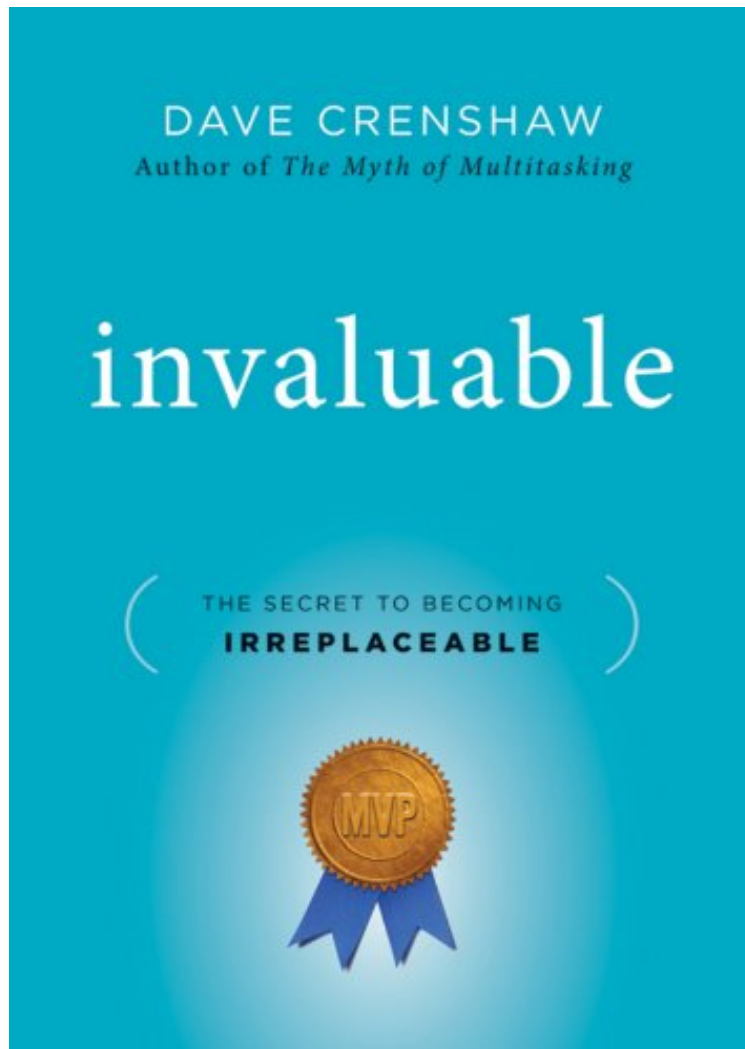


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Invaluable: The Secret to Becoming Irreplaceable

Dave Crenshaw

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yet. I am on to order additional copies and they will be shipped immediately so that I can begin giving them to the people who work with me and to people in upcoming workshops. Dave Crenshaw's first book, *The Myth of Multitasking*, was SUPER and this book is even better. I can feel my thinking shifting and am amazed at his ability to bring some seemingly simple concepts (that VERY few of us follow) into sharp focus. This is a must-read, must-share book regardless of whether you are an entrepreneur, employer, employee, or looking for work. I'll finish the book tomorrow and may have to write another review. I'll certainly be getting the word out about this book. THANK YOU, Dave.

A business fable for anyone feeling overwhelmed, underpaid, and frustrated in their job From the author of *The Myth of Multitasking* comes *Invaluable*, a business fable that empowers the frustrated and overworked to understand the value of their time. At the fictitious company GreenGarb, twenty-something Jason is discontent in his entry-level position, feeling his skills and knowledge are being underutilized; mid-level manager Tracy is overwhelmed by her own workload and needy direct reports; and CEO Helen needs them to sort it out productively. Jason's grandfather Charlie plants the seed of a new perspective in Jason mind: before he can get a raise, he must prove he deserves the raise. He must establish the value of his time, rather than expecting to be paid what he thinks he is worth. Time management consultant Phil helps them determine how they spend their time, and what it costs, with easy-to-follow worksheets that map what their actions and time are worth. Offers solid advice for determining just how "invaluable" you are to your boss and customers Shows how to create a productive framework of cooperation in the workplace Includes an appendix of worksheets and examples that offer concrete tools that can be applied immediately *The Myth of Multitasking* taught readers how to take control of their time. *Invaluable* shows readers how to increase the value of the time they do spend working.

shows how to create a productive framework of cooperation in the workplace . (Finance Management Faculty, September 2010). From the Inside Flap *Invaluable* empowers the frustrated and overworked to understand what their time is worth and how they can, quite literally, spend it more profitably. An engaging business fable, *Invaluable* tells the story of Jason, who is discontent in his entry-level position, feeling his skills and knowledge are underutilized; his manager, Tracy, who is overwhelmed by her own workload and seemingly needy direct reports; and their CEO, Helen, who needs them to sort it out productively. From an unexpected source, Jason learns a hard but invaluable lesson: before he can get a raise, he must prove his real dollar value, rather than expect to be paid what he thinks he is worth. Though at very different stages in their careers, Jason, Tracy, and Helen each learn how to determine the value of their time and actions, the best ways to spend their own time, and how to empower their colleagues to do the same. With easy-to-use assessments and worksheets and ready-to-implement advice, *Invaluable* will help you: Determine exactly how "invaluable" you are to your boss and customers Discover your "Most Valuable Activities" and how to focus on them Create a framework of cooperation in the workplace Design systems and processes for maximum productivity Develop strategies to increase job security and income In *The Myth of Multitasking*, Dave Crenshaw showed you how to gain more time, making you more present in both work and life. *Invaluable* will now show you how to maximize the very real dollar value of each working hour. From the Back Cover Praise for *Invaluable* "Invaluable is the next logical step in career development. This story will show you step-by-step how to increase your value in the market and increase workplace harmony." —Daniel H. Pink, author, *A Whole New Mind* and *Drive* "Invaluable bridges the gap between employee-manager relationships and productivity. Companies that implement this message not only stand to improve their bottom line but also make their work environments happier for everyone." —Keith Ferrazzi, author, *Who's Got Your Back* and *Never Eat Alone* "At Zappos.com, our core values include pursuing growth and learning, doing more with less, and building a positive team and family spirit. Dave's message can resonate with anyone looking to live those values and make themselves invaluable." —Tony Hsieh, CEO, Zappos.com "Invaluable is operations excellence for small companies. Crenshaw's easy-to-follow style explains practical methods for analyzing what one is doing and figuring out how to be more productive—more 'invaluable.' Managers can easily improve their operations by asking all members of the team to read *Invaluable* and go through the steps outlined." —Brad Smart, author, *Topgrading: How Companies Win by Hiring, Coaching, and Keeping the Best People*