

Let's agree on this—

We know what's coming.

Accelerating change. Increasing complexity. Worldwide competition for jobs. We'll be working in a world where things are fluid, fuzzy, and fast.

We know the challenges.

Keeping up. Adapting. Figuring out how to *use* change to our advantage.

We know what the future promises.

Surprise. A speeded up existence. And a fair amount of chaos.

The future also promises us new possibilities. Astounding opportunities. A higher standard of living, more job freedom, plus the chance to achieve more of our potential.

And the future will keep its word.

Our challenge is to keep changing *personally*, so we're in a position to take advantage of the many benefits tomorrow is sure to bring.

A handwritten signature in black ink, appearing to read "Steve Jobs". The signature is fluid and cursive, with a long, sweeping underline that extends to the right.

You're involved in something *BIG*: The shift to an entirely new economy... a new age... a vastly different approach in the way organizations operate.

Work is going global. Jobs are going virtual. Business is being conducted in ways that were simply impossible a few short years ago. The economy is shifting more and more toward *services*, and toward *knowledge work*. Before long, top management absolutely won't be able to run things the old way, even if it desperately wants to.

New technologies—especially computers and telecommunications—have already created intense, worldwide competition for business. Soon, competition for your very own job could come from practically anywhere on earth.

Careers have already quit working like they used to. That's not really *anybody's* fault. But employees and organizations are very much at fault if they, too, don't change in order to adapt.

It does us no good whatsoever to complain or be bitter about what's happening. In fact, such behavior can only do us harm. We waste precious energy if we resist, get angry, or give in to grief over all that's being lost. We jeopardize our future if we cling to old assumptions and expectations about how careers should operate.

Frankly, the world doesn't care about our opinions. Or our feelings. The world rewards only those of us who catch on to what's happening, who invest our energy in finding and seizing the opportunities brought about by change.

And change *always* comes bearing gifts.

Considering the scope and speed of change these days, there will be precious gifts—many priceless opportunities—for those of us who play by the new rules, position ourselves right, and take personal responsibility for our future.

Meet the challenge. Follow these 13 guidelines for managing your job during radical change.