



THE ART OF  
**DELIBERATE  
SUCCESS**

Transform Your Professional  
and Personal Life



DAVID KEANE





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## Contents

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<i>About the author</i>	<i>xii</i>
<b>Prologue</b> —living by choice, not by chance	1
<b>The Deliberate Quotient (DQ)<sup>®</sup> Quiz</b>	19
<b>1</b> Decide—what’s important	31
<b>2</b> Eliminate—focusing on the important	61
<b>3</b> Language—your internal soundtrack	81
<b>4</b> Information—managing inward and outward flows	99
<b>5</b> Beliefs—guiding your behaviour	123
<b>6</b> Energy—synchronising your body and mind	145
<b>7</b> Responsibility—accepting and taking ownership	165
<b>8</b> Action—getting work done	187
<b>9</b> Time—achieving your priorities	209
<b>10</b> Evaluate—managing your overall performance	241
<b>Epilogue</b> —living with success	261
<i>Recommended reading</i>	<i>267</i>
<i>My story</i>	<i>291</i>
<i>Acknowledgements and gratitude</i>	<i>301</i>
<i>Index</i>	<i>307</i>



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## Prologue — living by choice, not by chance

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*An unexamined life is not worth living.*

—SOCRATES

Some years ago, a friend of mine, David Dier, died after a short illness. David was 37 and had a beautiful wife and a young family. At the time, his passing had a profound impact on me. On one level, I felt the obvious sadness of losing a good friend and the tragedy of his loss to his family. On another level, I really began to think about my own life and, in particular, the work I was doing coaching and working with people who wanted to achieve more success in their professional and personal lives.

I began to think more deeply about what it truly meant to be successful. For David Dier, being successful meant living every moment as if there was no tomorrow. David was full of life and energy. He loved to act on impulse and wasn't too concerned with what other people thought or said. At the same time, he was a careful planner, and was very deliberate in his professional life and with the work that he accomplished. Looking back on it now, I believe David certainly lived life to the full and I am sure he would have no regrets and no wishes to have done things differently. To me, David Dier is one of the most successful people I have ever known.

Following David's death, I wondered if all the research I had completed into the patterns and behaviours of successful leaders and managers might have a more general application to everyday life. This eventually led to the creation of a workshop and coaching program where, over the following five years, I worked intensively with more than 860 people from all walks of life. The people I worked with included artists and architects, business

owners and bureaucrats, factory workers and firefighters, homemakers and health professionals, professors and pastors, scientists and songwriters, waiters and writers, and people who were so independently wealthy that their time was their own.

During the many workshops and, in particular, at many of the follow-up one on one coaching sessions, I began to see clear patterns emerging. People who were successful had achieved their success through conscious and deliberate choices or ways of being. In contrast, people who were less successful tended to live their lives in a more haphazard or indiscriminate way. In short, successful people lived their lives by choice, not by chance.

To complement my practical experience, I also embarked on a comprehensive study of the ‘success’ literature. I read several hundred books from the diverse fields of self-help, life coaching, time management, personal productivity, personal mastery, the psychology of achievement, spirituality and practical philosophy.

The book you are holding is my report to you of how successful people approach their lives. It represents my synthesis of what it really takes to be successful and is based on extensive study and research, combined with direct experience of what works in practice. It is also based on my journey as I attempt to live my life along the lines described between the covers of this book. If you would like to know more about me, my life and what I have done, you can read ‘My story’ at the back of the book.

It is my sincere wish that you take time to read this book carefully, reflect deeply on the ideas as they apply to you, and then take *action* to put in place any necessary changes to the way you live. It is also my wish that you share these ideas with those close to you. This is not only helpful for those you teach, but it also enables you to better appreciate the ideas for yourself. There is certainly truth in the saying that ‘we learn best what we teach’.

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## What is success?

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At my workshops, one of the first things I ask participants to do is to write down their definition of success. Before you read any further, please take one or two minutes to also do this. Thinking about your life in general, write down what it means for you to be successful.

If you're like most people, your definition of success may have included some elements from the following list:

- Achieving my goals.
- Being the mum or dad I am proud to be.
- Creating fulfilling relationships, especially within my family and close friends.
- Engaging in challenging and rewarding work.
- Enjoying a comfortable lifestyle.
- Enjoying work-life balance.
- Experiencing an exciting life where I am not afraid of taking risks.
- Experiencing intellectual stimulation and satisfaction.
- Feeling a sense of happiness.
- Gaining financial freedom and becoming free to make my own choices.
- Feeling content with who I am.
- Gaining the respect of my colleagues.
- Having security and stability.
- Leading or being at the top of my profession.
- Living an energetic and fun life.
- Living a healthy, fit and long life.
- Living a passionate life that is in alignment with my principles.
- Making a difference in the lives of others.
- Providing for my family.

Every time I do this exercise in workshops I am amazed by two things: first, how easily and quickly people are able to write down their ideas and, second, the vast range of responses that the exercise generates. These common aspects show that what it means to be successful is one of the most important questions on people's minds and also that how

people answer that question is unique and meaningful to them. How you define success—consciously or unconsciously—has a profound impact on your day-to-day decision making, your priorities, and ultimately how your life unfolds.

One of my favourite stories illustrating the importance of defining success is the tale of the businessman who is walking along a beach at about 11 am. As he walks, he comes across a fisherman sitting on the sand enjoying the sunshine. He asks the fisherman what he is doing resting so early in the morning when clearly the weather is beautiful for fishing and his boat is just sitting there idle. The fisherman tells him that he was out early that morning, the fishing was good, and he caught enough to support himself and the needs of his family. And now, with his work done, he can simply sit down and enjoy the sunshine.

The businessman tells the fisherman that he is nowhere near fulfilling his potential and he should put more effort in, fish for longer, and then within no time he could have enough cash to buy a second and third boat, which would triple his income. The fisherman asks why he should do that, and the businessman tells him that with the strong cash flow, he could invest his money in a much bigger fleet of boats or, if he wanted to, he could horizontally integrate into fish processing or other businesses. And then within a few years, he could take his enterprise and potentially list it on the stock exchange, which would provide even greater capital for future investments.

Somewhat bemused, the fisherman asks the businessman, ‘And then what would I do?’

‘Well,’ says the businessman, ‘that’s the best part—you would be so rich that you could spend your day sitting on the beach!’

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## What is REAL success?

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*Success is not to be pursued; it is to be attracted by the person you become.*

—JIM ROHN

As the story about the fisherman illustrates, it is very important that you carefully define success in a way that makes sense for you. It really matters. Your definition governs every aspect of your behaviour, ranging from what you

do for a living to your choice of life partner. It even influences how you spend your time and money. Only *you* can define the real meaning of success for you. Comparing yourself to other people is an absolutely pointless exercise.

Several of the definitions of success listed in the preceding section involve the ‘achievement’ of some goal or other. For many people, success is achieving financial independence, or arriving at a point in their lives where they have ultimate freedom in what they do and how they spend their time. I believe that the pursuit of this ‘achievement’ is one of the greatest causes of stress and unhappiness in our society today. It sets people up to be happy only when the goal is achieved. It seems that the time and effort leading up to the achievement is the price to pay for some future state of bliss. And, of course, we know what happens when we achieve a goal—yes, something else takes its place and the cycle begins again.

To overcome these problems, I suggest that real success can be defined simply as:

*Being on the pathway to the achievement of worthwhile dreams—whatever these dreams may be.*

When you define success in this way—what I call *real success*—it provides several advantages. First, it allows you to make success personal—you use your dreams and choose what success means to you. Some people see success as having reached a certain level of accomplishment (for example, monetary wealth, a certain position within an organisation, power and influence, status or, indeed, fame). Others decide that success is achieving a work-life balance, reaching one’s potential or engaging in work that makes a positive contribution to their local community. Still others have radically different ideas about what success means. The key here is to actively choose what success means *to you* and thereby escape the problem of living someone else’s dream.

The second advantage of this definition is that success is now not something that is scarce or restricted to a few. Real success is possible for everyone because we all have different dreams and therefore are not competing with each other for some limited resource. When we look at it this way, we can be genuinely happy for the success of others as they move closer to what is important to them.

The third, and in my view most important, advantage of the above definition is the way it incorporates the idea of being on a pathway.

In my coaching work, I have noted that many people feel considerable frustration because they cannot see a connection between what they are doing each day and their larger goals. They live lives of ‘quiet desperation’ as they await states of happiness and fulfilment that are always around the next corner: the attainment of a promotion, fully grown kids, more leisure hours or some other future scenario. The problem with this approach is your ideal future never really comes—there is always something else you desire—and in the meantime you are bound to be dissatisfied.

By thinking about success as a pathway, you immediately feel more satisfaction in your life because you can enjoy the feeling of knowing that what you are doing right now is moving you to where you want to be.

The idea of the pathway takes on profound significance when the time comes for you to die. If your life happens to be long, you can look back from your deathbed knowing that you travelled some worthwhile paths and perhaps even achieved some worthwhile dreams. If, on the other hand, like David Dier your life is unexpectedly cut short, it would be satisfying to know that at least you were on the way to worthwhile dreams and had even made some progress on these pathways.

It is therefore very important that you consciously identify what your dreams are and live every day knowing that you are on that pathway. To do so is to create your unique meaning of success—one that resonates with you and is relevant to your life and circumstances. As you shall see as you read through this book, it is vitally important to know what success really means so that you can live a truly fulfilling life, without regret. You can begin to live your life by choice, not by chance.

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## The power of purpose

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*The three components of happiness are something to do, someone to love, and something to look forward to.*

—GORDON LIVINGSTON

When you know what you mean by real success, you have a real sense of purpose in your life. And with this purpose in mind, you can work on yourself every day to ensure that you move further along the pathway.

I have noticed that successful people work first and foremost on themselves—they see their development as an ‘inside job’, as I like to put it. Instead of blaming circumstances, or the situations in which they find themselves, for them not achieving their goals, they work on improving their own skills so that, over time, they get better and better. As business philosopher Jim Rohn says, ‘Don’t wish it was easier, wish you were better’.

I have also observed that some smart organisations are recognising the importance of aligning the personal goals and aspirations of employees with what their organisations are trying to achieve. With more and more high-skill, knowledge-based workplaces, many workers now choose their place of employment based on the accuracy of this fit. One human resources director I worked with has asserted that ‘in the war for talent, alignment is key’. When you feel a strong sense of alignment with your work, you develop an eagerness to learn more and to apply what you are learning. You also become highly energised because you know in your heart that what you are doing today is contributing to your tomorrow.

Before giving you an overview of the chapters to come, and some advice about their practical application, I want to draw your attention to three myths that have a big impact on our lives. These are the myths of the stressfulness of life, the goal of happiness, and the notion that busy is best.

### **Myth 1: life is stressful**

In survey after survey, ‘stress’ is identified as one of the most pressing problems of our age. Indeed, for organisations, ‘stress’ has major implications as it is the prime contributor to absenteeism, workplace conflict, low productivity and low morale. It is also behind the reported phenomenon of ‘presenteeism’, a situation where employees are physically present but their minds are not on the job. One study conducted by researchers at Tufts-New England Medical Center in Boston and reported in the *Harvard Business Review* found that presenteeism was costing employers far more than absenteeism.

During my workshops, I ask participants to identify the causes of stress in their lives. All can easily generate a long list of factors, such as financial woes, relationships, childcare, ageing parents, work-life imbalance, unclear expectations at work, or too much to do with too little time. I then ask the

participants to examine these factors one by one, with the aim of isolating the underlying reason each factor causes them stress. In 100 per cent of cases, it is not the factor itself that is stressful but the participants' *reaction* to the factor that causes them stress. This is a very important point. Once recognised, it can fundamentally change your life. In simple terms, it means that you can choose to be stressed or not.

Now, in putting forward this argument, I am aware that some stress—which I prefer to call pressure—is actually healthy and useful. It helps us to get out of bed in the morning and raises our energy levels when there is a task to be done. The interesting question is at what point does stress turn from being healthy to unhelpful and potentially destructive?

I believe that you already know the answer to this question. If you look at situations where you were in the unhealthy zone, you will notice telltale aspects of your behaviour. For example, some people become very quiet and introverted; some develop a short fuse and become irritable; while others develop excessive behaviours such as eating, drinking or even sleeping too much. I know one person who knows she is stressed when a rash appears on the inside of her left wrist!

The key point here is for you to develop an awareness of the signals that indicate you are moving from feeling healthy pressure to unhealthy stress. When you become sensitive to stress in this way, you can take action and make decisions that dramatically reduce the problems of stress in your life. This, then, is one of the most important steps towards becoming successful. It is becoming so self-aware that you can actually use stress to your advantage.

## **Myth 2: happiness is the goal**

If your goal in life is to be happy, I can guarantee that you never will be. Now that is a strong statement, but I wanted to make it clearly so that you would be shocked and perhaps look at the idea of happiness again.

In the exercise I outline at the start of the prologue, many people write down that being happy is what they really mean by being successful. The trouble with happiness is that it is a feeling that gains a momentary foothold, but then is replaced by other feelings. It's a bit like the sun on your face: wonderful while it lasts, but after some time the clouds come.

If we set up our lives seeking happiness, we are assured of disappointment. In my coaching work, I have seen that people who are driven by the search of happiness are never really successful because their mental state is highly volatile and unreliable. The quality of their lives is determined by what happened yesterday (or five minutes ago), and they are constantly seeking the next ‘high’ to make them happy. This self-perpetuating state of dissatisfaction explains why, for some people, spending money, eating and drinking, or even working hard can become such addictive activities.

In my experience, it is far better to see happiness not so much as a goal or something to be achieved, but rather as a result or by-product of doing something else. And the best way I know of doing that is to make ‘living a life of purpose’ your primary motivation. When you know what your purpose is, and live every day moving closer and closer to what is important, happiness is what you get. Happiness, therefore, is not something you go after. It comes to you.

### **Myth 3: busy is best**

How often have you been asked if you are busy? It’s a most interesting question because behind it lurk some fundamental assumptions that colour how you might answer—irrespective of the truth. Perhaps the most significant assumption is that being busy is a good thing. And, conversely, not being busy—being idle—is undesirable. For some reason, people assume that to be busy is to be productive and, by extension, content.

Now you may think I am harping on a technicality here, but I am convinced that this one question has a profound influence on how we live and the results we get in our lives. To test this, the next time you are asked the question, ‘Are you busy?’ simply say ‘no’ or ‘not really’ and see what kind of reaction you get. You may hear, ‘Oh dear, what’s wrong?’, ‘It will come right’ or, my personal favourite, ‘Lucky for some’—in other words, ‘I am busy and you should be too’. If you are feeling really adventurous, you could try it with your boss and see what happens. The most likely outcome is that you are given more work to do!

The problem is that this mistaken logic is so ingrained in our culture that we don’t even notice it. For example, people who are seen to be the busiest are more sought after and more highly rewarded in organisations.

And, if you are a parent, there is thought to be something wrong with you unless you are constantly ferrying your kids from one sporting activity to the next. The implication here is that being busy is socially acceptable and normal, while not being busy is abnormal. This leads people to generate busyness in their lives for the sake of being busy.

It is far better to be busy with the things that really matter and to ignore the things that are not that important. In this way, you can really focus and do your best on things that are moving you closer to real success. Incidentally, my answer to the question ‘Are you busy?’ is, ‘I am as busy as I choose to be!’

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## On being DELIBERATE

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The purpose of this book is to help you uncover your own version of what it means to be really successful and then give you a practical framework, along with tools and techniques, to help you on your way. I use the word ‘uncover’ because many people live life without reference to what it means to them to be successful. In effect, their definition of real success is cloaked over or even wholly unexplored, resulting in a life of considerable frustration. In my experience, successful people make very deliberate choices about how to organise their lives and, moreover, have a clear idea about their priorities each day.

To help explain the various patterns and behaviours of real success, I contend that successful people live DELIBERATE lives. A deliberate life is one where the person actively chooses certain ways of thinking and acting. This is in contrast to a passive life, where the person feels like a victim of circumstance without any real choice or control over what happens to him or her. To further explain Deliberate Success and give a structure to this book, I have taken the 10 letters of the word D·E·L·I·B·E·R·A·T·E, aligned a key element of what a really successful life looks like to each letter and then written a corresponding chapter. The following is an overview of these chapters.

### **D: Decide**

Almost without exception, successful people take the time to articulate exactly what they want their lives to be about. For them, success is no

accident, nor is it a result of being ‘lucky’—in contrast, they are focused on exactly what it is they want to achieve.

While successful people are realistic enough to know that things never work out exactly as planned, they understand that it is better to be moving in some direction rather than simply living day-to-day, opportunistic lives. They know that deciding on a direction means they are more likely to identify and seize opportunities that move them closer to what matters most.

In chapter 1, I help you look at these fundamental issues and provide you with practical tools that you can use every day of your life. More specifically, I help you to develop your Unique Life Purpose (ULP) statement and a set of campaigns that will provide you with a mental compass for your daily living.

## **E: Eliminate**

For many of us, our lives are far too complex. Successful people know that less is indeed more. By removing all kinds of clutter and excess from their lives, successful people are able to concentrate on what is truly important. Clutter can take many forms, including too many material possessions and untidy work environments. A common cause of clutter can be not knowing what to eliminate and what to keep.

Another form of excess may be the relationships in your life. Successful people are masters of managing their network of friends, colleagues and associates and ensuring that their relationships are closely aligned to their goals and aspirations. This may involve actively eliminating some relationships and fostering others.

Chapter 2, therefore, takes you on a journey where you have an opportunity to systematically ‘audit’ the different aspects of your life. The key word in this chapter is *simplify*. You may be surprised by how cluttered your life actually is!

## **L: Language**

We can tell so much about people by the words and language they use. If you carefully listen to successful people, you will notice that they use positive language and ‘can do’ words. In fact, they realise that by seeing the glass as half-full, they will attract other positive people into their lives. Positive people help us achieve our goals far more quickly than negative people do.

Successful people have also developed the habit of using positive language in their self-talk. By doing so, they effectively program themselves to continually move towards what is important despite apparent setbacks or problems. In contrast, less successful people, because of their negative internal language, are easily discouraged and give up far too quickly.

Chapter 3 gives you definite ideas to help ensure that the language you use—both externally and internally—moves your life in a positive direction.

## **I: Information**

Every person has a unique way of working with information. For example, some of us prefer to read and reflect, while others like to discuss, debate and decide quickly. Others still are highly visual and think in pictures. While our unique style is not important, what matters is that we know our preferences and organise our lives to reflect what works best for us.

By being deliberate about how we work with information, we can organise our lives and use technology appropriately. This affects how we use email, how well our filing systems serve us, how well we organise our computer data and, ultimately, how effective we are at identifying key issues and acting on what is most important.

Chapter 4, then, helps you to develop a way of working with information that best matches your unique circumstances. Again, I predict that you will be surprised by what you find out about yourself.

## **B: Beliefs**

When we take the time and care to deliberately articulate what we believe in, we greatly simplify our daily living. You will notice that successful people have an inner stability and calmness that comes from knowing what they are truly about. As a result, they are less influenced by temporary setbacks. They know that setbacks will occur, but they see these as starting blocks, not stumbling blocks.

In contrast, less successful people tend to be driven by what other people think of them and, as a result, make decisions that reflect their need for external approval. Such uncertainty leads to fickle behaviour, unreliability and, ultimately, a life without direction.

The beliefs you hold are of critical importance and, accordingly, the purpose of chapter 5 is to review what you believe and what you don't. When you are really clear about your beliefs, the quality of your life is greatly enhanced.

## **E: Energy**

Being able to effectively manage our energy levels is critical. Without energy, we simply do not have the strength to perform what needs to be done. Successful people deliberately manage their energy in four key areas: body, mind, emotions and spirit.

Taking good care of your body is the first step towards effectively managing your energy levels. With a plan of care covering nutrition, regular and appropriate exercise, and proper rest you lay the foundation for having sufficient energy.

As well as excellent physical self-care, you also need to take care of your mind. Through learning various exercises and techniques, it is possible to expand your mental capacity enormously and to hone your powers of attention.

While physical and mental wellness is foundational to increasing our energy levels, actively managing our emotions is equally critical. With practice, you can develop the skill of managing your emotions so that you are not controlled by your feelings. The successful people I have worked with have mastered this skill and, as a result, they handle pressure better and are much more adept at dealing with stress.

At the end of the day, it is having a strong spirit that gives meaning to our lives. When people have spirit, they feel a connection between what they are doing and what they consider to be the purpose of their life. Without this connection, life is just a series of disconnected events that do not contribute to the bigger picture of who we want to be.

Chapter 6, therefore, explores several ways of enhancing your energy by providing you with a series of tools and suggestions that you can put into practice right away. You will also identify your greatest energy sappers and learn ways of avoiding them.

## **R: Responsibility**

Successful people accept 100 per cent responsibility for their lives. They clearly see that the situation they find themselves in is not an accident, but

the result of choices that they have made in the past. For many people, this is hard medicine to take. Many of us live our lives blaming others (or our organisation or the government) and regarding ourselves as victims of circumstance.

When you deliberately choose to accept total responsibility, your life begins to change in a fundamental way. By realising that your current life is the result of past decisions, it follows that the shape of your future will be determined by the decisions of today. It is, therefore, logical to conclude that choice is always available to you, and that it is the consequences of your choices—not the actions of others—that determine your future.

The purpose of chapter 7 is to shock you. My experience in workshops is that people sometimes need to be stopped in their tracks and made to look in the mirror. Amazingly, once you take full responsibility for your life and begin to live accordingly, you dramatically reduce the amount of unwanted stress in your life.

## **A: Action**

Without action, nothing happens. The successful people I have worked with are experts at directing their energy to where it is most needed. They know that all the planning and goal-setting in the world is wasted without action. Effective action begins with making a direct connection between what needs to be done and your unique purpose and goals. If that connection is crystal clear, procrastination is easily overcome, motivation is high and energy flows to get the task done.

Successful people can maintain 100 per cent focus on the task in front of them without the distraction of other priorities. In my experience, this is a skill that can be learned and chapter 8 shows you how.

## **T: Time**

We do not manage time—we manage the use of our time. Because each of us has exactly the same amount of time available—168 hours per week—the choices we make about the use of these hours is what determines the outcomes we generate in our life. Successful people have worked out ways of planning the use of their time so that their energies are directed to what matters most to them. They work in a focused way so as to make the time available really count—and then they stop when it's time to stop.

Chapter 9 gives you the very best advice about using your time well. You will learn a range of techniques and tips that will ensure that you get the best out of every hour. Paradoxically, being deliberate about your time involves doing *less*—by being less busy, you actually achieve more.

## **E: Evaluate**

By deliberately putting in place ways of evaluating your performance you can accurately measure your progress towards what is important to you. This feedback is critical in maintaining your energy and in making sure that your goals continue to reflect what you truly want. Successful people seek out feedback because they are constantly looking for ways of improving their performance. In this final chapter, I show you how to measure what matters and to learn from your experiences.

In essence, if you are being DELIBERATE, you can build the life you want by focusing on these 10 different aspects of your life. You will notice that the power of this approach comes not only from the care and attention you give to each of the elements, but from the *integration* between the parts. This book not only provides you with individual good ideas, but it also gives you something far more significant: a coherent framework for living your best life.

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## How to get the most from this book

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It is my sincere wish that you find this book to be of practical value. You will notice that, beyond this prologue, there are 10 chapters, each focusing on a different aspect of being DELIBERATE. Each chapter is further divided into 10 areas that require your attention. The epilogue deals with keeping your motivation high and learning to live with greater success in your life. Along the way, you'll encounter many insights, quotations and gems of wisdom from those who have journeyed before you.

To help increase the practical value of the book, I have devised a simple self-assessment quiz that measures the amount of deliberateness in your life. The Deliberate Quotient (DQ)<sup>®</sup> Quiz contains 100 questions and is designed to focus your attention on a range of issues and, ultimately, to prompt you into making targeted changes. The DQ Quiz follows this prologue and can also be taken online at [www.artofdeliberatesuccess.com](http://www.artofdeliberatesuccess.com).

If you want, you can score the quiz online, email the results to yourself, and save them for future reference. (Your code for accessing the online quiz is provided at the start of the DQ Quiz in this book.)

The DQ Quiz is not a scientific or precise instrument but rather is a simple self-assessment tool for heightening your awareness of the level of deliberateness in your life. Likewise, your DQ score is only of value to you and it does not make sense to compare your score with other people, who will undoubtedly score themselves differently from you.

One approach to getting the most out of this book is to quickly scan each of the chapters and then take the entire DQ Quiz before reading the individual chapters in detail—some of which you may choose to prioritise over others, depending on your results. If you do decide to complete the quiz before a full reading of each chapter, you may find that in the initial reading of the quiz you wonder about the meaning or intent of some of the questions. This is normal so do not be discouraged—remember you have not read the book yet! If you are unsure of the meaning, simply give yourself a ‘5’ and move on to the next question.

Following this initial taking of the quiz, I recommend that you read, understand and *apply* the ideas from each of the 10 chapters, and a good way to do this is to focus on one chapter each week for 10 weeks. In particular, I encourage you to do the application exercises at the end of the chapters. Then, at the end of each week, retake just that section of the DQ Quiz. This allows you to experience and apply the ideas for real and then come to a realistic assessment of how deliberate you are in each of the areas. At the end of the 10 weeks, you can total your revised scores, divide by 10, and arrive at your ‘new’ DQ percentage.

Of course, the real power of the DQ approach is that it allows you to quickly identify those areas of your life that require the most attention and work. My advice is to focus on just one or two areas at a time. When you feel that you have done enough work in that area, you can move to the next area for improvement. From time to time, you can retake the entire quiz (every three months is good) to get an updated measure of your DQ score. Hopefully, your score increases over time!

I further recommend that January and July are good months in which to take the quiz—January is a time of new beginnings, while July is half-time—in this way you can remind yourself of the key concepts while

finetuning what is already working well for you. Re-reading the book every year—perhaps at Christmas time—is also a good idea.

You may also find it helpful to involve your partner, friends or work colleagues in the DQ Quiz by asking them to try it for themselves. As well as helping others in their lives, you get the benefit of their ongoing support and encouragement as you go about making changes to your life for the better.

As you read each chapter, I encourage you to read with an open mind and to think about what will work for you in your unique life situation. I wish you well as you begin to live your life by choice and not just by chance.

*There are only two ways to live your life. One is as though nothing is a miracle. The other is as though everything is a miracle.*

—ALBERT EINSTEIN



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## About the author

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David Keane is an internationally renowned authority on human achievement and success. Through his keynote speeches, workshops, mentoring, writing and consulting he has transformed the lives of thousands of people.

His team of certified trainers deliver high-impact workshops and coaching programs to business, government and not-for-profit organisations throughout the world.

Dr Keane believes that all success, be it personal, professional or organisational, begins with individuals first taking 100 per cent responsibility for their own development. This ‘inner-work’ approach can initially seem daunting, but it is also incredibly empowering.

Clients include Accenture, ASB Bank, BP, Citigroup, Commonwealth Bank, Dell, Deloitte, Heinz, Hewlett-Packard, Kiwibank, McDonald’s, Microsoft, the New Zealand Government, PricewaterhouseCoopers, Red Cross, Shell, Telstra and Westpac.

For more information, please visit the book and workshop website [www.artofdeliberatesuccess.com](http://www.artofdeliberatesuccess.com) or Dr Keane’s own website [www.drdavidkeane.com](http://www.drdavidkeane.com).

# Bring the power of real success to your organisation with the **Art of Deliberate Success® Workshop and Coaching Program**



Positive and profound changes result when your employees, managers, members and students experience the Art of Deliberate Success® workshop and coaching program.

Quite simply, the program teaches you how to achieve greater success in your professional and personal life, and its effectiveness has been proven time and time again by thousands of inspired participants. A highly interactive approach ensures that everybody leaves with practical ideas they can start putting into action right away. It's also a powerful way for your teams to bond together and to define what 'real' success means for them both individually and collectively.

Two weeks following the workshop, every participant receives a one-hour private coaching session with a qualified Art of Deliberate Success® coach. This can be done over the phone or in a face-to-face meeting. The purpose of the coaching is to review what has been learned, to customise ideas to particular circumstances, and to chart an action plan for the future.

All participants are given access to secure online resources such as the DQ Quiz®, workshop templates and guides, and regularly updated recommended reading lists and website links. These resources, along with membership of the program's alumni community and discussion forum, ensure that learning continues well after the workshop has ended.

The Art of Deliberate Success® workshop and coaching program is ideal for:

- employees and team groups of all kinds
- new hires, first time supervisors, new managers and emerging talent
- participants of management development and leadership programs
- small-business owners, sales professionals, health professionals and other specialists
- managers, professionals and specialist staff
- government employees, non-profit employees and managers
- professional body and trade association memberships
- business school students, MBAs and professional qualifications.

We also certify trainers to deliver the workshop and coaching program in-house. If you are interested in learning more about what we offer, contact us directly or call one of our authorised resellers in your area.

[www.artofdeliberatesuccess.com](http://www.artofdeliberatesuccess.com)

## Have Dr David Keane speak at your next event

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David Keane is available for keynote presentations and half-day masterclasses. He is a frequent speaker at company meetings, trade shows, conferences and events around the world.

David knows that sitting through a boring or off-topic speech is utterly painful. So he keeps things a bit edgy. His style is very engaging and he likes to have the audience 'doing stuff' rather than passively listening. He rarely uses slide presentations, preferring instead to get his message across with memorable stories and the creative use of movie clips to engage the audience at an emotional level.

Over the years, he has addressed many thousands of people in all kinds of settings. For example, he has delivered: keynote addresses to CEOs and business executives; conference talks for HR and other professionals; inspiring and motivational talks to people from all walks of life. He has even spoken to teens and to graduating students.

Before he speaks, he works hard to understand the exact needs of your audience and then creates a talk that is custom designed for your group. Audiences rate him in the top 5 per cent of speakers.

## Success Symposium

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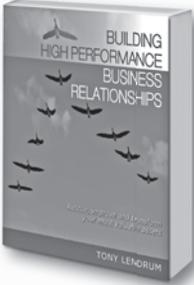
Every year, Dr Keane presents the latest thinking on achieving professional and personal success to audiences around the world. The symposium—which also features two other experts—is delivered in a high-impact 3-hour session. The symposium tour begins in March each year.

For further information about speaking arrangements and symposium cities and dates, visit us at ...

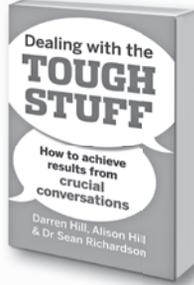
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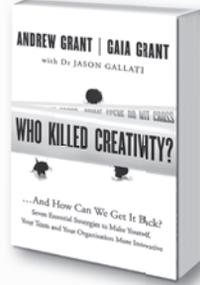
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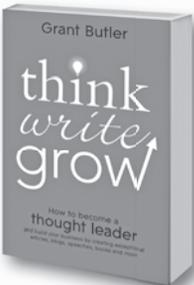
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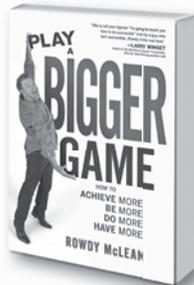
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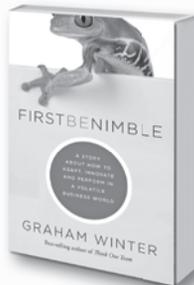
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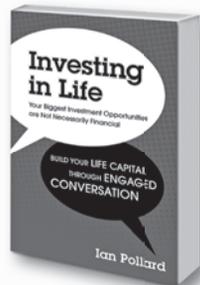
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# What does success mean to you?

*A corner office and a seven-figure income?*

*The chance to spend more quality time with your family and friends?*

*Making it big with your own business start-up?*

Success isn't just a result of luck and hard work. It's about knowing how to define success for yourself and how to get into the right frame of mind to truly achieve it. With an effective framework based on 10 key aspects of a successful professional and personal life, *The Art of Deliberate Success* helps you establish what success really means to you and gives you the tools to make it happen.

Inside you'll discover how to:

- tap into your deepest values so you engage fully with your goals
- identify your unique style of work and boost your performance
- reduce your stress level significantly
- align what's really important to you with how to manage your time
- become an assertive decision maker
- develop team members and enhance productivity
- link your personal goals and aspirations with those of your organisation
- achieve a better work-life balance for you and your family.

Drawing on over two decades of working with some of the world's most successful leaders, Dr David Keane distils what he has learned about success into a strong set of unique and powerful lessons, including a self-assessment quiz (available online at [www.artofdeliberatesuccess.com](http://www.artofdeliberatesuccess.com)) that helps you identify your strengths and shows you where to direct your efforts.

Easy to read and highly effective, *The Art of Deliberate Success* is the perfect guide for people who want to reach new heights and stay there. Discover how to achieve your version of success purposefully, passionately and deliberately.

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