONS

Getting great answers for wrong questions will not provide you any help. Great questions are everything. I have collected a sample set of powerful questions and a series of articles on this topic. You can find them at <http://www.squidoo.com/questions>



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### ACKNOWLEDGEMENTS

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I realized long back that you need significant help to accomplish significant things. This eBook is no different. While this has my name on it, I have either been influenced or received direct help to get this to its current form. While I can't acknowledge all the people, I do want to acknowledge a few people. Here they are:

- My hero [Seth Godin](#) for always making me think. In this particular case, his original post about MBAs is what started all this.
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### ABOUT THE AUTHOR

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Rajesh Setty is an Entrepreneur, Author and a Teacher.

He currently serves as the chairman of **CIGNEX Technologies, Inc**, which he co-founded in late 2000. Setty's latest book '**Beyond Code**' (Foreword by Tom Peters) was published simultaneously in the U.S. and India. Setty speaks and writes frequently on topics that include Entrepreneurship, Leadership and Open Source. Rajesh maintains a blog called **Life Beyond Code**.




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### PRAISE FOR "BEYOND CODE"

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"The theory and practice described in BEYOND CODE are right on. Read it as if your life depends on it. It DOES!"

- From the Foreword by my hero **Tom Peters**

"Rajesh understands what makes the biggest difference in project and technology management: People. This book will give any reader a tool kit to avoid "thing thinking" and manage way beyond simple code. Read it and grow"

- **Tim Sanders**, Author of "Love is the killer app"

"Beyond Code is a little powerhouse of a book – an explosive mix of inspiration and instruction, exercises and enthusiasm."

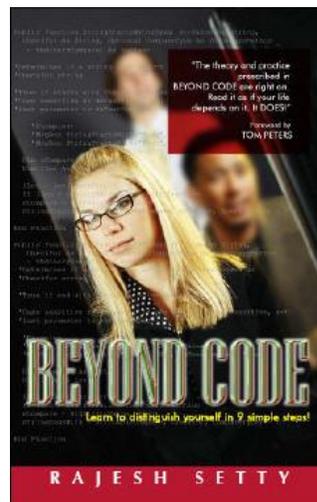
- **Dan Pink**, author of "A Whole New Mind"

"Beyond Code is not just great for software consultants – It's great for ALL consultants"

- **Marshall Goldsmith**, author of "The Leader of the Future"

"Beyond Code is packed with wisdom. It should be required reading for every young professional, and remedial reading for many further along in their careers"

- **David Maister**, Author and Consultant



## Moving from coding to leading

You've seen the pressure that coding puts on people and companies. Cutting-edge skills quickly decay into low-value commoditized services. Every few years, there's a huge scramble to learn new skills and avoid code obsolescence.

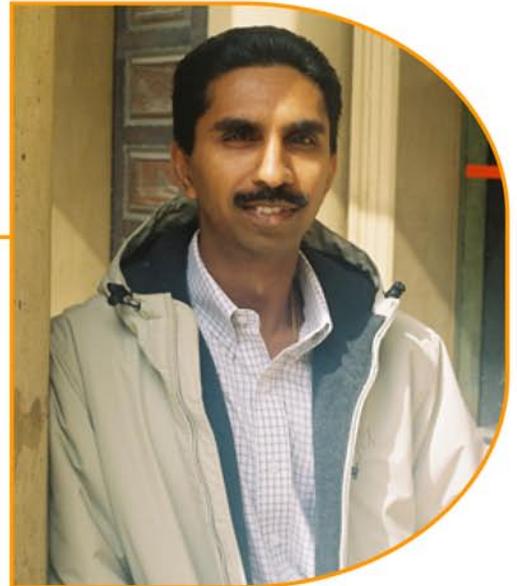
Rajesh Setty, author of *Beyond Code* with foreword by Tom Peters, says that there's a way to escape this race to the bottom. When you shift your mindset from coding to leading, you distinguish yourself and de-commoditize your company's services. You produce high-value experiences that command premium rates from clients.

If you're weary of the skills race, then the **Delta P Delta T** workshop will show you nine ways to distinguish yourself and your company. Instead of burning the midnight oil learning new code, you'll learn how to achieve your career goals ( $\Delta P$ ) and reduce the time it takes to get there ( $\Delta T$ ).

During the one-day **Delta P Delta T** workshop, you'll discover how to restore balance to your life without having to sacrifice your career ambitions. You'll practice the internal attitudes and the external behaviors that produce memorable, branded experiences for your clients—internal and external.

You'll head back to work with the **Delta P Delta T** toolkit. These multimedia resources will expand your leadership capabilities and prepare you for larger challenges. You will be able to help your company grow and move past its competitors.

As an IT professional, you can do what everyone else does—learn new coding skills that quickly depreciate in value. However, if you want to distinguish yourself and accelerate your career, then join us for the **Delta P Delta T** workshop.



"Your life will be constantly re-shaped by the people you meet along the way—if you are open to it."

Rajesh Setty

### The Delta P Delta T Workshop

- Full-day, interactive workshop
- Led by Intology's training specialists

### The Delta P Delta T Toolkit

- A copy of *Beyond Code*
- A 30 minute **Delta P Delta T** DVD
- Self-study articles and worksheets
- 52 weekly podcasts on "How to Distinguish Yourself"

### Your Investment

- \$497 per learner
- Includes the **Delta P Delta T** workshop and toolkit

### More Info

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