



*Dreams cost nothing...  
Implementation gets expensive.*

## The Times They Are A-Changin'

*If your time to you  
Is worth savin'  
Then you better start swimmin'  
Or you'll sink like a stone  
For the times they are a-changin'*

Bob Dylan

Robert Livingston

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

The views and opinions expressed in this essay are solely my personal views and opinions based upon my personal experiences, and do not represent the views or opinions of my employer.

## Introduction

Some of my greatest accomplishments have occurred when I have successfully worked through my failures and disappointments.

In my 40 years on Bay Street, I have worked for a firm that taught me how to manage a business; I have worked for a firm that taught me how not to manage a business. The managers I have worked for in my 40 years? Let's call them the good, the bad and the ugly. Enough said.

In short, I have almost seen it all. Fortunately for me, it has been, for the most part, a tremendous experience. I have been very well compensated for my efforts and, despite some occasional bumps along the way, I am fortunate that I still have my marriage, my family, my health, my finances, and even my sense of humour.

Today's graduates face a different world than I did some 40 years ago. The low hanging fruit is gone. It was so easy 40 years ago to get a job. In most industries there were more jobs than there were applicants. Clearly this is no longer the case today. In today's world, as Bob Dylan said, *"you better start swimmin'" or you'll sink like a stone."*

So how do graduates today learn how to "swim" better?

I recommend you split your journey into two parts.

The first part is to learn some basic skills needed in your journey. My three coins of knowledge: establish a mentor network, commit to personal development, and organize your finances will help teach you these skills.

The second part is to discover your passion, or as I call it, your *"professional hobby."*

We sometimes make life too complicated. You don't have to do extraordinary things in life to achieve happiness and success; you only have to do ordinary things extraordinarily well.

*The Times They Are A-Changin'* shares with the reader my journey, my experiences, and the lessons I have learned over the last 40 years. I try to be as honest and transparent as possible, especially when it comes to my mistakes.

While my entire career has been spent entirely in the investment industry, I believe my recommendations can be applied universally.

My key message centres on a quote from Jim Rohn: *"Work harder on yourself, than you do on your job."* In today's world the times they are indeed changing. You need to learn to "swim" a little better in a "pool" that is becoming a lot more challenging and competitive. Otherwise, you run the risk of *"sinking like a stone."*

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## Chapter 1: My Three Coins of Knowledge

*In order to do something you've never done, you've got to become someone you've never been.*

Les Brown

### 1.1 Establish a Mentor Network

My first coin of knowledge is to establish a mentor network.

**What is a mentor network?** A mentor network is a group of individuals who have the appropriate knowledge, the personal fit, and most importantly the desire to help you. Sometimes they can be right in front of you. Mentors don't come "*off the rack*"; rather they must be "*tailor made*".

**How do you establish a mentor network?** You must start the process by learning one of life's critical skills — networking. For most people networking is not a natural skill. The contacts are out there but you must reach out to make the first connection. Procrastination and fear of rejection must be overcome.

**Why establish a mentor network?** A mentor network will provide you with both wisdom and knowledge. Wisdom will help you discover your passion and knowledge will teach you some of life's basic skills, including becoming a better listener and developing good relationship skills.

I have found in today's society; most people are very hesitant to acknowledge their weaknesses and reach out to others for help. My approach is completely the opposite — I recognize and acknowledge that I don't know everything, and I feel very comfortable in reaching out to others.

The result?

I have established a mentor network, both in my professional and personal life.

Let me share a good story with you.

Blair, our third son, spent four years in Wilfrid Laurier's Co-op Business Program. During his co-op placements, he worked for three different companies — an accounting firm, a consumer product company, and a Canadian investment bank. He found all three placements by himself, and networking played an important part in the process, especially in the case of his last position with an investment bank. Blair "worked" both his high school and university alumni networks. He cold-called numerous individuals to seek their advice, and in most cases, he found people who were more than willing to give him advice and, in some cases, possible job leads.

After reading this essay, Blair had the following reaction:

*People don't like it when you try to get someone to do the networking for you (i.e., Daddy hooking you up), and will actually go out of their way to roadblock you (no one likes to see someone else get a pass). Networking is something you need to do yourself.*

Blair, through his competence, passion, and hard work turned an opportunity into a job and, possibly, a job into a career. Last fall Blair joined the investment bank he worked for as a co-op student.

Blair had made the decision to establish a mentor network.

**A key skill in establishing a mentor network is self-confidence.**

## 1.2 Commit to Personal Development

My second coin of knowledge is to commit to personal development.

**What is personal development?** Personal development is a process of personal change and character development helping you discover who the real you are. This discovery develops a game plan to take that inner person into the real world. It helps you establish your values, develop your skills, and lastly, unlock your inner talents to fulfill your true destiny in life.

**How do we learn about personal development?** The journey starts with taking personal responsibility for yourself and the choices you make. Personal development is reading a book outside your comfort zone to expand your skill set; preparing a budget to better manage your finances; and lastly, developing your public speaking skills to become a better communicator<sup>1</sup>.

**Why is personal development so important?** The core philosophy of personal is to work harder on yourself than you do on your job. It helps you establish your values, develop your skills, discover your passion, and achieve your destiny. Everyone has a destiny in life — what I refer to as their sandbox. Confidence, happiness, and new adventures are some of the wonderful benefits from expanding your comfort zone, stretching your skill set, and taking risk.

A picture is worth a thousand words.

Think of a car. A car has a body and an engine. Personal development is the body; education is the engine. Both are needed to make the car work properly. A well-designed body with a good engine makes for an enjoyable ride. This car is similar to life. A commitment to personal development, complimented with a good education, will make your life so much more enjoyable and fulfilling. Success will be a wonderful by-product. An important point to remember is that most people take for granted that the engine works; few lift the hood to take a look at it. A body on the other hand, is something most people look at very closely. In most cases, the body defines the car, not the engine.

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<sup>1</sup> Check out Toastmasters International: [www.toastmasters.org](http://www.toastmasters.org)

Let me share a good story with you.

In January 2008, Blair asked if I would be the guest speaker at Wilfrid Laurier's annual business conference. My immediate response was to say no. I saw no reason to venture outside my comfort zone. After some reflection, I approached the conference organizer and soon realized Blair's request presented an interesting opportunity. I put together a presentation and, from that simple beginning, I have developed a new career in public speaking. This direction has helped me both personally and professionally. It has expanded my comfort zone, providing opportunities to give back to the community and, most importantly, giving me an endless source of fun and fulfillment.

Today I am more committed to my personal development than I was 40 years ago. I am constantly trying to improve my essays and presentations. For instance, I presented *Acquiring Your Wealth to Fulfill Your Dreams* five times within a four-month period. After each presentation I asked for feedback, and I made the suggested changes. I could have been satisfied with a successful presentation, but my goal is excellence, not the status quo.

**A key skill in committing to personal development is initiative.**

### **1.3 Organize Your Finances**

My third coin of knowledge is to organize your finances.

**What does it mean to organize my finances?** To organize your wealth and have it create opportunities require a decision to take personal responsibility for your financial affairs, accompanied by a commitment to exercise discipline and patience. The process requires you to define your "*achievable*" goals and create the plans to achieve them. Sound simple? It is.

**How do I organize my finances?** A great place to start organizing your finances is to prepare a budget. Itemize your expenses — rent, food, clothes, etc. You will learn so much by starting this process today. This will help you reach the point in your life where you are managing your finances, rather than your finances managing you. This is how I define financial independence.

**Why should I organize my finances?** One of the benefits when you organize your finances is you will be better prepared to take risk. One of my favourite expressions is: "*Dreams cost nothing. Implementation gets expensive.*" Of course, beyond money, implementation requires passion, discipline, hard work, and patience. Money, though, plays an important part in achieving our dreams.

Let me share a good story with you.

In September 1996, my company fired me. We had a difference of opinion and parted company.

I had several options available to me at the time. I could continue to do the same job with another investment dealer, making roughly the same money. Unfortunately, the job and the firm involved taking more risks than I was prepared to take.

The other alternative was to join McLean Budden as a private client portfolio manager. The compensation to start was significantly less than I had been making but there was more potential in the longer term. What they were looking for was almost exactly what I wanted to do. Years later, I am truly blessed. I would have a job that I call a "*professional hobby*."

In today's world most people live pay cheque to pay cheque. They don't put money away for either those "*rainy day*" events or the wonderful opportunities that present themselves. When the rain does come, as it will for most people, whether it is work, medical, or family-related, they are ill-prepared to deal with common day challenges. When the opportunities present themselves, many can't afford them.

Seneca, a famous Roman statesman, writer, and philosopher, once wrote: "*Luck is when preparation meets opportunity*." Fortunately, I was ready and prepared for a change. I was able to take a chance because my finances were in good shape. I had no debt and some cash in the bank to finance the near-term decline in my income.

Organizing your finances will mean you are better prepared to deal with both the rainy days and the wonderful opportunities you will encounter in everyday life.

**A key skill in organizing your finances is self-discipline.**



## Chapter 2: My Journey

*The terrible truth is that all roads to achievement lead through the land of failure.*

John Maxwell

I want to share with you three personal stories in my journey.

A common theme in all three stories is how I worked my way through either adversity and/or failure to accomplish my goals and achieve my dreams. By overcoming my disappointments, I found my career calling. The process wasn't without its bumps. I made mistakes but I learned from them. Adversities must be viewed as events to help us grow; mistakes must be viewed as experiences to help us learn.

### 2.1 CFA Exam

#### The Challenge

Have you ever failed a test? A project? An entire course? How did you react? How did you deal with it?

In 1986 I enrolled in the Chartered Financial Analyst (CFA) program. I thought the designation would enhance my resume. I spent very little time studying for the June exam; after all I had an MBA, and I was a master of the universe! The result — I failed. And it wasn't even close.

The term "*masters of the universe*" was first used in Tom Wolfe's book, *The Bonfires of the Vanities*, to describe employees on Wall Street who raised their "*perceived*" value far above their "*actual*" value. They let it all go to their head and conducted themselves accordingly. They came to believe their compensation was strictly due to their ability where sometimes location had a lot more to do with it. Just because they were well paid does not entitle them to have "*perceived*" competence in other areas. They were in the right place at the right time and were well-paid as a result.

## **My Response**

Six years later I enrolled in the program again. This time my cockiness was behind me. I put together a well-organized study plan. Each day I came into work an hour early and studied the CFA material. I spent a week at the University of Windsor in a CFA study program. I secluded myself for a week before the exam for the final push.

Complacency and arrogance were replaced by planning and discipline. As a result, I earned my CFA, having passed all three levels. The process required an acknowledgement of my complacency, followed by a decision, a plan, discipline, hard work, patience, and a supporting wife. The CFA played an integral part in my next job search in 1996. Without the CFA designation, McLean Budden would probably not have even considered my application.

## **My Advice**

Learn how to deal with failure.

Jim Rohn defines failure as *"nothing more than a few errors in judgment repeated every day."*

Failure builds character, both good and bad. Take the approach that failure is a part of life and provides lessons from which you can learn. On the other hand, if you moan *"poor me"* when you fail, you will learn little and you will miss so many opportunities in life. In some ways mistakes are a gift as long as you retain a positive attitude.

## **2.2 "Rude and Arrogant"**

### **The Challenge**

In the mid-1980s I was co-managing the Merrill Lynch institutional equity sales group. In Toronto we had about a dozen salesmen. One day one of the salesmen announced that he was leaving to join a competitor. My partner suggested an exit interview with him. In the interview we asked him if he wanted to share with us any problems, he had with either of us. He looked at my partner and said: *"Well, not with you."* I asked him if he had a problem with me. His answer was simple and direct: *"I find you rude and arrogant."*

I was devastated. I had always tried to lead by example and treat my people fairly.

His answer spoke otherwise.

## **My Response**

I remember leaving the meeting and immediately asking one of the other salesmen if he felt the same way. His somewhat noncommittal answer told me, where there is smoke, there is fire. I went away and examined how I dealt with my employees.

That day I decided to become a better listener. This would require patience and compassion. Initially, my approach was to become a better listener at a head level; over time I learned how to become a better listener at a heart level also.

## **My Advice**

Learn how to listen better.

Hearing is not necessarily listening. Listening understands what the other person is saying. A great quote by Drew Barrymore: "*It is only through listening that you learn.*" Listening is one of the critical skills in life. Good listening skills are a rarity on Bay Street. Someone once told me: "*The opposite of listening is not talking; it is waiting.*" When you learn how to listen well, you not only become a better employee; you become a better person.

Take the time to evaluate your listening skills. Ask others what they think. And just "*listen*" to what they say.

## **2.3 Getting Fired**

### **The Challenge**

In 1996, RBC Dominion Securities acquired Richardson Greenshields. I became a casualty in the merger and was fired (in today's corporate world, a necessary rite of passage). I wasn't totally surprised but I was disappointed.

### **My Response**

I could have been bitter and taken the opportunity to bad mouth my boss. Instead, I took the high road, wished him the best of luck, and soon after joined McLean Budden. I bought him lunch a year later and told him he did me two favours — he hired me, and he fired me. I also suggested we could close the loop if he introduced a prospective client to me. To his full credit he did, and while the prospect did not become a client, I left with a good feeling (and I hope he did too).

### **My Advice**

Never burn your bridges.

I call unforgiveness the cancer of the soul. Unforgiveness will not only impede your progress, but it will also eat away at you and can eventually make you a very unhappy person. There are no perfect people in this world. Every person has their own agenda. Sometimes their agenda will coincide with yours; at other times it will not. Disappointments will happen, which you must not take them personally — they are a fact of life.

I turned adversity into an opportunity, and my opportunity into a wonderful career.

It also important to remember that change brings challenges and opportunities. Deal with the challenges and take advantage of the opportunities.

## Chapter 3: Discover Your Passion

*You've got to find what you love.*

Steve Jobs

The second part of your journey is to discover your passion.<sup>2</sup>

Let's look at some simple facts. The average working career is about 40 years. Assuming a 40-hour work week, working 48 weeks a year for 40 years, you will be working for about 77,000 hours, or 3,200 days, or almost nine years.

Given that time commitment, would it not be best to find a career that you really enjoy? I can't imagine spending nine years of my life doing a job that didn't provide me with fulfillment and satisfaction. But when your passion dovetails with your competence, you will discover a career you truly enjoy.

A good way to discover your passion is to expand your comfort zone, while at the same time stretching your skill set. These involve taking risk; taking risk can lead to failure; encountering failure can result in disappointments. On the other hand, some of my greatest accomplishments have occurred when I have successfully worked through my failures and disappointments.

Never stop expanding your comfort zone while at the same time stretching your skill set — this simple approach will help you discover your passion. By doing so, you will not only enjoy life a lot more, but you will also become more successful at it too.

Let me share a good story with you.

I began my career on Bay Street in 1975 with Greenshields, a well-established brokerage firm. After a brief apprenticeship, I was offered a position on their bond desk as a bond salesman. It was my job to market Greenshields' fixed income services to about a dozen institutional clients. I quickly learned the ropes and within a year became one of the desk's top salesmen. Merrill Lynch Canada was looking to expand their desk, approached me, and I joined them in 1976.

In my new firm, I was a small fish in a very big pond. I adapted to my role of being one of the "junior" salesmen by making the decision not only to focus on my job but also to focus on my personal development. Several days a week I would spend my lunch hour on the institutional equity desk. I was fascinated with this area, and I was fortunate that one of the traders took me under his wing. I learned from one of the best how this side of the business worked.

In 1981 Merrill Lynch Canada decided to expand the institutional equity desk and I was asked to take on a new role as an institutional equity salesman. With Rolodex in hand, I marched across the floor and began a new chapter in my career. I left behind

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<sup>2</sup> I recommend reading *my essay [Discover Your Passion](http://www.dreamscostnothing.com) which can be found on my website, [www.dreamscostnothing.com](http://www.dreamscostnothing.com).*

a well-established career that paid very well and started a new one (I was 29 years old at the time) primarily based on faith and a desire for a new adventure.

This career move was one of the two most important events in my career on Bay Street (the other one was when I joined McLean Budden in 1996). There are only about half a dozen people that I know of who have worked in both the fixed income and equity departments. I believe this unique skill set has played a very important role in my career. It also revealed to me that, by being open to change and having a willingness to take some risk, I was able to discover my passion.

I know discovering your passion is easier said than done. The best way to discover your passion is to have an open mind to change and be willing to take some risk. There is no better time to do this than when you are young.

Here are some of the things I have done to help me discover my passion:

- I established a mentor network
- I embraced change when needed
- I got involved in activities outside of work
- I got involved in philanthropy

An important point to remember is discovering your passion is not about discovering how to make money. Rather when you discover your passion and achieve success, the money will be a wonderful by-product.<sup>3</sup>

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<sup>3</sup> I recommend reading my essay *It's Time to Find a Job* which can be found on my website, [www.dreamscostnothing.com](http://www.dreamscostnothing.com).

## Chapter 4: Common Mistakes of New Hires

*You never get a second chance to make a first impression.*

Oscar Wilde

### 4.1 Sense of Entitlement

New hires sometimes will arrive with a feeling of entitlement. On the first days of your job, you might be thinking, *"I have an MBA degree — I don't do grunt work."* Get over it. Arrive with an attitude that says, *"I am open to do anything."* If you do your work well, it will be recognized. Management is always on the lookout for competent new employees with a positive attitude.

#### My Advice

Let me share a good story with you.

Recently, we hired a new employee (with a four-year university degree) to look after the office kitchen. You can't start much lower — you are in charge of refilling the pop in the refrigerator and loading and unloading the dishwasher. Her attitude was excellent. One day I came into the kitchen where we have a staff library of about three hundred paperback books. I noticed that the books were arranged in alphabetical order. Someone had taken the time to organize them. When I asked the office manager who had done it, I was told it was our new *"kitchen"* employee. She was on management's radar screen and, within a couple of months she was promoted to another area of the firm.

By being patient, having a good attitude, and initiating a project no one asked her to do, the new employee was quickly on management's radar screen and when an opening occurred, she was offered the position.

Never forget as Seneca once said: *"Luck is when preparation meets opportunity."*

## 4.2 Lack of Patience

I have seen it so often. New employees arrive and their initial enthusiasm turns into impatience. They are so keen to get going they sometimes fail to realize the work involved in integrating a new employee into the company. It takes time, precious time, for fellow employees and management to teach the ropes to the new hires. Unfortunately, a lack of patience can turn into a negative attitude. This can cause the new employee to change from being "*job happy*" to becoming a "*job hunter*".

### My Advice

Let me share a good story with you.

A good friend of mine (Russ) in the late 1980s was a retail broker at one of the bank-owned brokers. While Russ liked the job, his real passion was to get into the institutional side of the business as a salesman. I was in charge of sales at Merrill Lynch at the time, so he gave me a call to see if there were any openings on our desk. There weren't, unfortunately, although he kept calling until we closed in 1991. In 1992 I was made sales manager at RBC and the calls started again. Again, there were no openings but at a management meeting the team discussed how we wanted our traders to become more sales-oriented, not just order-takers. I suggested that I knew a candidate (Russ) who might fit the role. Interviews followed, and a month later Russ was employed on the desk. Two years later in a survey of institutional traders in Canada, Russ was ranked number one.

This story illustrates that planning, persistence, and patience led to a great opportunity and a wonderful outcome.



### 4.3 Loss of Perspective

In many careers there will be a period when you get exceedingly well-paid versus "*normalized*" earnings expectations. The brokerage business at times has been an extreme example of this. You can try and justify it any way you want, but a 22-year-old making a million dollars a year borders on insanity. One must remember, however, that high returns come with high risks. This is a basic economic theory that has been with us since the beginning of time. At times though, while the returns are obvious, the risks are very well hidden.

The temptation on Bay Street and one of its greatest risks is to adopt a master of the universe mentality.

#### My Advice

Let me share a good story with you.

In 1982 I remember being at work reviewing our finances. At the time, my total compensation was six figures (not bad for a 30-year-old). I assumed it would increase by five percent a year for the next 40 years (when I would retire at age 65). I also assumed I could save about 15 percent of my gross compensation. I pulled out my calculator, entered the assumptions and presto! By age 65 I would be worth a lot of money. What I had not factored in was risk. What was the risk? If I had stood up at my desk and looked around the trading room, I would have seen there were only a handful of people over 50 years old. What the market was saying is you are well paid now for a reason — this career will most likely be over by age 50. And that's exactly what happened to me (except I was 44 years old when it did).

There is a great temptation to let our successes go to our head. Early in my career, I was probably one of the highest paid individuals among my friends. That list included lawyers, doctors, and bankers. I was fortunate to have a good seat at a great party. Remember to remain realistic and level-headed when the good times roll (and the same applies in the tough times!).

High returns come with high risks. Sometimes the risks are not obvious, which makes them all the more dangerous. Enjoy the ride but never take it for granted.

## In Closing

*It is not the strongest of the species that survives, nor the most intelligent; it is the one most capable of change.*

Charles Darwin

Let me share a final story with you.

Last year a very good friend of mine retired after a 40-year career with one of Canada's major banks. At Tony's retirement party, his boss presented him with a gold watch in recognition of his service and contribution to the bank. In his retirement Tony will receive a good pension, including some health benefits, as well as have the opportunity to stay in touch with some of his former colleagues through events sponsored by the bank for its retirees.

Tony will have the retirement that many employees dream about. But in today's corporate world, many employees will not have the same retirement benefits as Tony is enjoying. For instance, I have worked for four different firms in my career. When I retire, I will not be entitled to a company pension, I will not receive health benefits, and alas, I will not get a gold watch.

Many of my peers are in similar situations. As they approach their late fifties, some have been informed by their employers their services are no longer required. While they have received generous severance packages, the reality of being unemployed at this stage in their life comes as a very rude shock.

The only thing constant in life is change. Once you accept this, the next step is to learn how to deal with the changes taking place. I have come to realize the importance of "*working harder on yourself than you do on your job.*" This is the core philosophy of personal development — discovering your talents, developing your skills, and using both to discover your passion. When you discover your passion, you will achieve your destiny. Confidence, happiness, and new adventures are some of the wonderful benefits when you discover your passion or as I put you find a job that you can your "professional hobby".

Once we enter the work force, we must invest the money, spend the time, and practice the discipline to upgrade our skills to keep us competitive in today's world.

I pose these questions to the reader:

What courses are you taking to make yourself a better employee?

What are you doing outside of work to make yourself a better person?

What are you giving back to the community to make the world a better place?

## Appendix: Personal Development Library

*You don't have to do exceptional things in life to achieve success and happiness; you just have to do ordinary things exceptionally well.*

Jim Rohn

In today's world I see so many graduates not reading enough. Reading good books is so important. I refer to it as the capital expenditure needed in today's world. I recommend reading books that are both inside and outside your comfort zone. They will stretch you and not only make you a more valued employee, but they will also make you a happier person as well.

Your library will play a critical part in your journey. In today's world a library must go beyond books to include articles, ezines, and teaching CDs.

Here is a list of thought-provoking resource material on my "bookshelf".<sup>4</sup>

### 1. Books

**Working on You:** *The 7 Habits of Highly Effective People* by Stephen Covey<sup>5</sup>  
Covey's best-known book has sold more than fifteen million copies worldwide since its first publication in 1989. He promotes what he labels "The Character Ethic": aligning one's values with so-called "universal and timeless" principles.

**How to Work with Others:** *Never Eat Alone* by Keith Ferrazzi<sup>6</sup>  
In his insightful bestseller, Keith Ferrazzi makes the point that relationships are one of the most important keys to success. Of course, we all know relationships are highly significant in our lives – but Ferrazzi really takes the concept to the next level, organizing his entire career and lifestyle around relationships.

**Overcoming Adversity:** *Failing Forward* by John Maxwell<sup>7</sup>  
John Maxwell discusses how "the difference between average people and achieving people is their perception of and response to failure". This book contains great insights and pearls of wisdom about the process of learning and life in general.

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<sup>4</sup> My *Personal Development Library* can be found in the Resource Material section of my website ([www.dreamscostnothing.com](http://www.dreamscostnothing.com).)

<sup>5</sup> Stephen Covey, *The 7 Habits of Highly Effective People* (New York: Free Press, 1989)

<sup>6</sup> Keith Ferrazzi, *Never Eat Alone* (San Francisco: Crown Publishing Group, 2005)

<sup>7</sup> John Maxwell, *Failing Forward* (Nashville: Thomas Nelson, 2000)

## **2. Speeches**

[2005 Stanford Commencement Address](#) by Steve Jobs

[Harvard Graduation Address](#) by Bill Gates

[Stanford Commencement Address](#) by Oprah Winfrey

## **3. Teaching CDs**

[Lessons on Leadership](#) by John Maxwell consists of John's best teachings on leadership. The 24 CD set provides valuable insights on such vital topics as Leadership Development, Success, and Teamwork.

[The Art of Exceptional Living](#) by Jim Rohn is one of the best guides that show you how to begin living life. You don't have to be a super-achiever or unusually creative. You don't have to endure great obstacles. You don't even have to do exceptional things. You just have to do ordinary things exceptionally well.

[Success Master Academy](#) by Brian Tracy a 16 CD set focuses on many aspects of personal development. It is a must for anyone looking for success in business; relationships; life!

## **4. Ezines**

[Sales Caffeine](#) by Jeffery Gitomer

This is a weekly ezine written by Jeffery Gitomer and his team. The way Jeffery puts it "I provide the best free sales advice on the web." It includes lots of good marketing ideas.

[Jim Rohn International](#) by Jim Rohn

This is a weekly ezine written by Jim Rohn's team. It includes lots of good material written on personal development, strategic planning, etc.

[Thoughts from the Frontline](#) by John Mauldin

This is a weekly ezine written by John Mauldin. His free newsletters help you understand what's happening in the economy so you can make informed investment choices.

[Five Things You Need to Know to Start Your Day](#)

This is a daily ezine sent out by Bloomberg highlighting the five most important issues in the global economy and capital markets.

## 5. My Essays

### *It's Time to Find a Job* by Robert Livingston

Oscar Wilde once said: "You never get a second chance to make a first impression." Your job search begins with understanding the changing landscape, what companies are looking for, and the preparation required.

### *Discover Your Passion* by Robert Livingston

Do you want to discover passion but are unsure where to start? The first step is to understand the benefits of discovering your passion — the career satisfaction, the personal development, and the better relationships that will come your way. There will be roadblocks and risks in your journey, but when you establish your personal values and skills, these challenges can be overcome.

### *Three Coins from the Fountain* by Robert Livingston

What are your core philosophies in life? Your core philosophies become your operating DNA in life. It is so important to establish them early in life. This essay uses the analogy that there are coins of knowledge called Wisdom and Ignorance in the "Fountain." The author contemplates if he could start his career all over again, what three coins of Wisdom would he select? What coin of Ignorance would he avoid? What has been his biggest challenge in his career?

### *Acquiring Your Wealth to Fulfill Your Dreams* by Robert Livingston

Do you have trouble acquiring wealth? The first step in acquiring wealth is to recognize the common mistakes we make — a lack of responsibility, knowledge, and vision. We overcome these common challenges by creating the proper plans — preparing a budget and starting a savings plan. We are now taking the first step to *Freedom 65*.

## About the Author



Bob Livingston has spent over 40 years on Bay Street, on both the sell-side and buy-side. In the last 15 years he has made numerous presentations on wealth management and has spoken at several conferences on the part philanthropy can play in managing your wealth. In addition to Bob's financial management experience, he has become very interested in personal development. He has made numerous presentations to high school and university students, stressing the importance of wealth management and personal development.

Bob has written numerous essays on family issues, personal development, philanthropy, and wealth management. Two common themes in his essays are the importance of developing financial responsibility in your life as well as increasing personal involvement in your community. These goals can be realized by learning the basics of wealth management and making personal development an integral part of your operating DNA. Bob uses numerous family anecdotes to illustrate his personal journey in pursuit of these two goals.

When asked why he has such a passion for personal development, Bob's answer is simple: "It is my way of giving back to the community, it expands my comfort zone, and most importantly, I am having fun doing it." Bob has come to realize one of his true passions in life is helping others achieve their dreams.

Bob has developed a website, [dreamscostnothing.com](http://dreamscostnothing.com), where you can access his reflections on family issues, personal development, philanthropy, and wealth management. There is also resource material available regarding specific topics like organizing your financial documents and starting a personal development library.

Bob suggests that you never forget: "Dreams cost nothing. Implementation gets expensive."

## Contact Information

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