



**SPI 249**

# **Pivoting: How, When & Why to Do It with Jenny Blake**

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Pat: This is the Smart Passive Income podcast with Pat Flynn, session number 249.

Announcer: Welcome to the Smart Passive Income podcast where it's all about working hard now so you can sit back and reap the benefits later, and now your host. Hey, if you see him, ask him about the one time in his life he was grounded, Pat Flynn.

Pat: Hey, what's up everybody, Pat Flynn here and welcome to episode 249 of the Smart Passive Income podcast. Thank you so much for joining me today. I'm also joined with an amazing person who I met very recently in New York who has just come out with a great book and not only that, she has a method for helping us understand what do we do next, how do we know if we need to actually make a change in our business, in our life, and how do we do that. She's somebody who speak and helps people at Google with their careers and her name is Jenny Blake, you can find her at [jennyblake.me](http://jennyblake.me). The name of the book is called Pivot and I was kind of referencing an episode of Friends there, the one with the cop I think it was.

Anyway, the Pivot Method is what she's talking about here today and learning about what we can do to figure out well, what do we do next and how do we know ... It's sort of along the lines of "The One Thing" but more so into the how do we make a change if we're at a juncture or a fork in the road in our business or in our lives. What's cool about Jenny is she's just so down to earth, so kind, and so knowledgeable, but not only that. Her book is one of the most organized books that I've read and what I mean by that, it's really well put together, really easily read, it was featured as a book of the month here on SPI at one point.

If you want to check out the book club, go to [patsbookclub.com](http://patsbookclub.com), I send out an email every single month with the new book that I'm checking out and Jenny's book was featured recently and I'm excited to feature her today to help you with some of the upcoming decisions you're making, especially here at the beginning of the year. I think a lot of you might find some great use out of this

episode and I'm, again, really happy to introduce Jenny to you, so here we go. This is Jenny Blake from [jennyblake.me](http://jennyblake.me) and also [thepivotmethod.com](http://thepivotmethod.com). Here we go. What's up everybody, I'm so, so happy to welcome and introduce Jenny Blake to you. Jenny, thank you for coming on the show. I am so excited that you're here.

Jenny: Thank you, Pat, for having me. It's such an honor to be here.

Pat: It was such a pleasure to meet you earlier this year as well when we met in New York. I'd heard a lot about you and it was so cool to meet you because your personality is just one of those that you can easily click with, so I'm very excited to introduce you to everybody here on the show today. To start off, why don't you tell everybody what is it that you do and how did you get there?

Jenny: Yeah, so thank you and I loved meeting you, too. For all of you listening, you may not see Pat everyday, you hear his voice. Pat has rocking style, so you're welcome to that . . . It's like, pocket square and everything, amazing.

Pat: Thank you.

Jenny: Who am I? I am an author, that's how I identify. I think all of us who are doing online business, what do you ever say to friends and family of what do you do because there's so much we do behind the computer, but I say author because my books, I love thinking about big ideas, and I love simplifying complex problems, and helping people organize their brain, and so from the books the rest of my business activities follow like coaching, and speaking, and I also have a podcast. Quick background, born and raised Silicon Valley, worked at a startup for two years, then Google in training and career development for five and a half. Now I've been on my own for almost six. Thankfully I'm still not living down in a van by the river, so that's good.

Pat: You were living in a van by the river?

Jenny: That was my big fear of leaving Google, I was really terrified. Huge

thanks to people like you who are out there actually saying how to make it work, but I didn't know if I was cut out for entrepreneurship, I really didn't. I'd always been a straight A student and followed the rules, and so I did well at Google and I just thought I'm not one of those people that could do this on my own. Not without roller coasters for sure, not without almost having to fold my business half way through, but that moment is what eventually sparked me writing Pivot and figuring out a better way to plan our next moves.

Pat: We'll definitely get into the book. It's one of my favorites. I don't know if you know this, but I'll tell you now anyway. We're featuring it in our book club in an early month in 2017, so I'm super stoked to get that into people's hands. It's called Pivot: The Only Move That Matters is Your Next One, which is such a great title and it makes complete sense. I think one of the things that's very challenging for us entrepreneurs is how do you know if that next move is the right one. We've all read The One Thing and all those kinds of books, but then how do you know if that next one thing is the right one thing. I think that's where we're going to dive into a lot of things today, but I'd love to learn more about your story. In terms of getting over that fear of making that transition from Silicon Valley and startup world to your own stuff, at what point in the journey if you come across it did you ever feel that finally you were confident in this new path that you were going down?

Jenny: I had started my first vlog, Life After College, in 2005. I'd been at this for a while and never, never thought that it was going to be a full-time thing. It was a side project, a hobby, and I know you know how it is, Pat, when sometimes when we start these things like, "What's this new technology? I might give it a go," it becomes this lifelong commitment because there's no end date unless we decide to fold shop, but slowly it developed momentum and while I was at Google I was working on a book on the side called Life After College. I ended up getting an agent and a book deal, and so when my book was coming out in 2011 I asked for three months of unpaid leave from Google. I really had no intentions of leaving the company.

I had a perfect on paper job, but there was still a part of me that

I was kind of burning out a lot. Google itself is a really intense environment, not to mention trying to have a book and a blog on the side. Part of me also knew that I couldn't do both much longer, at some point I was going to have to choose. As soon as I started that sabbatical I realized I could spend all day working on what had previously been my side hustle, but all day, everyday. I was really enjoying it, so I wouldn't give this same advice, but even though I wasn't earning any income from it, I ultimately made the decision not to go back to Google. I had six months of what I call pivot runway.

You asked when did I have the confidence. For me in my life, confidence kind of comes after the fact. I feel really scared a lot of the time, scared, insecure, unsure. When I take steps and they feel aligned with what I call soul goals, things start to happen and work out. As a result I feel confident, but I've learned not to wait for 100% confident or courage up front.

Pat: What does your business look like now? We're at the end of 2016, people are listening to this early 2017, what's Jenny Blake's business overall now? What are the different components, how are you generating an income?

Jenny: One of the big focuses for me in the last five years since Life After College came out is more scalable sources of incomes, so in addition to I do the podcast, coaching, and speaking, but also I'm really excited to announce that Google is licensing Pivot as global career development training, so that's ...

Pat: No way, full circle.

Jenny: Yeah, it's really exciting.

Pat: Cool, huh?

Jenny: Yeah, it is. It's so awesome that they're willing to still work with me even though I left, we have a great relationship and there's no company I would rather partner with than Google. They shaped so many of the ideas in the book for obvious reasons.

Pat: That's cool.

Jenny: Yeah, then I trained a team of six pivot coaches, so I don't have to be the only one available to be able to support people. I have a private community called Momentum. Those are the main income sources, then I have the newsletters, I have the Pivot website and blog, Jenny Blake and Life After College, so I still run three different web properties, but it all kind of rolls up to the same places, which is the newsletters, and the podcasts, and then if people want to engage more, Momentum, and coaching, and speaking on the company side.

Pat: That's really cool, congratulations on that opportunity. That's amazing. Does that mean they're buying copies of your book and giving it to all their employees or a certain number of them?

Jenny: We'll see. I don't know if it'll lead to direct book sales, but more using Pivot as a framework to talk about career development and to guide people through planning their pivot. It's cool because one of the messages that I'm not sure comes through and you just see the book on the shelf as that not all pivots have to be huge, drastic, crazy career changes. It's really I just wanted to put a method to this process of asking what's next so we could all become more efficient at it, so even within your existing business, figuring out what's next and pivoting in whatever you're currently doing is just as well as the bigger moves that we see celebrated in the media.

Pat: Let's get into that framework. How does one even know where to start? Obviously you talk about it in the book, I'd recommend everybody check it out, but let's break it down for people. I think when people approach what their next steps are there's a couple of ways to go about it or there's a couple scenarios that come into my mind and that is you don't even know where to start because you don't have any ideas, and you're kind of worried, and overwhelmed, and you don't want to make the wrong one, so you just don't do anything at all and you continue doing whatever it is you were doing, and being complacent, and being unhappy because you're more satisfied being where you're at now versus all the fear that

comes with making the changes, or you have a bazillion ideas, like 100,000 ways to go, which leads to the same result, doing nothing at all because you're just unsure of yourself. How does one even begin to understand what their next moves are and where that pivot should be?

Jenny:

I know, and we have a lot of simpatico ideas from Will it Fly, too, around experiments, but essentially one thing is just recognizing when you're at a pivot point. I've felt like I was having a midlife or quarter life crisis every two years. I mean, every two years I was doing all this existential searching who am I, what do I want, what's important, what's next. I started to feel like either there's something really wrong with me, I'm destined to forever be unhappy, I can't even be happy at Google. I must be one of those entitled millennials that the media is talking about, or we're all going to have to ask and answer what's next more frequently.

As I started to do research for the book the latter proved to be true, so one thing I wish I hadn't done so much of is beat myself up. I think a lot of us when we're at a pivot point ... When I say pivot point, I mean a feeling of restlessness, or a little bored, or there's more out there, or just straight up body is hitting you with cosmic two by fours like getting sick. I had a friend who would get panic attacks whenever she would get off the subway on her way to work, so if we don't listen early on to the signals they start to really scream at us, but essentially I remember ...

I was a couple years into running my own business, I'd been known as the girl who left things. The girl who left college, the girl who left Google, but who am I? Who am I beyond these things I've left behind. I paused all my business activities, I was having a really tough year for personal reasons, too, and my bank account started to dwindle to the point where I had to move in order to stay in New York. I had to move to a new apartment. My rent doubled overnight, my business income didn't, and I had to put down three months rent for security deposit because I'm an entrepreneur and they don't trust us here in New York.

At that point, this is as recent as January 2014, and I didn't know how to pay rent in two weeks. I really didn't have the money unless I was going to liquidate non-cash assets, which was my worst case scenario, so I spent a lot of time ... I guess a long way of saying I took my pivot point very personally and I kept thinking, "I'm delusional. My inner critic must have been right. I'm really not cut out for this. The jig is up. Do I just throw in the towel?" I think it's okay to ask some of that for our own self awareness, but at the same time what I came to realize is pivots are so often a product of our success that we're doing something right. We've outgrown this previous path, our direction.

It's very natural, especially among entrepreneurs and side hustlers that naturally when we finish a big launch or a creative project there's going to be this void that opens up and this desire to create. That's why we're all doing this, because we live for that creation process and creating something out of nothing, so once you stop taking it personally, then the reason I call it a pivot, one, gender neutral and judgment neutral, but two, a pivot is not a 180. It's not about saying, "What's next," and trying to start from scratch. You described two scenarios. One, just kind of choked by fear and two, swirling like a beehive with too many ideas. In both cases if someone were to really study what was already working in their career or business, and doubled down on those things, the pivots become much more intuitive.

It's not to say that any of us ever know the answer up front, but by doing small experiments exactly as you talk about in your book, we can start to test which one will take on the most momentum, so I think of pilots ... I call them pilots in the book, like TV show, pilot episode helps a network figure out the whole series, they're like race horses at the Kentucky Derby. In our businesses you just line up five or six pilots. You don't have to know which one's going to take off, but you let them start to build a momentum of their own.

Pat:

Then pivoting isn't necessarily for people who are coming at a point in their life where they're feeling distressed, or overwhelmed, or anything. Can it be also for people who are doing really well



and are trying to up their game, like it's not necessarily a negative thing, but it's a what's next because they just finished something awesome and they want to do another thing that's awesome.

Jenny: 100%. The better we get at pivoting, the more it becomes a continuous process and not these jarring pivot points. I think actually the most successful . . . entrepreneurs are those of us who are constantly asking, "Cool, what's working? Where do I want to end up a year from now? What can I double down on? What experiments can I run?" When you have pivot as a mindset, and I say in the book, pivot is plan A.

When you don't just sit around expecting things to be static and predictable, you're much better equipped to just harness the genius inside of you, like you said. As much as even when things are going really well it's about looking at awesome, and how can I build from that. I use pivot for a framework for even just planning instead of New Year's resolutions. Cool, what's working and where do I want to shift into in the coming year?

Pat: Nice, I love that. I love that you mentioned earlier strengths, too. That's something like you said, I talk about in Will It Fly, looking internally at what you're good at, and what you've been doing very well, and just doubling down on that like you said. Do you have any other strategies for understanding what one's own strengths might be?

Jenny: Yeah, I love thinking about two things. I know it sounds cliché and everyone's probably heard it before, but what you love to do as a kid really does count. When people used to ask me that question I just felt kind of vague, so I recommend breaking it down into groups, really even ask your parents. What did you like to do from when you were five to eight years old. What did you like to do in middle school? What did you like to do in high school? Unpacking, kind of reverse engineer the stuff you've always been drawn to. Then look at what do people most often come to you for advice on and not just what they come to you for, but what do they leave with even that they didn't expect. Is it a sense of hopefulness, or

optimism, or practical tools.

Pat: I like that.

Jenny: What problems does your brain solve in its own unique way and that can be really informative. Then the last way that I like looking at strengths is just when does time fly and when do you feel most in the zone. Even if it's only 10% of what you're currently doing and even if it doesn't seem like any viable sort of way to make a living, what do you really just look forward to. One of my things for me, I taught myself HTML and CSS back in the day when I worked at the startup. I can build a website, and the sun will rise and set, and I won't even notice. It's really weird, it's not like I earn a living building websites by any means, but it is very helpful to me in my business as a solopreneur that I enjoy the technical aspects of managing websites. These strengths can come into play. You don't have to make them your full-time thing.

Pat: That's cool. If I were to ask you what was it that you were interested in between the ages of five and eight, what would you say?

Jenny: One thing, I used to make my brother play school. I would learn things, and then I wanted him to be smart, and have a leg up, so I would make worksheets and make him fill them out. If he had friends over, poor guy, if he had friends over I'd make his friends play school as well. What's funny is that my job now pretty much involves teaching, and creating worksheets and templates that either go in the book or on my website. I also always loved playing business as a kid. I would steal carbon paper from ski resorts where I thought that paper was so cool. I would set up a fake ski stand and people would come fill out paperwork, so I always enjoyed these aspects of just creating things.

Pat: That's cool, I like that exercise a lot, looking back. In my book, I had them go ...

Jenny: What did you used to do?

Pat: For me, I used to take things apart, like remote control cars, or typewriters, and just try to understand how it all works, and try to make sense of it all. I think that's something that I do now in a different way where I take these complicated processes, and now I post about them, and I share that information with people in a way that's easy to consume so they can understand these technical things, and break it down. I would try rebuilding it in a certain way or in a different way to see if it worked, and experimentation, that kind of thing, so I love looking back that far.

In my book, I only have people go back to their first job because that's the first time they're put to work, but going back even further I think that's really smart. I want to encourage everybody to be a kid again. I think we lose that as we get older and that's something I'm trying to make sure my kids grow up with is that idea that they can always be kids no matter how old they are.

Jenny: I love that. One thing ... Well, two things. I have to give a PSA for your brain and unpacking things that everyone should know if you're starting a podcast, Pat Flynn is your guide to podcasting that held my hand through every step of taking mine pro, so thank you for that. You're so good at what you do.

Pat: Thank you for that.

Jenny: Yeah, and the second thing that I'll say is that I think that not just being a kid, but what are you wildly curious about and that has that playfulness of being a kid. I think it's really fun to look at what podcasts are you subscribed to, which ones are you drawn to, where do you beeline in the bookstore, what's on your Amazon wishlist, even if you haven't bought it yet, what are the books on your shelf you've been collecting. Our subconscious gives us these clues and believe it or not, they're already within our sphere of gadgetry, and online wishlists, and purchase history. Sometimes it's about looking at what's here right now that Neil Pasricha in his book *The Happiness Equation*, he calls it the Saturday morning test. What would you be doing on Saturday morning when you feel you have no other obligations?

Pat: Fishing.

Jenny: Oh, nice.

Pat: Yeah, or playing music, or something. Anyway, this is really cool, Jenny. Let's go into the pivot framework. Can you give us a rundown on what that exactly means? We talked about a lot of why we need to be conscious about what's happening in our lives and why one might need to go through a pivot, but in terms of actually doing it, give us a rundown.

Jenny: The metaphor that came to me, so I describe being in that pickle of needing to pay the rent. When I started to double down on what was working, I kind of developed, reverse engineered, because I'd been doing coaching and career development even in my time at Google, but I wanted to map the process, just like you. Like unpack it, understand it, and simplify it. By the end of that year end, tripling my income, hit six figures for the first time, so it does work. It was to think of a pivot like a basketball player.

When they stop dribbling, one foot stays firmly planted, and that's your strengths, and what success looks like a year from now. Then the pivot foot can scan for opportunity or passing options. Scanning is about people skills and projects that are compelling. Then the third stage, pilot, is about in the basketball analogy, passing the ball around the court, where do you have the best chance to make a shot. A good pilot will help you test three E's, do I enjoy this new direction, can I become an expert at it, and is there room to expand in the market. You can plant, scan, pilot over and over for months if not years. Perfectly happy whether in your own business, or in a side hustle, or even within a role if you're working at a company.

Then eventually there comes time for a launch, and that's the fourth and final stage that in some cases we got to go all in. Launching a book, quitting a job, changing jobs, starting a business. All of those involve some amount on uncertainty, but through following the stages of the pivot method the goal is to reduce risk, and as you described at the beginning, help people get out of their panic zone

and into a zone, what I call the stretch zone where it feels edgy and exciting, but doable.

Pat: I love it. You had mentioned determining whether or not there's room in the market. I'd love to go deeper into that one because I know that's a big one for a lot of people when they're trying to do something new they always see the competition out there and they're like, "Oh, I'm late to the game, how can I bring anything new to the table? I'm just setting myself up for failure." How do you approach some new direction in a way that's going to help motivate you in a positive way instead of bringing you down?

Jenny: A couple things. One of the biggest mistakes I made as a solopreneur was too much emphasis on what business model I should have. I know that sounds weird and especially given all the great stuff that you teach about, but I got so caught up in the online marketing world and trying to ...

Pat: What kind of questions were you asking yourself?

Jenny: I was literally asking, "What kind of business model should I have? What's going to be most sustainable?" I kept trying to basically force a business model top down on my community or "the market," the broader market. It just didn't get me anywhere. It was only when I asked how can I be most helpful. I remember a moment where I had to stop and say, "Enough already with what kind of business model is going to serve me." It wasn't getting me anywhere, so I had to shift and say, "How can I be most helpful?" I've come to have many more spiritual practices actually in the last few years.

At that time was the very beginnings of me saying, "I kind of give up on trying to top down the sight of business model and instead just show me. My mission is to be as helpful as possible to as many people as possible. How can I do that? How in my own life and business right now just as it is can I be helpful? How am I already helping people? How can I do a little more of that? How can I experiment with different ways of doing that?" Just that shift really got me unstuck of thinking only on the business model side. I do

think some mix of both is important. Then listening. I know you talk about this, too, Pat, but for me I had to go back.

What got me out of the pickle I was in was going back to former clients who had already hired me in the past and saying, "I'm thinking of creating this thing. I would love your feedback." I hate the phrase can I pick your brain, so one thing I recommend is I set up 30/30 calls with friend-tors, so I recommend reaching out to people, past, or former, or perspective clients, and do a 30/30.

Pat: Did you say friendtors?

Jenny: Yeah.

Pat: Like friend mentors?

Jenny: Yeah, exactly.

Pat: Nice.

Jenny: People at your same level or similar and saying, "I would love your input on something I'm working on for 30 minutes. Then I'm happy to help you brainstorm on anything you're up to for 30 minutes as well." That way it's not such a one-sided conversation. I set up 30/30s with a bunch of my former coaching clients and was thinking of creating this private coaching community called Brilliance Barter that's now Momentum, but they helped shape it. They gave me all this great input so that when I went to launch that program they had created it. It was exactly what they wanted. There would have been no way for me to guess that if I just had blinders on of what would fit the business model. That, I think listening to the market. Whatever market is in front of you, even if it's five people is really important.

Pat: What was something in those conversations that you learned that was surprising to you?

Jenny: One thing people talked about was wanting accountability, wanting feedback, thinking about programs that didn't work. I mean, how

many of us have joined a private Facebook group and I don't know, for me it's not sticky, so they just helped me understand what real success would look like and even pricing. I even asked what kind of range so that I could design a program that would fit within most of their budget. That was helpful, too. Then I launched it and it evolved over time, but just being able to launch it, and launch it imperfectly, and get it out, and start testing it, then I think sometimes you've got to launch the plan initially. At Google we had a thing, launch, and iterate, and be scrappy. Then some amount of building the plane while flying it, so for those early customers there is a certain amount of faith in you and your ability to co-create. For that reason I also gave them really low rates, and they got a founders discount, and they were grandfathered in at those rates because out of gratitude for them helping me work out the kinks along the way.

Pat: How do you determine who do you speak to if you are just starting a business? You said you already had coaching clients, so that was obviously where you would start, but for those who are listening who are like, "This all sounds great, but I don't have any contacts," how would you respond?

Jenny: Yeah, this is where understanding who is your target, your ideal client. I think be very specific and be selfish. Don't feel like your ideal client has to be some broad thing. There was a point, the lingo on my Life After College coaching page started out so cliché like, "Do you want more fulfillment in life?" Just exactly what, kind of the most generic. Then over time I realized who I really loved being on the phone with, so now my coaching and my Momentum program, the pages say things like, "Are you smart, generous, motivated, creative?" I've gotten so clear on the psychographic of who I like working with. We know about demographics, that's like age, sex, ethnicity, maybe where someone lives, but psychographic is a mindset.

In Pivot, I call them high net growth individuals, people who . . . money is important, but it's not everything. Ultimately those are the ones I'm really going to connect with. I even say things like action-oriented, positive, things like that. Let's say someone who

has no former clients, once you know the psychographic, just start to find people who fit that description and set up 30/30s and ask, “What do you struggle with? What are your challenges? What are your frustrations? What are your hopes and dreams? What would you love to see happening in your life a year from now?” If you have some hypothesis about what to create, then you can also say, “Here’s something I’m noodling with. Is that something you’d ever be interested in? Even if it’s not for you, I would love your input for people like you because I really admire and respect ...” and just get their feedback with no attachment that they themselves ever become a customer.

Pat: I also love that you have Cal Newport here who left you a nice little blurb about deep work. We’re trying to get him on the show because I love his book and everything that he’s doing, but he’s very hard to get for some reason, I don’t know why. Probably because he wrote a post called Why I Quit Social Media, so it’s kind of a little bit ... He’s very conscious about where he puts his time, which everybody should be, but anyway, going back to your book. You actually have a fifth stage that you didn’t mention yet, but I really love that you added that in there. That is lead. I’d love for you to speak about what that means to you and why that’s important. Obviously launching, getting off the ground is important, but what does “Lead” mean in this whole process to you?

Jenny: Lead is about a better way to listen, actually, and how to ... All of us are leaders in our own lives and whether you actually manage a team of people, or you want to someday, or even with friends and family, it is so easy for smart people, problem solvers by nature, to want to just dish out advice. What I talk about in the Lead chapter is how to empower other people in your life to be the expert in their own life. The pivot method that I shared can also be used as a conversation framework.

Everybody listening can try this as homework, but the next time someone comes to you for advice, instead of just doling it out, which I actually find quite inefficient. I mean, similar to you, I love efficiency, and I love things that work, and that are effective. It’s just not effective to take stabs in the dark at what you think someone



should do. Instead you can say, “Well, what is working? Okay, well, what does success look like here? What’s out there? Who could you talk to? Want to brainstorm some experiments? Okay, great, what will you try?” Then at the end, give advice and input, but you will have learned so much from the other person first that by the time you do get around to giving advice or sharing your own stories, it’s much more relevant.

Pat: That’s awesome, I love it, Jenny. I want to talk about the marketing of your book Pivot because I know it’s getting out there, a lot of people are seeing it, and now Google’s loving it, and is working with you. What have been the big things that you’ve done to get the book into most people’s hands?

Jenny: I kind of took my own medicine here and I said, “Okay,” because with the Life After College book launch I completely burned out. I was launching a global coaching program at Google three weeks prior to the book coming out and just did a funny timing.

Pat: That’s crazy.

Jenny: Yeah, so I came skidding into that first launch just ...

Pat: Was that self published?

Jenny: No, that was through a small press called Running Press. I had never launched a book, and I was living in California, I didn’t know any other authors. That’s why I created that huge marketing spreadsheet that Seth ended up sharing, but I just was so overwhelmed that I really burnt out before the book even came out. That was a tough feeling because I felt like here’s this project that I love so much and I don’t even have the energy. I’m skidding over that last mile of the marathon. I didn’t want that this time around, so this time around I looked and I said, “What are the things that I am best at and that are the most joyful in descending order?”

Number one, being on podcasts like this, I love it. It is so joyful for me to just talk to awesome people and have interesting conversations, so I made that the top part of my strategy, just lining

up a podcast tour. Then in descending order for example, one of the things for me that I find really challenging, I wish I didn't, but I do, is writing new original content. I ended up doing an article here and there, like one for Fast Company, but in general I felt so spent from writing the book I just didn't have it in me to come up with new stuff, so I really tried to ask the PR rep at the publisher where ever we can can we pitch an excerpt, or can do a Q&A, or even better, a phone Q&A because anything that involved writing I just didn't have the energy for.

Pat: Yeah.

Jenny: Working top down from what could make a big impact and what I really enjoyed. Then making the most time for those things.

Pat: What are some of the future plans you have related to the pivot brand and book? Are there events? What's your ultimate goal with it?

Jenny: I really believe books take on a life of their own once they're on the market. My dream, as much as I did do a launch push and I gave it everything I could for those two or three weeks, at my heart of hearts I'm, I call it a tortoise marketer, like slow and steady, kind of long tail wins the race. My biggest hope and dream for it is just that people find it incredibly helpful and because of that, everybody who finishes it wants to tell one or two friends, and that that's how the book will really grow virally and exponentially over time. Beyond that, I mean, it would be amazing to see more companies pick it up. My hope is to just give people a shared language to talk about change and to manage the change process in a way that doesn't feel like a crisis. Programs like Pivot Coaching, or Momentum, or the licensing to companies, all of that is ways that I've tried to be smarter about having things be more scalable with this second book so that the message can spread as far as it can.

Pat: Jenny, thank you so much for all this amazing information. Everybody's listening to this, actually those who are subscribed, are listening to it in January of 2017, so it's the start of their new year. What advice or questions you might have people be able to ask themselves, or what would you say for people out there who are

listening who are motivated, but they just don't know what the next steps are? Let's leave them with one thing to help them shape their mind in the right way before leaving this podcast.

Jenny:

One of the biggest mistakes pivoters make is saying, "Okay, it's January 2017, what's out there?" Again, going outside yourself first. Come home, really go within and say, "What would I love to have happening by the end of this year? What does smashing success look like? How much do I want to be earning? What do I want to be learning? What kind of impact do I want to have? What does my ideal average day look like? Who am I surrounded by?"

If you can paint the picture of that vision, a one year vision, one year is plenty. None of us can predict the future, nor should we try, but that's a step that so many people want to skip and it might even seem [fru-fru 00:13:02], but it's actually so helpful. When you're anchored in that present, compelling vision, the next steps that follow will reveal themselves, and are often so much clearer, and I say like as you take one step forward, the universe unrolls the red carpet. That's how you know you're on the right track.

The other thing I'll say for everyone listening is, and I know you talk about this, too, Pat, but just pick one thing that's really exciting and the one next step. That's all we can ever ask of ourselves. Don't expect that you're going to feel ready. You're not. That's why we're high net growth individuals and no doubt, anybody listening to your podcast, Pat, is high net growth because we are here, we're here spending free time learning. Know that if you weren't a little nervous, and a little anxious, and a little insecure it wouldn't be big enough for you.

Pat:

Yeah, I love that. I always tell that to people. If you're not nervous it probably means you're not going big enough and so hopefully all of you are nervous this year because you've got some amazing things happening, so Jenny, thank you so much for joining me today, and motivating people, and getting people familiar with the pivot method. Where can people go find the book and yourself?

Jenny:

The best place to go is [pivotmethod.com](http://pivotmethod.com). If you go to /toolkit there

are a ton of free templates based on everything we talked about today.

Pat: Nice, thank you, Jenny. We appreciate you and good luck on all the stuff that you're working on. Appreciate you.

Jenny: Thank you so much, Pat, and huge thanks to everybody for listening.

Pat: All right, I hope you enjoyed that episode with Jenny Blake. Again, you can find her at [jennyblake.me](http://jennyblake.me) and that toolkit she mentioned is over at [pivotmethod.com/toolkit](http://pivotmethod.com/toolkit). There's no option required to check out all the resources she has there, which includes an assessment that you can take. A pivotability self-assessment. You can make your pivot profile and you can do that under five minutes, so go ahead and check that out. Jenny, thank you so much. I know you're listening to this show. I appreciate you and I appreciate all of you for listening all the way through here to the end as always.

The next episode's going to be really cool. We're going to be featuring not success stories, but failure stories. These are stories of failures that then turned into success and they are some of your stories, so I actually asked the SPI audience a while back to send voicemails sharing some of their failure stories that which have turned into a success in some way, shape, or form. We have a number of those to share, really inspiring, but also really actionable, too, because I think a lot of us can relate to failing in our business and hopefully we are failing as often as possible because the more often you fail, the more often you can learn, and make adjustments, and pivot into the right position.

Anyway, look out for that episode next week. That's going to celebrate episode 250, how crazy is that? Of course this one is episode 249. If you want to get the show notes, and links, and everything mentioned in this episode head on over to [smartpassiveincome.com/session249](http://smartpassiveincome.com/session249) and finally I want to thank today's sponsor, which is [99designs.com](http://99designs.com) for those of you who can't afford that one designer on your team, which is sort of ideal, but especially if you're just starting out or bootstrapping you can't afford that one designer, so the next best thing is to hire somebody on a

site like 99designs.com, which is cool because if you have a design need that you have, say for example a logo, or a webpage that you need designed, or some letterhead, anything that you could think of that you need designed, which we all need those things if we're doing stuff online, you can go to 99designs.com/spi.

You can put in a description of whatever it is that you're looking for, it could even be like an infographic, or a t-shirt design, or anything and different designers from around the world will design based on what you're looking for. You can pick your favorite, which is really cool, which is also cool is you can have your friends and family vote for their favorite, you can have your audience vote for your next ebook cover for example, which is really fun and exciting to get them involved. Plus, if you go through that link, 99designs.com/spi, that'll give you a \$99 credit that you can put towards your next design project, which is really cool. Plus, if you don't like any of the designs that come in, you can get your money back.

Now, I've never had to ask for my money back. I've used 99designs.com several times in the past and I know a lot of other people do, too, so go ahead and check that out if that's something you're interested in, 99designs.com/spi. Thank you so much, I appreciate you and I look forward to serving you in next week's episode. All the best. Take care, bye.

Announcer: Thanks for listening to the Smart Passive Income podcast at [www.smartpassiveincome.com](http://www.smartpassiveincome.com).



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