

[BUSINESS★★] HOW TO BECOME SO GOOD THEY CAN'T IGNORE YOU

When asked for advice, comedian **Steve Martin** likes to say, "Be so good they can't ignore you."

(P1) Whether you're just **starting out** in your career or trying to get to the next level, your goal should be to **master your craft to the point** where people can't help but notice. In his book "So Good They Can't Ignore You," Georgetown University professor Cal Newport shares his **insights** on how people can achieve their goals and use their skills to create a **fulfilling** and passionate career. Here are five steps to becoming so good they'll have to pay attention.

1. Don't follow your passion.

(P2) Being passionate about your work is a great goal. However, "following your passion" is not going to get you there because it has two fundamental problems. The first is that "follow your passion" assumes that people have a pre-existing passion they can identify and use to make career decisions. However, most people have no idea what they want to do and can end up feeling lost.

(P3) The second problem lies in the assumption that if you really like something, then you'll really like doing it for a job. "We don't have much evidence that's true," says Newport. "If you really study people with meaning and passion in their work, it has little to do with whether the topic of their job matches their pre-existing passions." He gives an example of amateur photographers or bakers who open up businesses but end up facing extreme financial difficulty that leads to unhappiness. "That's because having work that you love is a lot more complicated than, 'Hey, I like this thing! If I do it for work, I'll like my work!'" explains Newport.

(P4) Don't follow your passion. Instead, "let your passion follow you, in your **quest** to become so good you can't be ignored," says Newport.

2. Find a skill and career path to pursue.

(P5) Now that you understand the dangers of **blindly** pursuing your passion, you need to build skills. "Try something that's interesting to you," Newport advises. "It doesn't have to be your one true passion or **calling**." If you're stuck between two paths, **flip a coin**. The only criteria you should have for your career is that it fits your values and rewards skill with more options and flexibility.

(P6) **Contrary to** popular belief, there are no set skills that are **intrinsically** more practical than others, he says. Even if skills don't seem directly valuable, you can make up for them by making yours more rare or by reaching a high level of expertise. For example, many people look down on English majors for being impractical. But if you can become very good at a particular type of writing, that makes you stand out, says Newport.

(P7) Don't worry about loving your job from the start. Newport believes that passion is a **side effect** of **mastery**. "If you study how people end up passionate about their work, the most common answer is that their passion developed over time, after they built up skills that are rare and valuable," he says. If you don't feel your **engagement** or interest in your work growing as you work on the skill, you're probably not developing the skill fast enough, not becoming rare or valuable enough, or you didn't choose a field that matches your values. If you recognize this, don't be afraid to switch career paths.

3. Master that skill through deliberate practice in order to gain career capital.

(P8) Once you've settled on a career path, it's time to master the skills you need to become **irreplaceable**. Once you do, you'll gain career capital that you can offer in return for a great job.

(P9) "Until you become good, you don't **have leverage**," says Newport. The more mastery you have over your skill, regardless of the field, the more control and satisfaction it'll give you in your career. When

working to improve your skill, **watch out for** a common mistake: If you simply show up and work hard every day, you'll hit a performance **plateau** and stop getting better. "Many workers build their basic skills quickly at first, but once they're comfortable, they stop getting better because they're not stretching themselves," says Newport.

(P10) To avoid this, you need to use deliberate practice. "People need to train their skills like an athlete, musician, or chess player would," says Newport. Identify a clear, specific stretch goal based on something that you're not quite able to do yet, and push yourself **beyond your comfort zone** to get there. **Strive** to tackle **ambitious** projects, ask for **brutally** honest feedback, and experiment with new ways to develop your skills.

(P11) To make sure you're on the right track, use money as a **neutral indicator** of the value of your skill. "People will only give you money if they're getting value for it," says Newport. "You know you're getting better at something if more money is being offered to you." Newport calls this idea "the law of financial **viability**." The point is not that money is the goal, but that money is a great source of honest feedback. If you don't see people giving you an increasing amount of money for what you're doing, then you're not getting that much better at it.

4. Use your mastery to **negotiate for more control in your job.**

(P12) "Once you're really good at something, that by itself isn't enough," says Newport. "You have to use your skills as leverage to take control of your working life, whether through your work hours, vacation time, or projects."

(P13) Take control of your career to gain benefits that **resonate with** you. For example, if you are a television writer, once you have established a strong portfolio, you will have the opportunity to choose the specific shows you want to work on and **collaborate with** any big name you desire. When your skills become valuable enough, finding clients will never be a problem again.

(P14) The better you are, the more doors will open for you. You'll have the freedom and flexibility to **jump for** whatever opportunity seems most promising to you.

5. Find your mission.

(P15) "One way to find great meaning and satisfaction in your work is to end up with a mission that organizes your goals and working life," says Newport. You don't need to have a mission to love your work, but it's a common thing that most people want to pursue.

(P16) However, finding your mission is one of the last steps you should think about. "The most important thing to recognize is that you don't just start with the mission and **go off** and pursue it," says Newport. "If you study people who actually have meaningful missions in their life, they start by getting really good in their field at first."

(P17) This is because a career mission is similar to a scientific **breakthrough** — it's an innovation at the very **cutting edge** of your field, so you can't know about it until you get there. Only when you establish strong expertise can you really identify a real, **sustainable, impactful** mission.

(P18) There's no way to escape it: You have to get really good at something before big things start to happen.

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DISCUSSION QUESTIONS

If you found the passage difficult to read or had problems understanding specific words or idiomatic expressions, please discuss them with your tutor. The following discussion questions should be answered in your own words and with your own arguments.

1. Briefly summarize the content of the article in your own words.
 2. **“Don't follow your passion”**: What is the point that Newport is making here? How is “following passion” different from “let your passion follow”?
 3. **“Find a skill and career path to pursue”**: How does Newport describe the relationship between passion and mastery? Do you agree?
 4. What is “deliberate practice” (P8)? How is this different from ‘just working hard’ (P9)?
 5. Do you agree with Newport that mastery comes before passion? Why or why not?
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WHAT / WHO / WHERE ARE THEY?

Steve Martin

(Person) an American comedian, actor, musician, author, screenwriter, film producer and voice actor. Since the 1980s, having branched away from stand-up comedy, Martin has become a successful actor, as well as an author, playwright, pianist and banjo player, eventually earning him an Emmy, Grammy and American Comedy awards, among other honors.

VOCABULARY

Start out	(expression) (특정한 의도를 가지고) 시작하다[처음에는 ...하려 하다]
Master your craft	(expression) 특정 기술의 달인이 되다
To the point	(expression) ~라고 할 (수 있을) 정도로
Insight	(n) 통찰력
Fulfilling	(adj) 성취감을 주는
Quest	(n) 탐구, 탐색
Blindly	(adv) 맹목적으로, 무턱대고
Calling	(n) 소명 (의식)
**Flip a coin	(expression) (앞뒤를 정하기 위해) 동전을 튕겨 올린다
**Contrary to	(expression) ~에 반해서
Intrinsically	(adv) 고유한, 본질적인
Side effect	(n) (조치 등의 예상치 못한) 부작용
Mastery	(n) 숙달, 통달
Engagement	(n) (특히 업무상·공적인) 약속; (약속 시간을 정해서 하는) 업무
Deliberate	(adj) 고의의, 의도적인
Irreplaceable	(adj) (대단히 귀중하거나 특별하여) 그 무엇으로도 대체할 수 없는
**Have leverage	(expression) 영향력을 갖다 (원래 leverage는 지렛대의 힘을 의미)
Watch out for	(expression) (좋지 않은 일이 생기는 것은 아닌지 잘 살피며) ~에 대해 주의하다
Plateau	(n) 안정기; 정체기 (고원을 의미하며, 그래프상 고원같이 보여서 안정기를 의미)
**Beyond comfort zone	(expression) comfort zone은 너무 열심히 안 해도 적당히 성과가 나오는 정도; beyond comfort zone은 '노력해야하는'으로 해석
Strive	(v) 분투하다
Ambitious	(adj) (사람이) 야심 있는
Brutally	(adv) 인정사정없는, 잔인할 정도의
Neutral	(adj) 중립적인
Indicator	(n) (일의 현황·사정 변화 등을 나타내는) 지표
Viability	(n) 생존 능력; (특히 태아·신생아의) 생육[생존]력; (계획 등의) 실행 가능성
Negotiate	(v) 협상하다
**Resonate with ~	(expression) (어떤 기운·느낌으로) 가득하다
Collaborate with	(expression) ...와 협동하다.
Jump for	(expression) ...때문에 뛰어오르다.
Go off	(expression) (특히 무엇을 하러) 자리를 뜨다
Breakthrough	(n) 돌파구
**Cutting edge	(expression) 최첨단
Sustainable	(adj) 오랫동안 지속 가능한
Impactful	(adj) 영향력이 강한, 인상이 강렬한.