THE LEADERSHIP ZONE

LESSONS FROM THE FRONT LINES



Ahmad-Shah Duranai

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THE LEADERSHIP ZONE

LESSONS FROM THE FRONT LINES



AHMAD-SHAH DURANAI



"No man can reveal to you aught but that which already lies half asleep in the dawning of your knowledge. The teacher who walks in the shadow of the temple, among his followers, gives not of his wisdom but rather of his faith and his lovingness. If he is indeed wise he does not bid you enter the house of his wisdom, but rather leads you to the threshold of your own mind."

-Gibran Khalil Gibran, The Prophet

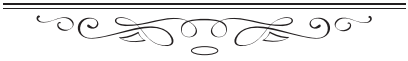


TABLE OF CONTENTS

Acknowledgements 11
Foreword 15
Introduction 17
The Outcome Formula 20
Chapter 1 :Living by Design is the Norm in the Leadership Zone 25
The Law of Manifestation 40
Chapter 2: Stage One Inner Barriers to the Leadership Zone 43
Stage One Barriers 44
1. The Barrier of Language (Dialect) 45
Paradigms of Excellence and Mediocrity 49
2. The Barrier of Purpose 57
The 100th Birthday Celebration Exercise 58
Finding Your Primary and Secondary Verbs 61
The Passion Test 63
3. The Barrier of Self-Discipline 67
Chapter3: Stage Two Inner Barriers to the Leadership Zone 73
Stage Two Barriers 74
4. Barrier of Ego 75
5. Barrier of Communication 80
The Law of Presence 87
The Law of Space 88
The Law of Acknowledgement 93

The Law of Assumptions 94
The Law of State 94
The Law of Truth 97
The Law of Emotional Intelligence (EI) 99
6. Barrier of Creative Cooperation 101
Continuous and Never Ending
Improvement (CANEI) 107
Chapter 4: Outer Barriers to Leadership 111
Leadership and Management 113
Leadership Styles 120
Phase Preference Style 123
The Coach/Mentor Style 124
Hunter / Shepherd / Farmer Styles 124
Servant Leadership Style 125
Outer Barriers to Leadership 127
Regulatory / Professional Barriers 128
Industry Barriers 129
Gender Barriers 129
Cultural Barriers 132
IQ/EIQ Barriers 135
Leadership Style Barriers 136
Geographic Barriers 137
Environmental Barriers 137
Branding Barriers 137
Chapter 5: Insights from the Front Lines of Leadership 141
The Evolving Role of Leadership
in the Organizations 143

Traits and Characteristics of Great Leaders 150
Business to Business Services 156
Single Location versus Multi-Location Organizations 158
Current or Past Leaders as Role Models 159
Employee Engagement 161
Chapter 6: The Leadership Zone and Environments 167
You 171
Memetic Environment 171
Physical Environment 172
Financial Environment 173
Network Environment 174
Relationship Environment 175
Body Environment 176
Self Environment 177
Spiritual Environment 178
Nature Environment 179
Assessment of the Current Status 179
Chapter 7: Leadership and Tools of Influence 187
1. Trust 188
2. The Human Needs 208
3. Principles of Influence 216
Chapter 8: Simple Strategies for Stress Management 227
1. Nature's Guidance System (NGS) 1 230
2. Discipline 235
3. Physical Tools for Stress Management 240
4. Mental Tools for Stress Management 243
5. Social (Emotional) Tools for Stress Management 247

6. Spiritual Tools for Stress Management 249
Chapter 9: Health and Wellness 255
Introduction 256
Major Components that Affect Health and Wellness ... 259
Eat Well 259
Move Well 264
Rest Well 269
Think Well 271
Body System 273
Weekly Health and Wellness Activity Log 278
Chapter 10: Leadership and Personal Wealth Strategies 285
The Four Compartments of the Wealth Toolbox 286
Income and Finances 290
Income 290
Personal Financial Management Systems 296
Chapter 11: Goal Setting and Goal Achieving 303
A. Goal Setting Requirements: 305
B. Goal Achieving Requirements: 316
C. From Corporate Mission Statement to Personal Goal: 326
D. The CREATE™ Goal Setting Form: 327
People Index 332

بسم الله الرحمن الرحيم

This book is dedicated to:

My mother, Gulsima, who despite being unlettered, instilled in me the values of integrity and honesty,

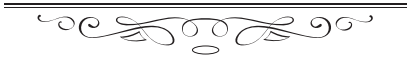
And to:

My father, Haji Habib Shah, who despite many economic hardships, enrolled me in school and encouraged me to excel in whatever I do.



" Mother is everything in this life; she is consolation in time of sorrowing and hope in the time of grieving, and power in the moment of weakness. She is the fountainhead of compassion, forbearance and forgiveness. He who loses his mother loses a bosom upon which he can rest his head, the hand that blesses and eyes which watch over him."

– Gibran Khalil Gibran, The Broken Wings



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At the time, I had no idea that it would take years and a whole village to write a book, but now that it has become a reality, I want to thank all the people in the global village who have helped me with this accomplishment.

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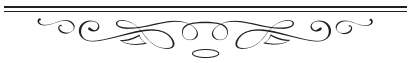
Most importantly, I am deeply grateful and thankful to Allah (SWT) for blessing me with courage, patience, perseverance, inspiration, insights and ability to accomplish this mission. For me, He is the Source and Sustainer of all creation.



"In terms of barriers I say that on the character side it is situational integrity. Leaders behave and act with integrity when it is convenient and as soon as situation becomes difficult, they start behaving in a way that lacks integrity.

"On the competence side the barrier is the inability of the some leaders to recreate and reinvent themselves, to continuously educate themselves in order to adapt to the rapid changes around them."

From Interview with Steven M. R. Covey



FOREWORD

When Ahmad came to me with the idea of writing the Foreword to *The Leadership Zone: Lessons from the Front Lines*, I was intrigued.

When I read the first few chapters of the book, it surpassed my expectations.

The Leadership Zone is a unique holistic manual for leadership. It describes the six inner barriers that block the path to the zone of our peak performance to most of us. It covers numerous outer barriers that we face to overcome in order to contribute to our full potential. The tools in the book give the readers the keys and the roadmap to overcome these barriers and lead their lives from, what Ahmad refers to as, their Zone of Excellence.

There are many unique features in it that kept me hooked to the book. There is huge body of knowledge on leadership spiced up with a mix of stories and proverbs from the eastern cultures. There are graphics, pictures and diagrams for those who like visuals to understand the concepts better. There are exercise tables and templates and there are several self-assessment charts. The chapter on the 9 Environments and the self-assessment there will be an eye opener for many readers.

Each chapter is packed with tools that will help leaders and others to live by design and create a dynamic balance in their lives. There are valuable tips on stress management, on health, on wealth and financial management with input from experts in the field. A unique feature in the book is the chapter on insights from the front lines where world renowned leaders and executives from various firms and industries share their leadership wisdom.

Ahmad has creatively synthesized various concepts of personal development and tied them together with the concept of the Reality Loop and the formula of YOUR BEING x YOUR DOING equals YOUR OUTCOME both of which are referenced throughout the book.

The Leadership Zone ends with a chapter on Goal Setting and Achieving where Ahmad has compiled cutting edge information on how to set goals and a step by step guide on how to achieve them. His CREATE™ form for goal setting is especially designed with the latest in the art and science goal achieving. That is the vehicle to take you to your leadership zone and to keep you there.

The Leadership Zone is indeed a roadmap for a life on purpose and a holistic manual on leadership. I can easily visualize a copy of it on the shelves of leaders, executives, managers, business owners and entrepreneurs everywhere. I will definitely recommend the staff at Black Card Books to keep of copy of it close by.

Gerry Robert, Bestselling Author of *The Millionaire Mindset*

INTRODUCTION

In my live seminars, I usually ask the audience the question, "What is the difference between being "childish" and "childlike?" The question is usually followed by a few seconds of silence. The silence could be because of the nature of the question or perhaps the audience is evaluating the relevance of the question during a seminar on success or communications, or any other of the 12 topics that we cover in our Success 101™ Program. Once the silence is broken, however, a variety of opinions is expressed. After some discussions and debate, all agree that being childlike is good and childish is not.

To be childlike is to be open to new ideas and to be able to absorb them like a sponge absorbs water. To be childlike is to be curious, to explore new things and to learn from them without being judgmental, or to be inquisitive enough to go into unknown territories and cross unknown frontiers.

After we agree on the meaning of the two words, I ask and encourage them to make a commitment to be childlike at least for the duration of the seminar. That way, they will maximize the return on their investment of time and money.

Right now, I'm asking you the same thing. Will you commit to being childlike when you are reading this book and be open to the ideas, concepts and tools that are presented? If you can, you will enjoy the journey and you will benefit much more. The returns on your time and investment will be definitely much higher. So, if you can, let's go!

.....

There is a fascinating story in the Holy Qur'an. It is the story of Adam and the Angels. It relates that when God created Adam, he ordered all the Angels to bow and prostrate to Adam. All but one did just that. A variation of this story is also mentioned in the Bible. It is a controversial story and theologians, philosophers, historians, creationists, evolutionists, believers of intelligent design, geneticists and many others have spent centuries and millennia debating the origin of human beings and the debate will surely continue for centuries to come in spite of each side presenting supposedly "compelling evidence" to support their position.

I don't want to dwell here on historical debate; instead, I want to focus only on one aspect of the Qur'an story, which is that Adam (the first human being) was created to be a leader. The tradition of bowing to leaders and those who are revered is still prevalent in many cultures even today. We carry Adam's DNA and so we inherit his status. Hence, we are all born to be leaders. In the words of Robin Sharma,

"EACH OF US IS BORN INTO GENIUS. Sadly, most of us die amid mediocrity."[1]

Mediocrity happens as a result of conditioning by our Environment, Experiences and Education, which I refer to as our 3 Es. Because of our 3 Es, we surround ourselves with visible and invisible barriers that prevent us from reaching our full potential and from being the leaders we are destined to be. Consequently, many of us languish in mediocrity, resent those who have made it, justify our situation by finding lame excuses and blame others for 'our lot.' We spend endless hours lamenting on what 'could've,' 'would've,' or 'should've' been and surrender to the default circumstances of 'what if's,' 'why me's' and 'what could I do's!'

In the words of Robin Sharma: *"Leadership has nothing to do with the title on your business card or the size of your office. Leadership is not about how much money you make or the clothes you wear. Leadership is a philosophy. It's an attitude. It's a state of mind. And it's available to each one of us."*

In *The Leadership Zone,* we are going to explore some of the barriers which prevent most of us from acquiring the philosophy, attitude and mindset of those who qualify to be leaders. Some of these barriers are our own creation. Others are created by circumstance and the world around us. We will not only identify the major barriers but also provide ways and means of how to overcome and break through them.

The Leadership Zone is a toolkit and a manual that deals with leadership holistically. On occasions, you will be required to UNDO things instead of doing them. It will take you back to the fundamentals that, on the surface, look very simple and, yet, they form the essential core of the leadership paradigms. It will question existing and accepted assumptions and paradigms that determine our behaviors and actions.

As a roadmap it will show you how to reach your Leadership Zone. This is the zone where you perform at your peak potential and at the level of your excellence. This is why I consider the three terms (the leadership zone, the zone of excellence and the zone of peak performance) interchangeable and they are used in various parts of the book as such.

The Outcome Formula

We live in a world where our leadership ability in almost everything is measured by our outcomes. No matter how nice or good we are, if we don't show results, people do not take us seriously and in their eyes, we do not matter. In the book, we look at this situation through the lens of the Outcome Formula. It says that our outcome is always the result of who we are, or who we have become, and how we do things:

Your Being	**x**	**Your Doing**	**=**	**Your Outcome**
Ur B	**x**	**Ur D**	**=**	**Ur O**

Therefore, if you are not happy with your Outcome and want to change it, you have only two variables with which to play. Change Your BEING or Your DOING. If you want a different outcome, then you have three choices: change the way you do things, become a bigger and better person or a combination of the two. The book has plenty of information and tools to help readers understand these variables and to change them for the better.

If we look at both sides of this equation, on one side is your product (outcome) and on the other side are your raw materials, and the tools you currently have to make the product. This book shows how to assess the usefulness and relevance of the tools. Depending on the desired outcome, the book shows if the tools are okay or rusty, if they need to be replaced or sharpened, and if they are enough or if you need more tools, and so on.

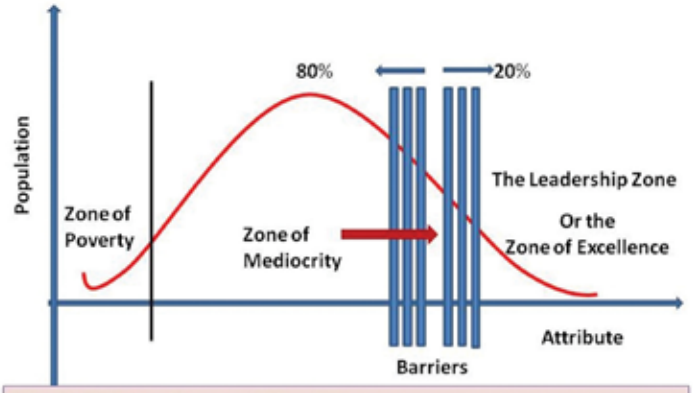


Fig. 0.00 The Pareto Principle

The book also uses the Pareto Principle to clarify and illustrate some concepts that set the background for what this book is all about. The Pareto Principle is closely associated with the 80/20 rule used in many organizations claiming that 50% of their production is the result of the efforts of the top 20% of the employees, while the other 50% is the result of the efforts of the remaining 80% of the employees. In short, The Pareto Principle says that if we measure individuals in a population group against an attribute, around 15-20% will excel in that attribute. The attribute may be grades in class, performance in the workplace, productivity, honesty, integrity, or strength, etcetra.

Fig. 0.00 shows graphically how this principle is used in the book. The idea is that under normal conditions, only a small percentage of the population reaches their level of peak potential, indicated as The Leadership Zone or the Zone of Excellence. The rest of the population lives an average, mediocre life and if they leave things to default, they will stay there all

their lives. If perchance they decide to change and move into the zone of leadership at the far right, they will encounter resistance and numerous barriers that will prevent them from getting there unless they learn how to overcome those barriers.

The first part of the book (Chapters 1-6) identifies these barriers and makes you aware of them, some of which are hidden in your subconscious mind. It explores ways and means to overcome these barriers to clear the way to the zone. The rest of the book deals with the various tools you will need along the way, on this journey of excellence and when you arrive at your destination.

The tools, processes and systems in this book have been tested in a wide variety of circumstances, including with those who have attended my Success 101™ Seminars. Some of the tools are transactional, which will improve your efficiency (Your DOING); others are transformational and will make you become a more effective person (Your BEING).

This book will not only help you to develop the leadership skills that you need, but will also provide you with the means to design a happy, healthy and wealthy life for yourself and your loved ones. It will show you that this is a journey from the bottom up and from the inside out. Once you reach and lead from that zone, the sky is the limit to accomplishments and fulfillment.

With that in mind, I recommend that you read *The Leadership Zone* from start to finish at a speed with which you feel comfortable. Do the exercises that are included and then keep the book nearby for regular review and reference.



1. Sharma, Robin. *The Leader Who Had No Title*, P. 1



LIVING BY DESIGN IS THE NORM IN THE LEADERSHIP ZONE

"Charity begins at home but leadership starts with self."

AHMAD DURANAI, SUCCESS 101™ SEMINARS

The first step in our leadership journey is awareness - more specifically self-awareness which is one of the 4 faculties that only human beings are blessed with, the other three are: imagination/creativity, independent will, and

conscience. The first thing to be aware of is the fact that we perceive, create and live our outer physical world in the exact image of our INNER WORLD. Our inner world is made of our biological, mental, emotional and spiritual elements that reside within us as assumptions, paradigms, beliefs, thoughts, emotions and our genetic propensities. All of these are interrelated and they form the building blocks of our inner world - inner architecture.

In order to understand how these components interplay to create our inner world, let us go to the beginning of where we start our journey of life, how we grow into it, where we end up and why.



Fig. 1.1 Stages of Personal Growth

Our journey progresses through two major stages with many physical and temporal nodes along the way. Fig. 1.1

shows the two-stage journey in this process to reach the ultimate Zone of peak potential or The Leadership Zone which is the destination that this book encourages its readers to seek. In order to reach there, we first need to go through stage one of the journey and reach the Zone of Maturity and then through stage two of the journey. In the first stage we grow biologically, physically, mentally, emotionally and spiritually to go from the Zone of Dependence to the Zone of Maturity. In the second Stage we need to grow to a higher level in order to reach the destination. In each stage of growth we meet challenges and need to overcome barriers.

Let's explore this process in more detail. When we are born, we are in the Zone of Dependence. We depend on our caregivers - parents and family for all our needs - physical, biological, mental, emotional and spiritual. We depend on them for survival.

As time passes we grow biologically and physically in the natural way. We learn to walk and talk. We observe and experience the world around us and we start to understand how things are, how they interact with each other and how we should deal with them. During this early stage of growth, we are also puzzled by many things that defy our ability to understand. At this stage of our growth, our conscious and unconscious minds are open to ideas, opinions and interpretations of trusted caregivers such as parents, family elders, older siblings, teachers, and others who are trusted

by our caregivers. So, when we do not understand puzzling issues in the world around us, we ask them for answers.

We start to understand these things through the interpretations and experiences of our caregivers who transmit it to us when they answer our curious questions and also through their descriptions of things, their interaction with us and their actions. Most of the times, the information is handed to us without even asking for it. At the same time, we learn to imitate and follow them. We learn new skills and get the ability to deal with various situations that we encounter, based on this accumulated knowledge and experience. We become less and less dependent on our caregivers and rely more on ourselves. We store our experiences and the information from the caregivers in our memory and process them to create patterns, assumptions, paradigms and blueprints in our minds to guide us in our journey. We use these patterns and blueprints to create our INNER WORLD.

If we compare this process to the computer environment, it would be like downloading programs, data files and Apps to our computer and using them to facilitate our activities and run our lives. Some programs are downloaded without our knowledge or awareness. Some are like the “cookies” that continuously monitor our activities. For others, we willingly press the “OK” and “accept” buttons because they are from “trusted” sources of authority.

When our experiences, data and information are processed into patterns and blueprints and we accept them as the true representation of reality, it determines and defines our INNER WORLD. That helps us determine how things are and how they should be. The experiences, information and data files in our inner world become the blueprints and specifications for our outer world. Whatever we want to create and manifest in outer physical world cannot be different from the blueprints that we have. If they are, we will be in violation of our assumed inner truth and reality. Such a situation will cause us to be out of balance and in a state of 'dis-ease' which is not sustainable in the long run.

Therefore, our inner and outer worlds have to match and be in harmony with each other. We need this harmony for our survival. That is why these blueprints and the associated programs in the background are also residing with the other survival programs in our subconscious mind and function automatically without our conscious awareness. They also set our "thermostats" for happiness, health, wealth, success and all other results. (The concept of the inner thermostat is discussed in Chapter 10, *p. 292*.)

So, our outer physical world will be a replica of our inner world. If the experiences we had, the information we received and the way we were treated by others were negative and disempowering, the patterns and blueprints that we create in our inner world will also be negative. We will have limiting

beliefs, thoughts and feelings about ourselves, our abilities and the world around us. Our actions will be in line with them and so will be our results. This is the case for the vast majority of us and that is why most of us have beliefs like:

- The glass is half-empty
- The universe is hostile
- I am not good enough
- I am not smart enough
- Life is so difficult
- Money is evil
- I do not deserve this . . .
- I am not worthy of . . .(and so on)

A small portion of us have been blessed with good experiences and positive information and we were treated by others in a way that boosted our self-esteem and self-worth. As a result, this small group has a much better quality inner world and corresponding beliefs, thoughts and feelings. Their blueprints are more empowering and they see the world around them completely different. To them:

- The glass is half-full
- They live in a supportive and friendly universe
- They deserve better and are ready for it
- They are smart enough to get what they want

- Life is beautiful and enjoyable
- Money is good and makes life more enjoyable
- They learn valuable lessons from failures
- They are not afraid to try new things . . . (and so on)

Such extremely different points of view are possible because of the input/output relationship – *"quality in - quality out"* concept, which has been expressed in various terms in different contexts. It is a cause-and-effect process. The input into our inner world determines the output in our outer world. In non-organic systems this relationship is simple and straightforward, but in human beings the process is more complex.

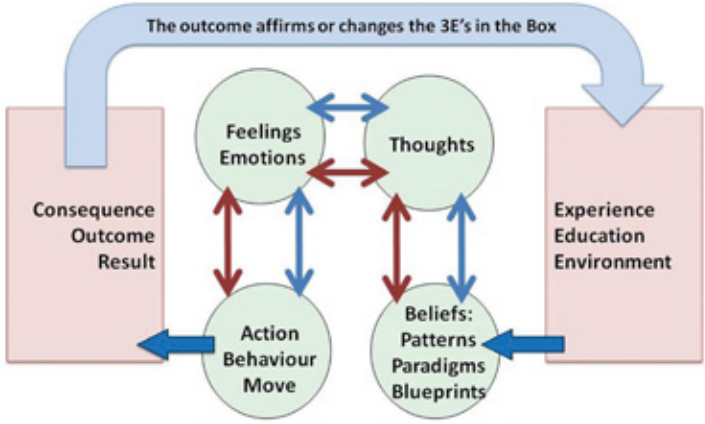


Fig. 1.2 Our Reality Loop

Fig. 1.2 is a simple representation of this process for human beings. I call it Our Reality Loop. The input box contains the experiences we acquire, the education and learning that we are exposed to and our environments (The Triple E or 3E Box

or 3 Es). These feed into and shape a secondary sub-loop of beliefs and thoughts. Our beliefs affect our thoughts and our thoughts affect our beliefs. As a result of the process, we form our assumptions, paradigms, and blueprints that define our inner world. This process, in turn, triggers another process in the sub-loop of feelings and actions.

Our beliefs and thoughts trigger a particular feeling or emotions in us which, in turn, triggers a particular action. The output of that action is an outcome or a result. This whole process from belief to thought to feelings to action and outcome becomes a new experience which feeds back into the 3E Box, and that completes the loop. In this process, the 3 Es Box and the first sub-loop is in the realm of our inner world and second sub-loop, and the outcome is the outer world.

It is obvious that if we are not happy with the outcome of our actions, we need to improve the content of the 3E Box which triggers all the processes. This is similar to the situation of a fruit tree. We cannot do very much about the fruits if they are not good. If we decide, however, to improve the quality of the fruits, we can do something with the roots. We can provide the proper amount of water and nutrients and improve the quality of the soil, and then the quality of the fruit will improve automatically. This metaphor describes our situation too. If we want to improve the results in the output box, we need to change what feeds into the input box, and then improvement will happen automatically.

Fig. 1.2 can also be related to the formula of Your BEING x Your DOING = Your Outcome that we referred to in the Introduction: the input box, the beliefs and the thought forming the BEING part; the Feeling/Action sub-loop the DOING part; and the output box as the Outcome. This formula is a major theme in the book and we will be referring to it many times.

Let's review the above process in the context of our growth journey. As shown in Fig. 1.1, we are born in the Zone of Dependence. Physically and biologically, we grow out of this zone as part of the natural growth process. As time goes by, we rely less and less on our caregivers and become self-reliant, unless we have physical limitations and infirmities by birth or unforeseen accidents. In this respect, we grow and eventually reach the Zone of Maturity and self-reliance. However, to have a holistic balanced growth and be fully in the zone, we also need to grow mentally, emotionally and spiritually. Growth in these areas depends more on the input and programming that is handed us and fed into our input Box by our caregivers and the trusted people around us.

When the caregivers have their own limitations and fall short of their own full maturity, their growth deficit is handed down to us and we become the new co-owners of their programs and blueprints. As such, we also fall short and are not fully in the zone. We have accepted these faulty programs of our caregivers as the real thing so our assumptions, paradigms and

blueprints also become faulty without our awareness. This, in turn, creates barriers along our journey.

Some people, who are blessed to fully arrive in the Zone of Maturity in all aspects of their lives, then stumble in stage two of the journey and fall short of reaching the destination. That is why only a few of them make it to The Leadership Zone.

Many people who are unaware of their full potential - and the above process - still live by the programs and blueprints of their childhoods - the blueprints that, most of the time, kill their dreams and suppress their imagination. I call this living by default. So, depending on their childhood programming, they may fully mature and grow to their Zone of Maturity or they may grow in some aspects and fall short in others. There may be a lucky few who, by default will make it all the way to final destination.

However, there is plenty of evidence to show that a large majority of us do not mature in all aspects, even when we are fit physically and biologically. We remain dependent mentally, emotionally and spiritually on others. Our faulty programs and blueprints prevent us from becoming fully mature and they become barriers on the way to our Zone of Maturity.

Until recently, it was accepted as common knowledge that our programming and blueprints were fixed by the time we reached the age of six or seven and we lived by those programs

for the rest our lives. It was also widely accepted that, because the childhood programming and blueprints reside in the unconscious mind, there wasn't much that could be done about it.

However, there is good news. Recent studies in human potential and neuroscience show that those blueprints can be consciously altered, paradigms can shift, and habits can change. The discovery of brain plasticity has shown that independent of age, it is possible to create new pathways in the brain and abandon old ones. Work with athletes in extreme sports has shown that, as a result of these discoveries, people have reached a level of performance that was considered impossible a few decades or even a few years ago. There are various techniques and methods that are available to ordinary people to reprogram themselves, to substitute limiting beliefs with more empowering ones and to speed up the process to reach their peak potential. I have personally used several of these, individually and in combinations, and have seen their impact on my outcomes, one of which is this book.

- Affirmation
- Awareness
- Bioenergetics Synchronization Technique (B.E.S.T.)
- Brain Wave Entrainment
- Emotional Freedom or Meridian Tapping Technique (EFT) or (MTT)

- Getting a Coach and/or a Mentor
- HoloSynch
- Hypnosis
- Neuro-Linguistic Programming (NLP)
- The 9 Environments
- Timeline Therapy
- The Sedona Method
- Visualization
- Willpower
- Worship and Meditation . . . and many more

I encourage you to do your own research and find the techniques that you feel comfortable with to help you reach your full potential. Throughout this book we are going to use some of these techniques to design the roadmap for your journey and reach the destination quickly, effectively and holistically.

.....

We would all likely agree that life is not perfect and each of us faces ups and down every day. This applies to all of us, regardless of our programming, paradigms, blueprints, health, wealth and status in society. It happens whether we live by design or leave everything to default. It is a universal fact and is not in our control.

Fig. 1.3a is a simple graphic of this fact. How such ups and downs affect us depends on our understanding of the situation, based on the blueprints in our inner world and the programming that shapes our interaction with the outer world. We have a spectrum of options to deal with such situations. At one end of the spectrum is the default approach. We do nothing and accept the consequences of what is handed to us. If what is handed to us is what we like, we are content and enjoy it. If it is bad and we don't like it, we still accept it, but we will most probably criticize it, condemn it and complain about it. We will not respond to it in a determined, planned and proactive way. Instead, we react to it when it happens.

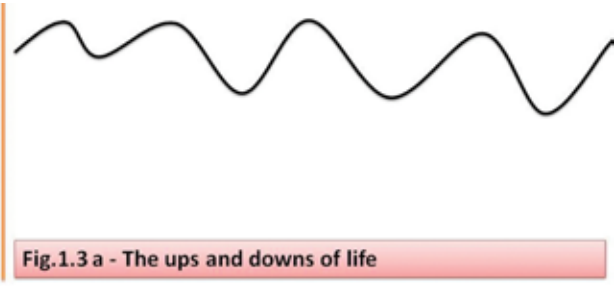


Fig.1.3 a - The ups and downs of life

At the other end of the spectrum we will be prepared for all eventualities. We will be living a designed life. We will not wait for events to happen. We will know that life is full of ups and downs and we design our approach accordingly. We are proactive and ready for the downs of life and are not overwhelmed by them.

In real life, we are rarely at the two extremes but stay somewhere in between. There will always be some things in

our lives that we do not control and some things that we plan ahead. The difference between the design and default approach is in the degree of control over our destiny and the events in our lives. If we go back to Fig. 0.00 The Pareto Principle, we can see that the small percentage of people (in the Zone of Excellence) will have control over a big portion of events in their lives and the vast majority will have control over only a small portion of events in their lives.

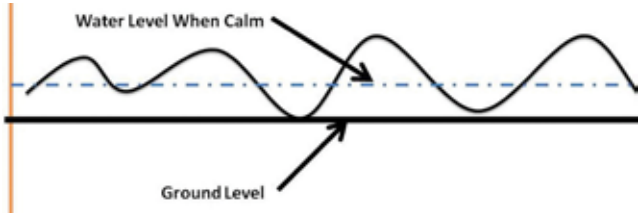


Fig. 1.3b - The ups and downs of life – By Default

Let's illustrate dealing with the ups and downs of life graphically by Fig 1.3b and 1.3c. Imagine that two couples go to a private beach. One couple (Mr. and Mrs. Def) lives by default and the other (Mr. and Mrs. Dee) lives by design. The beach is not sandy but beautiful. It is rocky and has shallow water and deep water areas. The shallow water is represented by Fig 1.3b and the deep water by Fig. 1.3c.

The weather is great and the water is calm. Both couples want to enjoy the water. The Defs, who have lived by default, have not put much effort into preparing for the ups and downs of life. They don't know how to swim and are afraid of deep

water. So they inflate their air mattresses, stretch on them and float on the shallow water, enjoying the small ripples and soaking the sun.

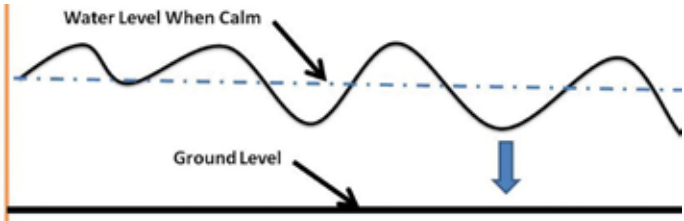


Fig 1.3c - The ups and downs of life – By Design

The Dees, who live by design, are prepared. They have learned how to swim and have also taken training lessons as lifeguards and divers. They jump right into the deep water. They too enjoy the calm clear water, swimming and playing with each other.

Life is beautiful for both couples. Then, without warning, a high-speed boat passes nearby creating huge waves coming to the beach. What happens next shows the difference between the default and designed living. As the wave rushes, the water swell takes The Defs high up and throws them off balance and off their mattresses. Before they realize, the water recedes and they hit the rocky ground hard and get hurt (Fig. 1.3b). It will take them a long time to recover from the shock and to heal the scratches they received. They may even decide that water is too dangerous and will deprive themselves of the pleasure of going to the beach again.

On the other hand, the Dees are also taken high on the crest of the wave and down again. Being in the deep section of the water, however, nothing happens to them because the rough rocky ground is far below the low level of the waves (Fig. 1.3c). Considering that they are swimmers and lifeguards, they enjoy the sudden change because they are prepared and know how to deal with it.

This simple illustration shows the difference between the two styles of living and how important it is to live by design. How to live by design and how to reach the Zone of your Peak Potential – The Leadership Zone where living by design is the norm are explored in the coming chapters.

The Law of Manifestation

I will end this chapter by introducing the Law of Manifestation. You may find different descriptions and explanations for this law, so here I will describe my definition, which should be used when this law is mentioned or referenced.

BEFORE ANYTHING IS MANIFESTED IN THE PHYSICAL WORLD, IT IS FIRST MANIFESTED AS A THOUGHT.

Any manmade object that you see around has gone through a minimum of two phases as previously mentioned. Most of them have gone through several sub-phases. Based on

my architectural background, the steps of building a house will help to understand how this law works.

Let's say that you decide to have a custom house built, and commission an Architect to design it. The Architect will meet you and inquire about your specific needs. The Architect will visit the site where the house will be built and study the orientation, the surrounding environment and any specific features of the area. When s/he is clear and completely satisfied about the specific requirements of this project, then the thought-process begins.

The architect will visualize how all these requirements are to fit in a coherent and functional layout, what form it will take, how many floors it will have, which functions will be located on each floor, and so on. After these things are clear in his/her mind and he or she has thought them through, the architect will produce preliminary sketches and renderings to illustrate the concept and evaluate if the spaces function as intended and work effectively. Once satisfied, the Architect will review the sketches with you to get your feedback and sign-off before going to the next phase.

After your sign-off, the Architect will produce detailed blue prints and specifications complying with the applicable building codes and will help you to retain a contractor and get a building permit. The contractor will build the house in accordance with the blueprints and when finished, will

help you with the occupancy permit and your house will be physically manifested.

Physical manifestation of any manmade object always goes through a similar process and that is why it is referred to as the Law of Manifestation. It is closely related to the process in the Reality Loop, described in Fig. 1.2. As an exercise, check in your vicinity and try to find any manmade object that negates this law.

This law also applies to Living by Design, which is the subject of this chapter. If by default you happen to be outside your Zone of Excellence and decide to go there, then you need to go through a similar process to manifest your life in the zone that you want and deserve. This book is the roadmap for that.



CHAPTER 2

STAGE ONE

INNER BARRIERS TO THE LEADERSHIP ZONE

"Yesterday I was clever, so I wanted to change the world. Today I am wise, so I am changing myself."

Rumi (Mawlana Jalalu-Ddeen Balkhi)

So far, we have covered the concept that - due to some faulty programming and blueprints that were handed down to us from our caregivers and our own experiences in childhood which resulted in limitations and barriers in our belief system and thinking. These in turn, have prevented us from having a smooth journey to our destination - The Leadership Zone. My study of these barriers is based on the modeling method. It is the study of and review of literature on the lives of some of the most successful people, to find out what they have done to become so successful. My research shows that there are three main barriers in each of the two stages of the journey. Here we will explore what those barriers are and what we can do, if and when we decide to overcome them. In a way, this chapter is a journey of awareness and self-discovery to find out where we stand against these barriers and how we measure against those people who have made it?

Stage One Barriers

In Chapter 1 we referred to the two stages of personal growth and mentioned that to go from the Zone of Dependence to Zone of Maturity, we have to complete stage one of the growth process. In this stage, we need to mature in a holistic way not only physically but also mentally, emotionally and spiritually. To do that, we need to overcome three major obstacles and barriers along the journey. These are like barriers on a road and need to be overcome sequentially. This is what the most successful, fully-matured people have done. However,

overcoming these barriers is necessary but not sufficient for reaching The Leadership Zone, a zone where only 15-20 percent of the people live as described in the Introduction, Fig.0.00.

In this section, we cover these three major barriers and show you what they are and what you can do about each one. There are no shortcuts and none of them can be ignored.

1. The Barrier of Language (Dialect)

"Your tongue is your bastion or your prison."
- An ancient Pashto proverb

To understand why and how language can be a barrier, we need to explore what language is, how it is used in certain contexts and what are the various components of language, as related to the subject of this book. Language is a wide topic of scientific research and volumes have been written about it. My interest here is to explore how it becomes a barrier to our growth and then find ways to overcome it.

If we were to go to a Tim Horton's or a McDonald's restaurant and sit at a table in the middle of the seating area, it is possible that we will find a group of construction workers from a nearby construction site order food or refreshments and sit close by to carry-out a conversation - in English. It is also conceivable that a group of doctors and medical professionals from a nearby hospital come to the same place to eat and have a

conversation - also in English. If we were to eavesdrop and listen to their conversations, we would find out that even though both groups speak English, they are using different words and expressions to communicate within their own group and we could easily say that they are speaking two different dialects of the same language. Even when the words and expressions used by the two groups sound the same, they sometimes mean different things.

This is because all subgroups in the general population develop their own particular vocabulary, which eventually contributes to the development of subcultures with their own dialects.

It is also important to understand that language comes in two parts:

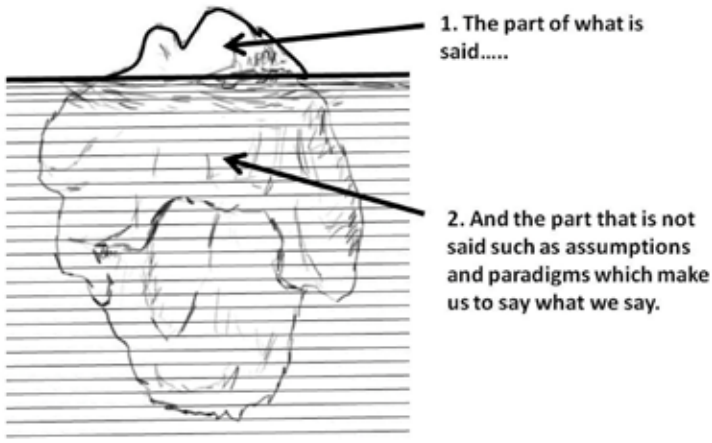
- The spoken part that is vocalized and uttered out loud to others or uttered in silence to oneself and,

- The non-spoken part that makes people say what they utter – this unspoken part includes the assumptions and paradigms that are embedded in our belief system and plays a major role in our spoken conversation.

A good metaphor will be to compare language to an iceberg. See Fig. 2.1. The tip of the iceberg that shows above the water represents the spoken words while the bulk of the iceberg is hidden below the surface. It is this hidden invisible part of the

iceberg that determines how the visible part will appear. It is this hidden part that needs to be treated with caution. If not treated with care, this part could create shipwrecks and sink the Titanic. The same applies to language. It is the unspoken and hidden assumptions and paradigms, which make us say what we say to others and say silently to ourselves. It also determines how we say it which, in turn, could pave the way to our destination or get us in deep trouble.

Fig. 2.1 - Language comes in 2 parts like an iceberg



To go back to our reality loop of the previous chapter, the different content in the input Box (3 Es) of the construction workers and the medical staff, make them see the world differently and develop their own terminology to describe the events and the world around them. Their paradigms and assumptions differ. As a result, they develop a correspondingly different dialect of the language.

Now, if we were to take some persons from one group and assign them simple and easy tasks from the other group - no matter how talented and expert in their own field - they will have difficulty communicating with other members of the new group because of the language. That is how language becomes a barrier.

Before you continue reading please take a few minutes and do the following exercise. Think of one thing in your life that you consider a big failure. It could be an exam that you failed in school or a promotion at work that you expected but did not get, or something else that you wanted to get or do but did not.

Now, take a pen and piece of paper or open the notepad on your computer and write down all the reasons you think caused the failure. Write as many as you can recall – at least 10. Keep this aside until you are asked to come back to it further down in the book.

Similar to the sublanguages or dialects of the construction workers and the medical professionals, there are differences between the language that successful (happy, healthy and wealthy) people speak and the language of those who are partially successful, unsuccessful, unhappy, unhealthy or broke. Here again the paradigms play the main role. So in terms of language as a barrier, it is not what we say that is the challenge, but rather the hidden part - the paradigms and assumptions - which becomes the barrier. To illustrate this further, let's review the following diagrams of paradigms.

Paradigms of Excellence and Mediocrity

Figure 2.2a shows a set of words and expressions that represent certain beliefs, thoughts, activities and mindsets. They are grouped together in two areas and separated by a thick horizontal line. The words below this line represent conditions where the paradigms and belief system of mediocrity are grounded and this determines the corresponding dialect. The words above the line represent conditions and activities where the paradigms of excellence are grounded and determine its corresponding dialect. The line is like a border between two countries or territories that speak different languages or dialects.



Fig. 2.2a - Paradigms of Language

Studies have shown that successful people and high-achievers have a belief system that is in line with the expressions above the borderline, while a big portion of the general population speaks with expressions that are below the borderline. Fig. 2.2b shows three wavy lines superimposed on the content of the Fig. 2.2a. Imagine that people are hovering over the territories represented by all the expressions in the figure on both side of the border. Each wavy line represents a specific condition and the path of a particular group of people. So if you are in the achievers' group, your path is represented by the thick, wavy, solid line entirely above the borderline in the territory of Excellence. If you are among the majority who are resigned to a life of mediocrity, your path is represented by the thin wavy, dotted line entirely in the zone of mediocrity.



Fig. 2.2b - Paradigms of Language

If you are among those who are ready to move to their Leadership Zone, but have not reached there, your most likely path is the dashed, wavy line on the border, sometimes in the zone of excellence and sometimes in the zone of mediocrity. I believe that the tools of manifesting the "life-by-design" in the book will be more useful for this group.

In order to remember this concept of the two dialects in your daily activities, I have created acronyms for each zone – AMPOWER for the paradigms of excellence, and J.C. SLIM BED for the paradigms of mediocrity. This way, you can easily identify whether a thought or conversation with self and others emanates from above the borderline or below it. When you know that, you will be able to either reinforce the status quo or take measures to rectify it.

AMPOWER (Paradigms of Excellence)

- **A**ccountability, **A**ction, **A**bundance, **A**uthenticity
- **M**astery
- **P**roactivity
- **O**wnership
- **W**isdom, **W**it, **W**ellness, **W**ill power
- **E**xcellence, **E**ducation
- **R**esponsibility, **R**esourcefulness

J. C. SLIM BED (Paradigms of Mediocrity)

- **J**ustify
- **C**omplain, **C**riticize, **C**ondemn
- **S**hame, **S**carcity
- **L**acking resources
- **I** can't do it
- **M**isery
- **B**lame others
- **E**xcuses
- **D**enials

So if you find yourself below the line but want to be among the high achievers, you need to cross the borderline, which is the language barrier. You need to learn the language of excellence to be a member of that group. The first step is to find out what dialect you currently speak. The exercise in the beginning of this section will help. Take out the reasons you wrote down for your big failure. Review them and compare your reasons with the above figures and acronyms. This will give you a clue as to how deep you are stuck in the mud of mediocrity and how much effort you will require to free yourself. I am hoping you are already in the upper zone or at least partially there.

In our Success 101™ Seminars we encourage attendees to adopt the PAR habit to overcome this barrier. PAR is the acronym for 'proactive, accountable and responsible.' These are key assumptions in the AMPOWER territory. To overcome the language barrier we need to have experiences in our input (3 Es) Box that we gain from being proactive and accountable for our outcomes and take full responsibility for them. Successful people take responsibility for the consequences of their actions and here is why:

In Chapter 1, we mentioned that a human being is the only creature on planet earth that is blessed with all of the following four faculties combined:

Self-Awareness

Imagination/Creativity

Independent Will

Conscience

Figure Fig. 2.3[1] (an adaptation from *THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE*) shows why we are responsible for the consequences of our actions. When an event happens around us that we may or may not be able to control , our 4 faculties or attributes show that we have the ability to evaluate the situation, imagine various scenarios of responses and have the freedom to choose the best response from among the several options we have found. Because we have the freedom to choose our response, we become responsible for the

outcomes. The term 'responsibility' comes from the root words of RESPONSE-ABILITY, not only in English but in the four other languages that I know and several others about which I have inquired.

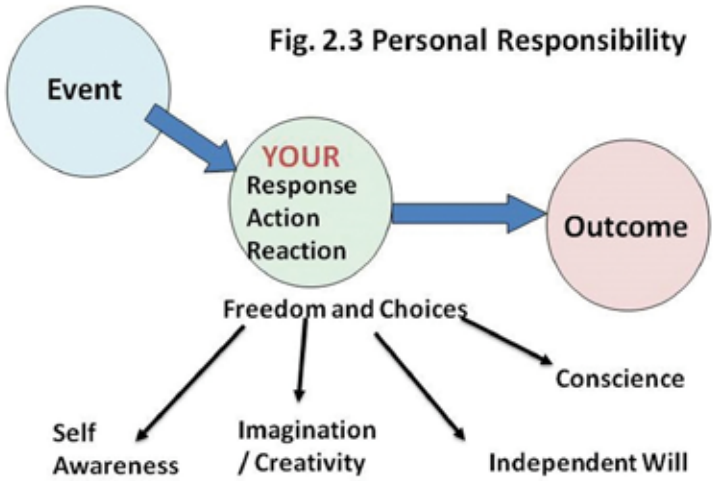


Fig. 2.3 Personal Responsibility

Once we become aware and understand that we have freedom of choice, we can use conscious action to deal with any situation and change the outcome to our liking or to what is least damaging to us. This will become even more doable if we are proactive and be more prepared for the ups and downs in life. Setting in place a system of self-accountability will ensure that we acquire positive experiences to alter our negative assumptions which form the hidden part of language. With a certain amount of willpower and consistently nurturing the PAR habit, we overcome the language barrier. In the coming chapters there will be many other tools and exercises that will contribute in this regard. It is useful to periodically return to

this section and see how the new tools in the book affect your understanding of the language barrier and the use of PAR.

Now that you are aware of the language barrier, pay attention to the conversations of people around you and assess from which territory they are coming. Find out how annoying it is when you listen to the negative conversation of your friends and colleagues who always whine and complain about everything and blame others for their miserable lives. Avoid being like one of them.

The King and His Fallen Teeth

In the Afghan folklore there is an ancient story of a King. One night the King had a dream which made him restless and could not sleep. In the morning when the court opened, he ordered one of his lieutenants to summon the dream interpreter to tell him what his dream meant.

The lieutenant went away hastily and came back with an elderly bearded man walking slowly beside him and stood in front of the throne, looked at the king and bowed in respect. *"Your Majesty! I am here to serve you,"* the King said. *"I had a dream last night that I lost all my teeth. I was so disturbed that I could not sleep the rest of the time. Tell me, oh interpreter, what does my dream mean?"*

The interpreter bowed again and said, *"What a sad dream! Your Majesty, all your friends will die and you will be left alone in your old age."* The king became angry and in his rage commanded his guards to throw the old man in the dungeon. He ordered his lieutenant to bring another interpreter.

While the guards were dragging the old man away, the lieutenant came with another elderly bearded man who stood in front of the king and bowed: *"Your Majesty! I am here to serve you."* The King repeated, *"I had a dream last night that I lost all my teeth. I was so disturbed that I could not sleep the rest of the time. Tell me, oh interpreter, what does my dream mean?"* The interpreter bowed again and said, *"What a happy dream! Your Majesty, you will be healthy in your old age and will live longer than all your friends."* The king was elated and instructed his treasurer to give a sack of gold coins to the interpreter.

Exercise: make a list of the paradigms from which each of the two people interpreted the dream and described the meaning to the king.

Do you believe there can be more than one way to interpret and describe an item, event or issue and that each way could result in vastly different consequences?

2. The Barrier of Purpose

"Passions play a major role in the success of leaders. This has been proven by research and findings of Jerry Porras, Stewart Emery and Mark Thompson for their book, Success Built to Last: Creating a Life that Matters. For their book, the authors interviewed over 300 people who had achieved long lasting success. What they found was that people who experienced enduring success developed the habit of consistently choosing in favor of what mattered most to them, i. e., their passions."
Janet Bray Attwood[2]

The second major barrier is the lack of purpose. As the quote from Janet Bray Attwood indicates and the research for the *Success Built to Last* proves, most people who have built lasting success clearly knew what their purpose in life was and had the consistency to follow-up. As a matter of fact, the related research showed that each one of them knew exactly the most important things that mattered to them and how to pursue them relentlessly. They were not after success. They pursued what mattered most to them and success came as a by-product of their efforts.

Now, let me ask you some questions. Of the 10 people you deal with most often, how many of them have a clear idea of what is their life's purpose? What mission are they here to accomplish? Are they aware of their destiny or that they are here for a purpose? If you are like most people that I meet in

events and come to our Success 101™ Seminars, only a small percentage (1 or 2 people) will have some clarity and another 1 or 2 people may have a vague idea, but the vast majority will have no clue. They have no vision about their lives and have left everything in a default state. Despite 14 years of university education, I was in the same situation until recently, and so were many people with whom I closely associated. It was only after I became aware of these barriers that I took conscious actions to change.

If you happen to be among those who struggle with defining your own purpose in life, or in the words of James MacNeil,[2] you *"do not have a compelling vision and the freedom to pursue it,"* then the following tools will be very useful and help you gain clarity about what really matters to you. Please do the exercises before going to the next section. By doing the exercises now and coming back to revise them you will gain more clarity and understanding. The first two exercises need to be done in sequence.

The 100th Birthday Celebration Exercise

The 100th Birthday Celebration is a powerful and yet simple exercise that has helped many seekers to find their purpose in life. Here is how to do the exercise:

Sit in a quiet and comfortable place where no one will disturb you for the duration of the exercise, for a minimum

of one hour. Relax your body from top to bottom. Relax your head and forehead muscles. Close your eyes and relax your eye muscles by not focusing on any particular point or object. Now, relax your jaw muscles followed by neck, shoulder, arms and hand muscles. Continue down with your torso, hips, thighs, legs and toes. Take three deep breathes – inhale through the nose, relax the abdominal muscles and fill the lower cavities of the lungs first. Hold your breath for as long as you can. Exhale through the mouth. Repeat this two more times. Resume normal breathing.

Stay in this relaxed position for about two minutes. Now imagine that you are 100 years old. It is your birthday – your 100th Birthday and it is a big celebration with all your family, friends and colleagues in attendance and you are the VIP – THE STAR GUEST. The mood of the party is festive and you find out that, among other activities, there will be three speakers each giving a two-minute speech about your 100 years of life. One is a colleague who worked with you for many years and knows you and your accomplishments very well. The other is a friend whose friendship with you has flourished over the decades and has supported you through all the ups and downs of your life – true to the spirit of *"a friend in need is a friend indeed."* The last one is a family member (one of your children, a grandchild or great-grandchild). They are all going to say great things about you and your life, your dreams and your accomplishments. Think what you would like to hear from each? Recite silently

to yourself what they should say. When you are finished with this mental exercise of imagination, come back to the present and open your eyes.

Now, take pen and paper or open your computer notepad and write. Your job in this exercise is to write the speeches for each one of them. Make each a brief one-pager that can be delivered in about two minutes. When you write the speeches, make sure to cover the important accomplishments of which you are proud. Make sure you cover the dreams you have already realized and those that will be realized by your 100th Birthday. Make sure the three speeches together cover all areas of your life – relationships, career, your legacy and the lives of the people you have touched, and so on. Write them quickly and write from your heart rather than your mind.

Once the drafts are done, read them and make some minor corrections and put them away. Ponder over the insights you gain from this exercise as you proceed with reading the rest of the book. They will give you the clues to your purpose in life. Look at the drafts about two days after the initial writing. At that time you can revise and clean up the grammar and punctuation. Rewrite and keep these clean sheets of paper in your active folder for regular review. They are going to guide your actions from now on so that the content of each speech becomes a reality by the time you are 100, or whenever you are ready to say goodbye.

Finding Your Primary and Secondary Verbs

Finding Your Primary and Secondary Verbs is another way to get insights about your mission and purpose. In this exercise you will discover what is it that you habitually do and why do you do it. It will provide you with more clarity. The exercise revolves around answering the following questions:

What do I do?

Why am I doing it?

Write down "I" followed by a few action verbs - verbs of actions that you habitually do. Here is a hypothetical example of a man whose clear purpose and mission is to be a servant leader. Serving others gives him joy and makes him feel good. (In your case, you want to discover or validate your purpose through this exercise.) Let's assume his random verbs are:

I listen. I lead. I serve. I learn. I help. I play. I think. (You can write as many as you want.) Now, let's take the verb, "I play." So he is asking him:

- Why do I play? Playing makes me healthy.
- Why do I want to be healthy? Being healthy gives me the opportunity to be a strong leader.
- Why do I want to be a strong leader? When I am strong then I can serve more people.
- Why do I want to serve more people? I like to SERVE because it makes me FEEL GOOD.

"Feel good" ends the exercise. In this case "Play" is the secondary verb and "Serve" is the primary.

Let's take "I listen":

- Why do I listen? I listen so I can understand people better.
- Why to understand them better? So I can learn about their real needs.
- Why know their real needs? So I can come up with better answers to their needs.
- Why is that important? Because then I can serve them better and serving them makes me FEEL GOOD.

Here again, "serve" is the primary verb and "listen" is a secondary one.

While doing a similar exercise, you may find out that you have more than one primary verb and that is fine. After you have done this exercise, compare the results with your 100th birthday speeches. If they are in harmony with each other, you are lucky and have discovered and or validated your purpose. However, if the two are in conflict, it will show that either your habitual actions or the speeches you wrote are in conflict with your inner-self. But that is okay. You will discover which one is in conflict after you do The Passion Test (PT) exercise. As a result of the PT you can redo the other exercises and resolve the conflicting issues there, if any. The end-result of all three should be congruent and that is when you get clear about what it is that matters most for you – your purpose in life.

The Passion Test[3]

One of the most effective ways to discover your purpose is to do The Passion Test, based on the New York Times bestselling book of the same name. The Passion Test (PT) exercise is the first step in getting clear about what really matters to you. When you go through the Passion Test online or in a one-on-one session with a facilitator or in a group session, you will discover how to identify your top five passions. You will also discover whether you are already living those passions or not. The Passion Test will also help you to align your life with your top passions.

There are several ways you can go through the PT:

1. You can get a copy of *The Passion Test* book where the process is described in detail.

2. You can find a Passion Test Facilitator in the area near you and contact him/her to guide you either in a one-on-one session or direct you to a group session. You can find a facilitator near you by going to the link: *http://www.thepassiontest.com/take-the-passion-test/connect-with-a-facilitator/*

3. At the Passion Test website *http://www.thepassiontest.com/* you will find many resources that will help you with the Passion Test.

4. You can contact the author of this book who is also a Certified PT Facilitator. He can arrange a one-on-one session with you via Skype or direct you to one of his group sessions in the Greater Toronto Area (GTA). His contact information is provided in the book.

Until you decide to go through the full PT process in one of the four ways mentioned above, you can do the following:

A. Prepare your list:

1. Make a list of 10 things that you love, that are most important to you and that you care about.

2. Cover all areas of life such as career, finances, health, relationships, spirituality, fun, the kind of environment you want to live in, and so on.

3. Write these items in sentences that begin: "When my life is ideal, I am_____."

4. Write the sentences in clear, concise and positive terms. Think about the things you deeply dislike, then turn them around and state them in the positive. For example, "When my life is ideal, I am never in debt," becomes "When my life is ideal, I am enjoying complete financial freedom."

B. Think of the items on this list that you are passionate about but they are nowhere to be seen in your life. Then find four or five people you know who are not passionate about what they are doing. What do they talk about? How do they treat themselves and others around them? Notice the language they use and identify some of their behaviors. Do you see similar behaviors in yourself? Do you notice that some of these behaviors may be holding you back and preventing you from living those passions?

C. List those behaviors for immediate remedial action. List also three to five action steps that you can take in the coming week to start changing your behaviors so that you can align your life with the things that you listed and are missing.

There are seven Principles for having a passionate life. If you live by these principles you can be sure to have a passionate and fulfilling life:

1. **Commitment** – Choose in favor of your passions every day, and soon you will discover you are living a passionate life.

2. **Clarity** – When you are clear, what you want will show up in your life, only to the extent you are clear.

3. **Attention** – What you put your attention on will grow stronger in your life.

4. **Stay Open** – Stay open to your dreams showing up differently than you plan, and there is nothing that can stop you.

5. **Integrity** - Be as true to yourself as you are to others, and as true to others as you are to your self

6. **Persistence** – Fulfillment belongs to those who stay the course.

7. **Follow Your Heart** – When in doubt, follow your heart. Passion arises from the heart. The mind will only complicate matters.

The passion Test is not only a tool for discovering your life's purpose but is also a powerful filter for decision-making. *"Whenever you are faced with a decision, a choice or an opportunity, choose in favor of your passions. "*

Your results from these three exercises, when congruent, will give you the necessary information to determine your purpose in life. They will help you to write your purpose in the form of a mission statement. I recommend that you create a compelling vision based on this knowledge - a vision that compels you to take actions to realize it. You can then set long-term and short-term goals based on your vision. That vision will include the finish line of the journey on which you can focus your energy and effort.

3. The Barrier of Self-Discipline

"If you will discipline yourself to make your mind self-sufficient, you will thereby be least vulnerable to injury from the outside."

CRITIAS OF ATHENS,
attributed, *1,001 Pearls of Wisdom*

According to Wikipedia "*Discipline is a course of actions leading to a greater goal than the satisfaction of the immediate. A disciplined person is one that has established a goal and is willing to achieve that goal at the expense of his or her immediate comfort."* Also, *"Self-discipline is the ability to control one's feelings and overcome one's weaknesses; the ability to pursue what one thinks is right despite temptations to abandon it. Self-discipline and self-control give you power over your life."*

The lack of self-discipline is the third major barrier in Stage One growth. If you speak the language of excellence and know your mission and purpose and you have created a vision for that life, then the only major barrier to block you from reaching your target zone is the lack of self-discipline - the ability to control your resources and assets. The asset that matters most here is TIME. Self-discipline is to have control over managing your priorities and utilizing your time effectively and efficiently. It is this ability that determines whether you will be able to accomplish your mission and live your vision!

Considering that everyone has the same 24 hours in a day, why is it that a few people are very productive and can accomplish so much more than the great majority? The reason is that the highly-productive people have the discipline to control their activities and focus on tasks they are supposed to do. They have the discipline to control their emotions, whims and desires, especially if they are distracting or in conflict with their life's purpose.

The less-productive people lack that kind of discipline and their efforts and energy are dissipated and unfocused. They are easily distracted by many 'time wasters,' aimless conversations and trivial activities that drain their energy and prevent them from pursuing their passions and their vision. As such, they become masters in procrastination. They subscribe to the motto, *"If you can do it tomorrow, why waste time on it today!"* instead of saying, *"If you can do it today, don't leave it for tomorrow."*

To illustrate this further, let's look at the Time Matrix in Fig. 2.4, adapted from Stephen R Covey's *THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE*. This Matrix divides the tasks we deal with routinely into 4 categories: important, not important, urgent and not urgent creating the 4 quadrants in the figure.

The highly-productive people spend what they must in Quadrant I (Q I - important and urgent) and the rest of their time Quadrant II (Q II - Important and Not Urgent). The less-productive people spend what they must (Q I) but the rest

of their time is spent in quadrants III (Q III – Not Important but seemingly Urgent) and IV (Q IV Not Important and Not Urgent).

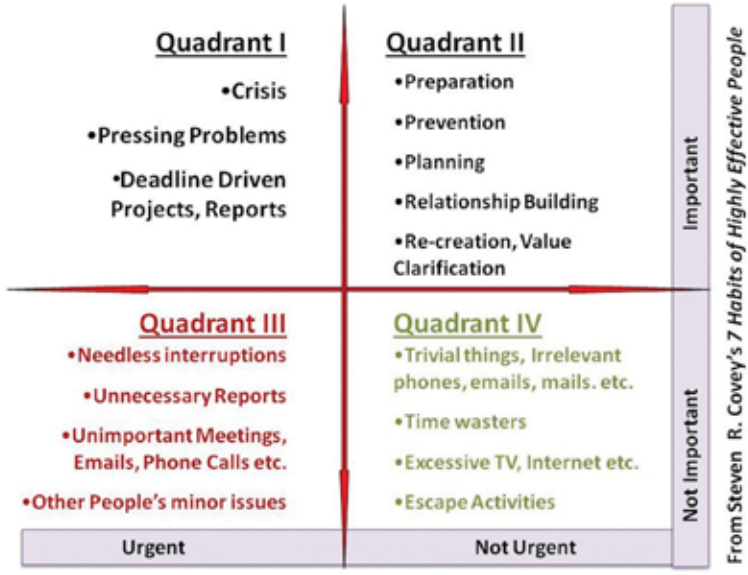


Fig. 2.4 Time Matrix

The activities in Q I cannot be avoided as explained in Chapter 7, Section 2, p.212. There will always be some activities that are urgent and important. The critical thing is how to deal with them and reduce them to a minimum. If we spend most of our time in Q I, there will be long-term repercussions for our health and other factors of our well-being. I call this the Stress Quadrant (more details in Chapter 8 Section 2, p.238). The way to reduce our time in Q I is to spend more time in Q II where proactivity prevents important tasks and activities from becoming urgent. The question is that if all our available

time is already distributed in the 4 quadrants, where will we find extra time needed for Q II?

That is when self-discipline comes into the picture. The obvious way is to reduce time in Q III and Q IV and reallocate it to Q II. The tasks in these quadrants are not important and yet, most people spend a great amount their time here indulging in trivial pursuits and useless tasks or getting involved in other people's business. People who are disciplined, especially those who have a clear idea of their life's purpose and vision, will focus first on doing the things that matter most to them. They are aware that being proactive is essential for the successful completion of their journey. They know that spending time in Q II will ensure their success and will also reduce their time in Q I. That is why self-discipline is so important. Without it, people will have huge obstacles on their way to the next Zone of their growth.

If you have challenges in the area of self-discipline, it will be useful to put in place a mechanism of accountability. The simple form is to have an accountability partner to whom you make a commitment to accomplish certain tasks within a certain time. You also agree with the partner on a system of "carrot-and-stick". If you fail to deliver on your commitments you penalize yourself and, if you deliver, then you celebrate your success. This process shall continue until doing the important things first becomes a habit and you do them automatically.

Becoming aware of the above 3 barriers and learning ways to overcome them, clears the way for Stage One growth and completing the first leg of the journey. It helps people become self-reliant and reach their Zone of Maturity. Refer to Chapter 1, Fig. 1.1. Being in this zone is cause for high praise and celebration. Most of the educational systems and institutions in many parts of the world emphasize the value of being self-reliant and independent, not only physically but also mentally, emotionally and in some respects even spiritually.

At this level of growth, there is a lot of emphasis on individualism and the "I" and "Me" mentality. While all of that is great and helpful to many people and necessary in the overall scheme of things, it is not the level where people can realize their full potential. To reach the level of full potential or their leadership zone, individuals have to replace the "I" and the "me" mentality with the "We" and "US" mindset. They need to learn how to deal with other people and use the leverage of collaboration. For that to happen, people need to go through the process of Stage Two growth, which is the subject of the next chapter.

1. An adaptation from *THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE by Stephen R. Covey*

2. For more information on people who were interviewed for the book, refer to Name Index on Page 332

3. The section on Passion Test is included with permission of Janet Bray Attwood and Chris Attwood of Enlightened Alliances.



STAGE TWO

INNER BARRIERS TO THE LEADERSHIP ZONE

"No man will make a great leader who wants to do it all himself or to get all the credit for doing it."

Andrew Carnegie

In the previous chapter we covered 3 barriers in Stage One of the journey. Once we overcome those three barriers, we grow into a new BEING - a being who is confident, self-reliant and capable of great achievements. At the same time, this stage of development is all focused on the self - the individual. History has demonstrated that this level of personal development falls far below the full potential of which each one of us is capable. Unfortunately, in many societies the prevailing culture glorifies this kind of individualism/independence. It seldom questions if there is anything better beyond it. This chapter shows that there is indeed a better and higher level.

Chapter 2 focused on what makes us leaders in our private lives. This chapter focuses on what makes us leaders in the community.

Stage Two Barriers

Let's look at Fig.1.1, showing the 3 zones of growth. Completing Stage One journey and overcoming the barriers along the way takes us to the intermediate Zone of Self Reliance. In order to reach the ultimate destination, The Leadership Zone, it is also necessary to be aware of any additional barriers and find ways to overcome them. In Stage Two of the growth, our goal is to acquire the skills of collaboration which will allow us to leverage our strengths and delegate our weaknesses. We can then maximize our ability to have the greatest impact by accomplishing our mission and life's purpose in the most effective way.

When individuals who have reached their Zone of Self Reliance work in collaboration with each other, they can achieve much more than they can do on their own. Still, there are many people even among those who are aware of this fact, who have difficulties working cooperatively in a team environment. For them, this kind of group activity becomes a source of stress and conflict which prevents them from reaching their full potential.

The reason is similar to Stage One. There are more invisible barriers that people create as a result of the input in their 3 Es Box during the Stage One Growth. There are three major barriers that have been identified in this second stage and if people can overcome them, all the other minor obstacles become insignificant.

Considering that these barriers are also invisible and sequential, I am carrying the numbering Sequence from the previous chapter. So the next barrier starts with 4:

4. **Barrier of Ego**

According to Wikipedia, *""Ego" is a Latin and Greek* (ἐγώ) *word meaning "I," often used in English to mean the "self," "identity" or other related concepts."* Dealing with the ego is tricky. On the one hand, if you don't build a certain level of ego you will not make it this far in the journey, since it is a requirement of the Stage One Growth. On the other hand, if you have developed too much ego, you will not make it beyond Stage one. An

inflated level of ego becomes the barrier that prevents people from going forward to their full potential.

If you have too little ego, you won't make the first stage. Other people will step all over you and you will fall into victimism and martyrdom. If you have too much ego you will not make the second stage. You will descend into egotism, fall short of your full potential and people will resent and despise you. Ego is also intertwined with one of the human needs as discussed in Chapter 07, p. 210 – the need for Importance/Significance/Distinction.

Ego is rooted in our paradigms and belief systems. Dealing with it becomes more complex in transactions with other people. When our predominant beliefs are grounded in a hostile universe, scarcity, mistrust and the Zero–Sum concept, our approach in dealing with other people will be completely different than when our belief system is grounded in a friendly universe, abundance, sufficiency, trust, and concept of plenty. An additional layer of complexity is added to the process when we take into account the ego state and the belief systems of the other people with whom we are dealing.

Depending on the above and looking at it from the self-side only, when people get into a transactional relationship with each other, they come with one of the following intentions:

Table 3.1 Transactional Intentions			
No.	**Self**	**Other**	**Description**
1	**Gain**		This intention is a completely self-centered approach and the person will make maximum effort to gain from the transaction. If the other side gains or loses something, it is of no concern.
2	**Gain**	**Pain**	This intention is grounded in anger and scarcity. The purpose is to make the other side suffer as a result of the transaction. The person who comes with this intention is either temporarily blinded by anger or has not completed a balanced Stage One journey and has not matured in all pathways (physically, mentally, emotionally and spiritually). Obvious example is the process of hostile divorce, but different variations can be found in all kinds of business transactions too. Bullying is another example.
3	**Pain**	**Gain**	This approach is grounded in victimism and scarcity. The person who comes with this intention has not developed an adequate ego or his/her ego has been crushed. The person accepts the lesser pain in order to avoid a perceived bigger pain. Obvious example is of people who are trapped in domestic abusive relationships and accept some pain and suffering in order to solve the immediate problem (usually temporary truce). Many examples of these are also found in the workplace and business transactions with one side making the compromises.

No.	Self	Other	Description
4	**Pain**	**Pain**	Some transactions in this category are grounded in extreme anger and vengeance, while others are grounded in milder limiting belief systems. Both beliefs systems have roots in scarcity. The mild form is a mutual compromise, where both sides get something, but less than what they came for. A harsher form is the case of an extremely litigious divorce where the intentions are to accept pain as long as the other side suffers as much or more. Some of the senseless wars between countries belong in this category, where one side goes to war to make the other side suffer, knowing very well that their own men and women will die and millions on both sides will suffer. (I think that the two-stage growth journey also applies to nations.)
5	**Gain**	**Gain**	This Mutual Gain intention is the only one that is grounded in the concept of sufficiency and mutual trust. The person comes to the table to consider the gain of both sides, not the self. This happens with people who have fully matured and can see beyond narrow self-interest. They are aware that mutual-gain transaction is an effective way for durable relationships with others, both in business and personal life. They know that this is the only form that is sustainable and they are willing to take the risk and pay the price. Doing that requires a great deal of courage and consideration for the well-being of others. This position cannot be achieved if any of the parties come from a mindset of scarcity.

You can clearly see that the first 4 transactional intentions are all egocentric, driven by inflated ego, damaged and scratched ego, crashed and deflated ego or no ego. Only the last one of Mutual Gain is where the intention in not egocentric. This form can only be achieved when there is a lot of mutual trust, when participants have control over their egos and they have integrity, authenticity, courage and respect for others.

Improvement in any of those qualities is a transformational change. Many types of tools are included throughout the book to help with this kind of transformation. I recommend that you look for tools of transformational changes in every chapter and see how they will help you to manage your ego.

To get over the excessive demands of the ego, a paradigm shift is needed - a shift from the belief that "there is not enough" to the belief in SUFFICIENCY – "there is enough" for everyone. Lynne Twist, in her book *The Soul of Money,* discusses the concept of sufficiency in details. "*Sufficiency as a way of being offers us enormous personal freedom and possibility. Rather than scarcity's myths that tell us that the only way to perceive the world is there's not enough, more is better, and that is just the way it is, the truth of sufficiency asserts that there is enough for everyone. Knowing that there is enough for everyone inspires sharing, collaboration and contribution.*"[1]

Based on the ideas of Buckminster Fuller, a preeminent thought leader of the 20th century, she continues to argue: "*As*

Buckminster Fuller said in the 1970s, this is a world that can work for everyone with no one and nothing left out, and we have the power and resources to create a you and me world rather a you or me world. There is enough for everyone. To access that experience of enough, however, we have to be willing to let go --- let go of a lifetime of scarcity's lessons and lies."[2]

5. **Barrier of Communication**

According to Wikipedia "*Communication (from Latin commūnicāre, meaning "to share") is the activity of conveying information through the exchange of ideas, feelings, intentions, attitudes, expectations, perceptions or commands, as by speech, gestures, writings, behaviour and possibly by other means such as electromagnetic, chemical or physical phenomena. It is the meaningful exchange of information between two or more participants (machines, organisms or their parts).*

Communication requires a sender, a message, a medium and a recipient, although the receiver does not have to be present or aware of the sender's intent to communicate at the time of communication; thus communication can occur across vast distances in time and space. Communication requires that the communicating parties share an area of communicative commonality. The communication process is complete once the receiver understands the sender's message"

The primary purpose of communication is to create mutual understanding which results in potential acceptance, agreement and transaction all of which are essential for survival

in a community setting. This study does not include the print form of communication, even though it is a subset of the spoken communication.

Exercise: Before you continue reading, recall a past event when your communication with a client, a friend, a coworker or a family member did not go well and you did not get the result you wanted. Keep it in mind while reading the following passages to see what laws and principles of communications were violated that led to the failure. At the end of this chapter, using Zero Based Thinking, and with the tools you acquire here, think of how differently you would deal with the situation now. Will you expect a much better outcome as a result of this knowledge?

Note: Zero Based Thinking in relation to a past event is that if you had the same knowledge that you have now, would you have acted the same or differently?

According to Albert Mehrabian, communication occurs at 3 different levels when information is transmitted as a form of energy from the sender to the receiver. Each level contributes a certain percentage to the overall reception as stated below:

1. **Verbal:** The words we use are responsible for 7% of the information sent and received, forming the foundation of the communication.

2. **Tonal:** The way we say the words (soft, loud, the type of embedded emotions, etc.) carries 38% of the information sent and received.

3. **Visual:** Our body language (Posture and movement) and other visual cues that we transmit carry the remaining 55% of the information sent and received.

When I cover this topic in our live seminars, I remind attendees why in many instances emails become a source of misunderstanding. It conveys only the 7% verbal part of the information and leaves out the other 93%, which is required for effective communications to happen.

When I was writing this section for the book an important event happened in the history of Afghanistan. Afghanistan has been in long, drawn-out and difficult negotiations with the government of the United States to reach an agreement on the bilateral security for after the UN Security Council mandated presence expires in 2014. For all intents and purposes, as we understood, negotiations were very difficult and strenuous for President Karzai. Rumor had it that he was not getting what he wanted as he was surrounded by many advisors who did not see eye-to-eye with him and were in favour of a quick agreement to presumably protect their own status and positions for after Karzai's term of office, which also ends in 2014.

In order to reduce pressure and in accordance with the Afghan Traditions, he convened a grand assembly of elders (called Loya Jirga) which also included the three branches of state to address the issues and to advise him on a particular course of action. The Assembly was convened on November 21, 2013. President Karzai addressed the Assembly and on a verbal level asked them to approve the agreement (7% of the message). The speech was delivered partly in Pashto and partly in Dari (official languages of the country). I watched the video of the entire speech that day and observed big discrepancies in verbal, tonal and visual messages. Later that day I posted the following on my Facebook Page for my Afghan firends:

"Communications is 7% verbal (what you say) 39 % tonal (how you say it) and 54 % visual (body language).

With this in mind, let us review Karzai's Speech to the Loya Jirga. The words, he had no choice. He openly said that he was under pressure not just for convening the Jirga (but definitely for other things too). He said no one represents him to the Jirga members. But he did convey a message which to me is totally different than the words he used.

His real message was not verbal. The tonality and visuals said volumes about his real message. The tone was somber, sad and occasionally indicated frustration and defeat and on the verge of crying which to me means he is not happy with the current version of the agreement. The clearest message was visual

starting with wearing black cap, black coat and black shirt (Not his colourful Chapan) which represents the dark days of the Afghan history as indicated in the Afghan national flag, even if one ignores his facial expressions which conveyed pain and a plea. I am not sure if the Jirga members got the full message to give him the tools he is looking for but cannot verbalize it: Reject the agreement and take responsibility for the destiny of your country in your own hands or don't blame others for it.

That is what I get from his speech."

Either the Jirga members did not get the message, or did not want to give him the tools he was looking for to reject the agreement, because three days later at the end of the Jirga session the overwhelming majority advised him to sign the agreement quickly with minor amendments. Despite that endorsement, President Karzai announced that he would not sign it until certain conditions are met.

Later on it was found out that he would not be signing the agreement at all and would leave it for his successor to decide. These events showed that he was aware of the various levels of conveying information, sending one message at the verbal level, but a different message at the tonal and visual level.

Obviously, President Karzai did not see the agreement in its current form as a transaction of Mutual Gain and felt cheated. See table 3.1.

This is clear proof of the importance of being aware of three levels of communications. Any person who aspires to be a leader, an effective communicator or a successful salesperson should be aware of this and learn how the different levels of communications work.

Communications play a major role in survival of the community and studies show that leaders in organizations and community groups spend 50% of their time communicating. So it is important to keep in mind what we covered about previous barriers that affect communications. Language is an essential ingredient of the two levels of communication and in the barrier of language we discussed that language comes in two parts – the spoken part and the hidden part in the form of paradigms and assumptions (Fig. 2.1). Also, it is important to remember that no transaction can happen without communication, so keep in mind the five transactional intentions that we covered in the Ego Barrier (Table 3.1).

Studies in psychology and human behavior show that at any given time we are in one of the 3 states – Parent (P), Adult (A) and Child (C) when we are dealing with others. Therefore, our communication is always taking place from one of those 3 states. So in any one-on-one communication between two adults, 9 different scenarios are possible as per Table 3.2. Communications between more than two persons becomes even more complex.

Table 3.2 – The Three States and Nine Scenarios			
Self	To	Other	Remarks
Parent	To	Parent	Ground for conflict
Parent	To	Adult	Ground for conflict
Parent	To	Child	Not relevant
Adult	To	Parent	Ground for conflict
Adult	To	Adult	State of effective communications and relevant to the subject
Adult	To	Child	Ground for conflict
Child	To	Parent	Not relevant
Child	To	Adult	Ground for conflict
Child	To	Child	Not relevant

To be effective in our communications, we should be aware of our state when we initiate a conversation and also of the state of the receiver. Effective communication will happen in this context, when both sides are in the adult state.

With the above in mind, how does communication becomes a barrier? Communication, per se, is not the barrier but our inability to communicate effectively is a barrier. Besides these aspects, effective communication is also governed by certain rules. If these rules are not followed or violated effective communication will not happen. That is why they are referred to as the Laws of Communications. In the following pages, I will identify a few of these major laws which will take your communication skills to a whole new level, if you understand and use them correctly.

The Law of Presence

The Law of Presence states that IN ORDER FOR THE INDIVIDUALS TO COMMUNICATE EFFECTIVELY, THEY MUST BE RATIONALLY PRESENT. Rational presence means that the person is able and willing to participate. So, if you want to open an authentic interaction with a person, both of you must be able and willing to communicate in order to reach a mutual understanding.

For people to be able to participate, they should generally feel safe; and for them to be willing, they should be interested. People will feel safe when they believe the risk of participation is manageable. This in turn depends on the strength, character, self-confidence and their level of trust in you. People will get interested when they perceive the possibility of gain or the avoidance of pain. When you are initiating the communication, the onus is on you to make the other side feel safe and interested.

While you cannot do anything about the strength, character and self-confidence of the other side, you can do a lot with regard to building the trust, as well as showing them the benefits of the deal for which the communication is initiated. If you habitually practice the principles of the Emotional Bank Account included in Table 7.2, Chapter 7, building a trusting relationship with people will be easy. Also, if you bring a Mutual Gain attitude to the conversation, it will be easy for you to make a convincing presentation of the mutual benefits of the interaction.

In such an interaction, you too should be RATIONALLY PRESENT which means you are also able and willing to participate. The factors that affect your ability and willingness depend on whether you are motivated and prepared.

When you are not prepared, you should not initiate communication. Preparation is a must. Preparation is the process of thinking over the purpose, form and consequences of the communication. This is the process that provides you with clarity about the benefits of the interaction for yourself and for the other side. As such, you become naturally motivated when during this process of preparation, you get rid of the unknowns and see clearly how the objective of this interaction aligns with your long-term goals and ambitions.

The Law of Space

IN ORDER FOR COMMUNICATION TO EXIST, THERE MUST BE SPACE IN WHICH IT CAN EXIST. As mentioned earlier, communication is sending and receiving energy in the form of information. As such, when you throw a ball of this energy to the receiver, s/he must have empty space (container or a box) for it so the ball of energy can remain there. When s/he sends you the ball you must have empty space for it too.

Imagine that you are talking to a person about an important new project, but without your knowing, he is preoccupied

with other things – he has a meeting in an hour for which he is not ready or he has been asked to attend a meeting with HR about his performance. He is angry with his supervisor because of the negative report he has sent to HR. His finances are in disarray and he has been having arguments with his wife lately, and so on. In short, his space is full of negativity which takes away all his focus. In addition, he has not worked with you before and you don't know him that well. In such a situation no matter how much effort you put in on your part, effective communication will not happen. His space has to be emptied from the existing stuff and it is your responsibility as the initiator to help him do that.

There are several tools that you can use to empty his container and create space for what you have to say when it is your turn. It starts with inviting him to talk first and you listen to understand him. Here are some of the tools:

- **Empathic Listening:** There are several levels of listening. On the negative side there is no listening when the speaker is ignored altogether. There is pretension listening pretending to be listening while your focus is on things unrelated to the conversation. Then there is short-cut listening. This is listening with enough attention and duration to get an idea and then cut the speaker and counter him/her with your response. On the positive side, there is Active listening which is best described by the acronym LISTEN:

Look – look at the speaker attentively. Be aware that this works very well in the western society. In other places in the world, especially in the Muslim countries, it will be counterproductive. Looking straight in the eye (except for an occasional glance) is forbidden in certain cultures, and specifically across the gender line.

Inquire – Ask questions and encourage the speaker to say more.

Summarize – summarize your understanding of what is said and ask the speaker to confirm it.

Take notes – if the issue is very important, take notes to make sure you don't miss any key points of the conversation.
Neutralize your feelings – keep your emotions out of the conversation and remain neutral.

Empathic Listening is at the top of the scale. It shares many elements with Active listening and yet it goes further and deeper in the process. In this type of listening, you not only focus on all 3 levels (verbal, tonal and visual), but also empathize with the speaker and feel their emotions. You may or may not agree with what you hear, but you accept it as a possibility that what you hear is true.

- **Identify their communication style** – While listening to the speaker you should tune in to the clues to find out if the person's communication style is visual, kinesthetic, auditory or digital. Studies show that 40% of the people

are visual, 40% kinesthetic and 20% auditory digital. This is important to know when it is your turn to speak.

- **Identify Their Metaprograms** – Metaprograms are the subliminal programs that run our lives. According to Anthony Robbins there are 7 metaprograms and they are based on what I call either fear or dare. If your metaprograms are based on fear, then your decisions and actions are focused on going AWAY from real or potential painful situations. If they are based on dare, then your decisions and actions are focused on going TOWARDS real and potential pleasures. When you are listening to the other person to create space for communication to happen, you can also tune in to find out what s/he is going away from and what s/he is going towards. This will help you to be more effective when it is your turn to talk.

- **Invoking the Law of Acknowledgement**: When the other person is talking, participate by visual and auditory gestures such as 'okay, fine, got it, I hear you, good, thank you, great, ahha' . . . and be genuine. (See the Law of Acknowledgement below.)

When you apply the above tools, you help the other person to create space for communication to take place. But what about yourself? On your part, you also need to have space for communication. If you are preoccupied with dozens of concerns and worries, then your container is also full and

you are unable to receive effectively. The following tools will help you to empty your container so that both of you will have space for each other. These tools are covered in more details in Chapter 8 where we discuss stress-management:

- Deep breathing
- Closed eyes and eye muscle relaxation
- Meditation
- Experience of Silence
- Zen Eye – Look into space in front of you
- Forgiveness
- Gratitude

Despite the importance of listening in effective communications, very little is done within the education system to teach students listening skills. Yet a disproportionate amount of attention is put on early education in reading and writing skills which is only one-half of the equation.

Some food for thought for aspiring communicators:

You have two ears and one mouth, use them proportionately.

Ears have no protective gatekeeper yet the mouth has two – the teeth and the lips.

You can harm people with your mouth but not with your ears.

> Ears are only input organs and the mouth is for both input and output.

These should give you clues about the importance of discipline and control in the use of different organs.

The Law of Acknowledgement

IN ORDER FOR COMMUNICATION TO BE EFFECTIVE, BOTH SIDES MUST ACKNOWLEDGE EACH OTHER ON THE SAME FOOTING, as adult to adult.

Acknowledgement is done through a series of visual and auditory symbols and gestures. Visual includes attentiveness, occasional nodding, and posture. Auditory includes verbal expressions such as "ok!" "fine," "got it," "I hear you," "good," "thank you,", "great," "ahha," "I see," and so on with the appropriate tonality.

Acknowledgement is a validation of the trust and acceptance of the other person and helps in satisfying some of their basic needs (Chapter 7) such as esteem needs, or the need for significance and importance. That in turn helps in the successful conclusion of the communication.

That is why symbols and gestures of acknowledgement should be genuine. All forms of expressions (verbal, tonal and visual) should be congruent and convey the same message. If the gestures are faked, they will show and cause a backfire.

The Law of Assumptions

IN EVERY COMMUNICATION THE PARTICIPANTS COME WITH DIFFERING ASSUMPTIONS that may or may not be clear to the other side. Assumptions are the unquestioned background and accepted part of "what is." That plays an important role in the success or failure of the interaction. In the previous chapter, we discussed the assumptions and paradigms of language. Those are the same assumptions that apply here and influence the outcome.

So, in order for Communications to be effective, both parties have to be aware of each other's inherent assumptions and conclude that they understand them. Paradigm shift occurs when the gap between the differing sets of assumptions is eliminated through the process of communication. It is at that time when all the essential ingredients of a Mutual Gain scenario come together, which in turn leads to a successful outcome.

The Law of State

The Law of State says THAT THE OUTCOME OF COMMUNICATION WILL BE DETERMINED BY THE STATE IN WHICH EACH PARTICIPANT IS GROUNDED. Our position in any communication with others is determined by several factors such as:

- **Parent/Child/Adult States** – You are in one of these states when entering a communication. We already pointed out how the communication is likely to proceed in each of the 9 scenarios on Table 3.2.

- **Self Esteem/Ego** – is the overall perception of self or as some people refers to it as self-worth. Depending on how low or high the self-esteem of the parties is, the outcome will be drastically different.

- **Confidence** – confidence is closely related to competence. The more able a person is in a particular field, the more confident s/he will be. In any related communications his or her contribution will be substantial and hence will influence the outcome.

- **Fear** – the state of fear will also affect the outcome of the communication. Whether it is fear of rejection, fear of failure, fear of success or fear of anything, it will have its impact on the outcome.

- **Mindset** – Mindset is the result of our paradigms and assumptions. See Chapter 2, The Barrier of Language, Fig. 2.2 B. Whether our mindset is grounded in the Zone of Excellence or in the Zone of Mediocrity will affect our state and therefore our outcome.

So the way a message is sent and received will be affected by the state in which each party is participating in the communication. This application becomes clear if you imagine the following two scenarios:

In the first one, you work for a mid-size organization at management level. You are very happy at your job and highly engaged in the well-being of the company. A competing company finds out about your high performance and decides to hire you. They approach you by inviting you to have lunch with the VP of Human Resources whom you know from having worked with in a different firm. During the lunch she suggests that a position is available in her company for a person with your qualifications. Salary is negotiable and there are benefits and annual bonuses indexed to performance.

In the second scenario, you are working with the same company in the same conditions as the first scenario. One day the CEO announces in a town-hall meeting that they received an attractive offer to be bought by another company and the board has accepted it. The company will be downsized and several management positions will be eliminated immediately. Your name is on this list. Now you are faced with a fait accompli situation and need to find a new job. Your research indicates the competitor in scenario one has an opening for which you are highly-qualified. You know their VP of Human Resources from a previous firm and you contact her and invite her for lunch. During the conversation she finds out

that your company has downsized and you are looking for a new opportunity.

Now, compare the two scenarios and your state in each case. Assess the state in which you are grounded. If you were to negotiate a salary during the lunch with the VP, what are the chances of getting much more in scenario one compared to two? In what state will the VP be after she finds about the downsizing and acquisition of your firm? Do you think her offer will be the same in both cases? I am sure the outcome will be drastically different in each. In case one she is a talent seeker and in case two you are the job seeker so the positions are reversed. That is how the Law of State works in communications. Once you are aware of it, you can take appropriate measures to maximize Mutual Gains.

The Law of Truth

The Law of Truth says that THERE ARE MULTIPLE INTERPRETATIONS OF TRUTH ALL OF WHICH ARE VALID WITHIN CERTAIN PARAMETERS. The outcome of communication will not be effective unless each participant accepts this fact and uses it as a tool for the successful conclusion of communication. Here is a simplified explanation of how this law works. Let's look at the following types of Truth:

1. My Truth
2. Their Truth
3. The Truth

In the Success 101™ Live Seminars, I project the image in Fig.3.1 and ask the attendees what they see in the slide and ask specifically, where is the location of Point A relative to them? The response is always mixed. Some people see this as a box or cube up in the air seen from below with Point A being closest to the viewer. Others see it as the corner of a room or a box with the top and two sides removed, looking at it from above with Point A being the furthest point in the picture.

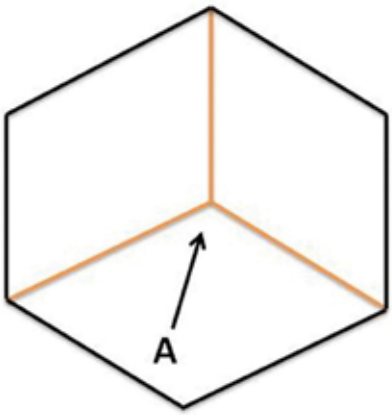


Fig. 3.1 – Truth is Relative

When I show them a physical model of this figure, with both situations, each group admits that the other way is also possible. Which one is true then? They all agree that both ways can be represented by the image. The point that I want to make is that there can be multiple versions of the truth.

Our perception of reality is affected by what we have in our 3 Es Box in our Reality Loop (Fig. 1.2 in Chapter 1). Considering

that each person has different content in their 3 Es Box, each will have a different interpretation of reality as well as truth. As such, we respond to this figure based on our blueprints which have been shaped by previous experience and input.

In this case, The Truth can be described as a geometric arrangement of nine lines on a two-dimensional plane that evokes a certain emotional response in a human being. Therefore, this description is also a valid description – one of the valid descriptions of truth of the figure.

Understanding that this is true in all situations can help us in our communications and prepares us to deal with the other side more effectively.

The Law of Emotional Intelligence (EI)

During my research for this book I was surprised to discover how far-reaching a role Emotional Intelligence plays in the success of communications. Considering that 50% of the job of a leader is communication, EI should be one of the most important Laws of Communication for leaders to know. So here is my understanding:

WHEREVER YOUR IQ PLACES YOU IN THE HIERARCHY OF YOUR SOCIAL GROUP, YOUR CIRCLE OF INFLUENCE IS DETERMINED BY YOUR EMOTIONAL INTELLIGENCE.

In a nutshell, emotional intelligence is the awareness of one's own emotion and of others'. Daniel Goleman, in his pioneering work on EI, as well as others in the field have divided EI into 4 distinct components:

Self-Awareness – This is the awareness of one's own emotions under different circumstances

Self-Management – This is not only the ability to manage one's own emotions during interactions with others, but also includes such other elements as achievement, adaptability, emotional self-control and keeping a positive outlook.

Social Awareness – This is the awareness of the emotions of other people. Empathy is an essential element in this case. It is closely related to empathic listening that we covered in The Law of Space. Awareness of organizational dynamics and how people's emotions are affected in group settings also comes under this heading.

Relationship Management – This covers the skill set and ability to manage conflict, inspire others to action, create and maintain powerful teams and to coach and mentor others.

EI is not fixed for life like IQ. EI can be improved by conscious effort and actions. While your level of IQ will determine how high up you can go in the hierarchy of the social organizations, your circle of influence at that level will depend on your EI, which is variable and can be enhanced.

6. **Barrier of Creative Cooperation**

The last of the major barriers in the Stage Two Growth and on our journey to the Leadership Zone is the lack of cooperation. In the process of Stage One Growth where all emphasis in school and at home is on becoming self-reliant and independent, we develop some habits and characteristics that prevent us from working effectively with others. Some of us develop an inflated ego when we experience the taste of success and become powerful as well as self-reliant. Remember the cliché, *"power corrupts and absolute power corrupts absolutely!"* There is a lot of truth in that.

The principle of cooperation is when two independent self-reliant individuals come together to work for a common vision and collaborate to pursue common goals; the resulting synergy makes THE WHOLE BIGGER THAN THE SUM OF THE PARTS. Consequently, each person achieves much more than if they work on their own.

To illustrate this, let's look at the hypothetical case of Sam and Noah. Sam has a high-quality shoe store inside a mall in an upscale neighbourhood. The Mall has a couple of other shoe stores in addition to Walmart, Target and The Bay. Over the years Sam has built a loyal customer base of more than 500 people who buy their shoes exclusively from him. He offers them a discounted price of $100 per pair. They buy at least two pairs every year. So he has secure revenue of $100,000 from his loyal customers.

Noah also has a store in another wing of the same Mall offering shirts to his clients. He has also built a client base of more than 500 loyal customers who come, on average, twice a year and buy shirts at a discounted price of $100. As such, he also gets secure revenue of $100,000. Both Sam and Noah meet at a seminar and learn about the concept of creative cooperation and how the synergy of cooperation works. Subsequently, they meet and decide to collaborate and offer their merchandise to their combined customer base. They move to a larger store and share the floor space.

Their loyal customers now shop in their new location and each group is now exposed to both shoes and shirts in the same store. Without any doubt, a certain percentage of Sam's 500 loyal customers who come to buy shoes will also buy shirts, not only because of quality but also because of convenience. The same will happen when Noah's customers come to buy shirts. A certain percentage will buy shoes too. Let's assume that 20% of the clients do the cross-buying. That will translate into Sam selling an additional $20,000 worth of shoes and Noah selling an additional $20,000 worth of shirts. Whereas previously they separately had a combined revenue of $200,000, following the collaboration they have $240,000. THE WHOLE IS BIGGER THAN THE SUM OF THE PARTS. In addition, they benefit from the economies of scale and:

- They save on rental space by sharing some of the common facilities.

- They save on operating expenses by reduced manpower serving both client bases.
- They have more free time available to themselves as one can cover for the other when the need arises.

This simple illustration is the basis of most acquisitions, consolidations, consortia and joint ventures. This kind of cooperation and coming together provides the participants with a bigger resource base and scale to pursue bigger and better opportunities, which would otherwise remain beyond their reach. The issue is that only a small percentage of people are taking advantage while the majority is still residing behind the barrier and not ready to get involved, even on a small scale.

Cooperation also brings creativity and innovation to the table. When different ideas and solutions are put together synergistically, new ideas and alternatives are created which deal with existing problems more effectively. Let's look at such an alternative in the following simple story:

Sarah has two children: Laila, 17, and Adam, 15. During the summer school holidays, Sarah convinces her children to enroll in summer courses to expand their knowledge base instead of idling around. Laila decides to enroll in a Cooking class and Adam goes to a Nutrition class.

One evening when Sarah was attending to her domestic chores upstairs, she hears a shouting match coming from the

kitchen where Laila and Adam are fighting over something. She comes down and finds that both are fighting over the only orange she had in the refrigerator, each saying, " I want it, I want it."

Sarah is facing a dilemma and needs your help. As a parent and authority figure in her home, what do you recommend she should do to stop the quarrel?

When I tell the story and ask this question in my seminars, I get all kinds of answers:

- She should cut it and give each one half of it.
- She should eat all of it herself.
- She should put it back and say it is for their father.
- She should give it to one of the kids at her discretion, etcetera.

What do you recommend? Come with your own solution first and then proceed reading to see what Sarah actually does.

Sarah tells the children to cooperate and calmly asks why they are so adamant about having the orange? She tells them that she is going shopping the next day and will bring as many as they want. She waits for the answers and then comes with her solution.

Laila says that in her cooking class she learned a new recipe which requires the peel of an orange as one ingredient and she wants to try the recipe and surprise Mom and Dad with her new skills. Adam says that he learned in his Nutrition

class how important vitamin C is for health and that orange is an excellent source. He has not had an orange for days and wanted to eat it.

As a result, Sarah peels the orange, gives the peel to Laila and the meat to Adam. A new alternative solution of Mutual Gain. Both kids are happy and no one is compromised. That is how creative you can become when you use these tools and principles.

The Introduction of this book includes the concept of Your BEING x Your DOING = Your OUTCOME. Chapter 2 and this chapter cover the six major barriers that people must overcome in the two stages of their journey from the Zone of Dependence to the Zone of Leadership. In addition, numerous tools to help us in this task were also identified.

So if you are convinced that what you have learned so far will benefit you, then by consistent use of these tools, you will develop habits around them which will replace your old habits. With your new habits you will make many transactional changes and improve how you do things, which will enhance Your DOING part. These new habits also bring transformational changes and make you a better and bigger person, enhancing Your BEING part.

Once you do become the bigger version of yourself then all the problems and barriers that previously appeared huge and sometimes insurmountable become insignificant by comparison. Fig 3.2 shows two triangles of the same size that

represents a barrier on your path. In the case of the upper triangle you are facing a relatively huge obstacle because of the smaller version of you with old habits and paradigms (Your small BEING). In the lower part you are facing the same obstacle but this time it is the better and bigger version of you (Your big BEING) armed with new paradigms and habits that is facing it. The obstacle in this case though looks small and insignificant.

That is the kind of transformation that can be achieved if what is learned here is habitually applied.

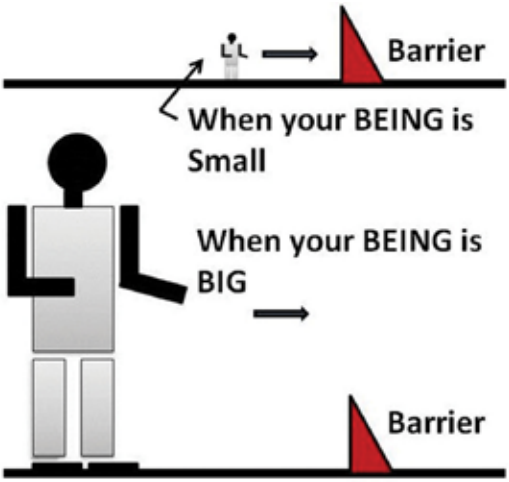


Fig. 3. 2 – Your BEING

Continuous and Never Ending Improvement (CANEI)

Now that you have crossed all the barriers and have reached your ultimate destination – The Leadership Zone, or your Zone of Excellence - what is next?

Several things happened when you became a resident of the Leadership Zone:

- You replaced many old limiting beliefs with new empowering ones.
- You are surrounded by high achievers whose habits will rub off on you.
- You are armed with tools and habits of success and ready to collaborate with others and contribute.
- You are ready to realize your full potential in the community.
- You have acquired the discipline to focus your time and resources on what matters most.
- You have acquired the tools to plan your life and live by design.

All of these developments will prevent you from returning to the old conditions of stagnation and procrastination. You are ready to live by the CANEI principle. CANEI is similar to the Japanese Kaizen philosophy and yet focused on the continuous improvement of the individual rather than the collective.

To live by this principle is to be committed to make small improvements continuously and consistently until they become habitual. This is the habit of excellence. As Aristotle says: "*Excellence is an art won by training and habituation..... We are what we repeatedly do. Excellence, then, is not an act but a habit.*"

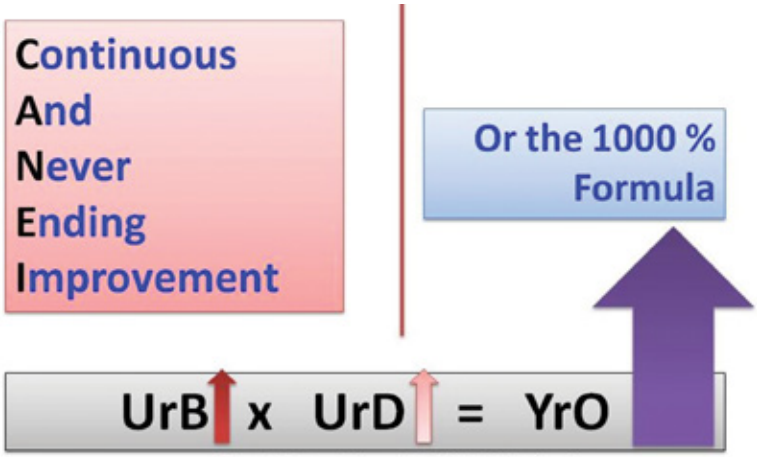


Fig. 3.3 – The CANEI Principle

Fig. 3.3 is a visual representation of the CANEI principle showing that small improvements in Your BEING and Your DOING in time become a huge improvement. That is why I also call it the 1000% formula.

These improvements should be balanced in the following four pathways and to include:

- **Physical Domain** – Exercise, Nutrition, Stress Management, etcetera.
- **Mental Domain** – Reading, Visualizing, Planning and Writing, etcetera.
- **Social/ Emotional Domain** –Service, Empathy, Collaboration, Emotional Intelligence, etcetera.
- **Spiritual Domain** – Worship, Meditation, Commitment to Value Clarification, etcetera.

This chapter concludes the discussion on how to be leaders in our own right from the inside out and how to interact with others to pursue shared vision and common goals. The focus is on the self in relation to others as well as personal effectiveness. In the coming chapters these concepts are expanded and more territory is covered.



1. Twist, Lynne (2006). *The Soul of Money: Reclaiming the Wealth of Our Inner Resources*. W.W, Norton and Company, New York P. 87.

2. Ibid. Pp 87-88

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OUTER BARRIERS TO LEADERSHIP

"Leadership is commitment to a vision in which people perform to their full potential and ability to accomplish and fulfill effectively a mission, responsibility, duty or authority that is entrusted to them."

Ahmad Duranai

In the previous chapters, the focus was on how to get over the major inner barriers so that people can lead their lives from the Zone of Excellence. Being in that personal zone is a requirement for people who wish to be effective members of society and contribute at the level of their full potential.

So once you arrive at your leadership zone, you already know your life's purpose. If it dictates that you exercise your abilities and talents in a leadership position in society, then you need to be aware of two things. One is to know how leadership is looked at in the society. The other is what kind of barriers, obstacles and challenges you will face and may need to overcome. This chapter and Chapter 5 focus on leadership in the social/group setting and the barriers that exist out there.

How is leadership defined in the social context? If you were to ask this question from 100 people, you most probably will get 100 different answers. You may also discover that many people do not have a clear definition of leadership but could recite for you, a quotation from an authority. Even then there will be different interpretations of that quotation.

A good example is the quotation from Peter Drucker in the following section: *"Leadership is to do the right thing."* Even if many people agree on the wording of this quotation, there will be differences of opinion among them on the interpretation of the words such as "right" and "thing." So in order to move forward I am going to use the following definition to start this chapter:

"Leadership [in a social setting] *is commitment to a vision in which people perform to their full potential and ability to accomplish and fulfill effectively a mission, responsibility, duty or authority that is entrusted to them."*

I like this definition because it is rank and title-free. It is also inclusive and embodies all activities and accomplishments, irrespective of their social standing. It applies to everyone in the hierarchy of an organization and in society, which is the purpose of this book. With that in mind and with what has been covered so far in the book, let's proceed to explore the subject in more detail.

Leadership and Management

In the words of Peter Drucker, *"Leadership is to do the right thing. Management is to do the thing right."* To elaborate on this let's look at the distinctions that other authorities have on the subject.

According to K. Davis, "*leadership is the ability to persuade others to seek defined objectives enthusiastically. It is the human factor which binds a group together and motivates it toward goals. Management activities such as planning, organizing and decision-making are dormant cocoons until the leader triggers the power of motivation in people and guides them toward their goals.*"[1]

David Buck of CoachVille looks at the subject from a long term evolutionary perspective: *"For today's leaders, it is*

very important to change their mindset from the management science which is very much oriented around tasks' framework. Management science says that everything which needs to be done can be broken into a sequence of tasks; then to assign people to do them, and how to do them correctly. That is how all the human achievements have been created in the 20th Century. But what we are finding now is that the humans evolve, the challenges that we face evolve, and we have found out that many human endeavors cannot be broken in to tasks. Most human endeavors are far too complex for the task list. What is required of human beings is to be more resourceful, more creative, more innovative, more resilient and fully engaged. Most of these things cannot be managed as there is no right way to do it."[2]

Warren Bennis, another authority on leadership, summarizes the difference between the two and states: *"The difference between managers and leaders is fundamental. The manager administers, the leader innovates. The manger maintains, the leader develops. The manager relies on systems, the leader relies on people. The manager counts on control, the leader counts on trust. The manager does things right, the leader does the right thing."*[3]

The above descriptions from the experts provide us with a good framework from which we can explore the domains of both leadership and management as conventionally understood. In the Introduction, we covered the formula of Your BEING x Your DOING = Your OUTCOME. I want to

use this formula to deal with the various nuances of leadership and management domains. Based on my observation and assessment of the above, leadership comes under Your BEING and management comes under Your DOING. In Table 4.1, I have assembled some expressions from our normal everyday conversations and grouped them into two categories. Using the above description from the experts, I have categorized them so that they are either under the domain of leadership or the domain of management.

The selection of the expressions and issues in the table is arbitrary and not exhaustive. I hope you will add your own expressions to the list and make it more comprehensive for your use.

Table 4.1 Leadership and Management Domains		
Leadership Issues	**Management Issues**	
Your BEING	**Your DOING**	**Your OUTCOME**
Transformation	Transaction	
Effectiveness	Efficiency	
Education	Training	
Art	Science	
EIQ, Right Brain	IQ, Left Brain	
Potential	Capacity	
People	Systems, Processes, tasks	
Relationships	Technology	

Leadership Issues	Management Issues	
Your BEING	**Your DOING**	**Your OUTCOME**
Planning, Delegation	Implementation	
Innovation and Change	Continuity	
The Why	The How and What	

This table clarifies the distinctions between the domains of leadership and management issues. It also helps in realizing which issues deal with leadership skills and which ones with management skills. However, before we proceed, I would like to resolve the apparent contradiction between my definition of leadership that encompass all human activities and the distinctions we just covered.

Based on my observation and studies, in any organizational setting we require a big set of skills and tools in order to conduct the affairs of the organization. To me, all of them are tools of leadership and I look at the division from a different perspective. Some of those skills and tools are task-oriented and others are people-oriented. Every activity of the organization requires some tools from each category.

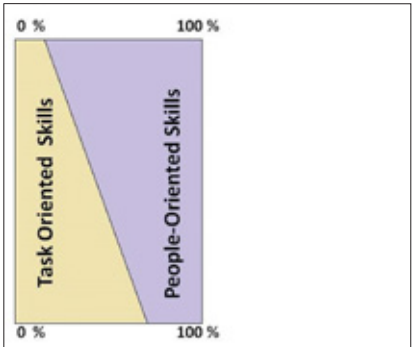


Fig. 4. 1a - Leadership Toolbox

As such, management is a subset of leadership which in this context is the body of task-oriented skills. The rest of the leadership skills are people-oriented. I have represented this relationship in Fig. 4.1a where I show a leadership toolbox that is divided into two compartments: one compartment for the task-oriented skills and the other for the people-oriented skills.

Another way of looking at it is that even if leadership and management, as conventionally understood are separated so that we can study and understand the skill sets better, they have a symbiotic relationship with each other and like two sides of a coin are inseparable. For any activity in an organization we need to have some people-oriented skills and some task-oriented skills. For some activities we need more of one type of skills and less of the other. For others it is the other way around. Let's show how this works.



Fig. 4. 1b - Leadership Toolbox

In Fig. 4.1b I have taken the same skills toolbox as in Fig. 4.1a to illustrate how this mix applies to a modern-day simplified organizational setting. I have set the toolbox against certain organizational issues to demonstrate how the skill sets are applied. At the top of the list are the vision and mission statement. There, it shows that we need a lot more of the people-oriented (leadership skills) and some of the task-oriented skills. At the bottom of the scale are the work-plan and implementation, where a lot more of the task-oriented (Management) skills are needed and less of the people-oriented skills.

The figure also shows the reality that nowhere in the hierarchy does the need for any one of the skill sets approach zero. For example, at the very bottom implementation stage where more focus is on the tasks, systems, processes, and more management skills are required, we still need people oriented skills because an important factor in implementation is people and whenever people are involved we need these skills. This model applies to the whole organization or any sub-unit of it (big or small) inside the organization.

Luckily, we are born with the potential to have a certain level of skills in each of the two categories. The distinction we need to make and be aware of is that most people major in one and minor in the other. So it is important to find out:

- What is our major and minor skill set?
- Are the skills the result of our natural inclination or of circumstances?

Some of us in our lives have been exposed to either one or the other sets of the skills and have become better in applying them even if we don't like it. This need not be the case, especially for those of us who have overcome their inner barriers and live in their leadership zone. Once we know the distinctions, we can take action to redesign our lives and improve our skills in the area towards which we naturally feel inclined. That will be a transformational change and once it happens, it provides the opportunity to excel in what we like and then contribute most effectively in that area.

Understanding these distinctions and assessing them in relation to our other personal strengths and weaknesses, in relation to our life's purpose and in relation to our passions provides us a great reservoir of knowledge to help us design our lives effectively. It shows us what things we should and can do ourselves and what things we should delegate to others. It tells us which additional skills we need to acquire in order to be most effective. It helps us to build the power teams that we need in our endeavours.

To go back to our model of Fig. 4.1b, the Chief Executive Officers (CEOs) in today's organizations have a unique role. By virtue of their offices, they are active members of their respective boards and must have a great deal of people-oriented skills. At the same time they are responsible for the implementation of all the policies and work plans to produce results. So they must also have a great deal of task-oriented skills. In addition to

having both types of skills, they should also know which skills are needed for what activity, in what ratio and under which circumstance. Application of such knowledge is a measure of the effectiveness and success of an organization. Perhaps that is why the job of a CEO is so challenging and the great ones are in such a high demand.

I trust that as a result of this discussion you have assessed your skills set and know:

- Your strengths and weaknesses.
- Whether those strengths and weaknesses are the result of your natural inclination or circumstances.
- Whether you need any transformational changes and upgrades to align your strengths with your life's purpose.

In the following section we explore more aspects of leadership to provide you with new distinctions that you can use in designing your life.

Leadership Styles

There are as many ways and approaches to leadership as there are leaders, but there are some broad categories into which leaders can be classified. This discussion will help you to check your own strengths, talents and gifts and to discover and validate your own styles. It is perfectly natural that some of you will be comfortable with more than one style. In that case, you

can find which style is the primary/dominant one and which one is secondary.

The leadership styles are determined by the personality, character, upbringing, education, metaprograms, paradigms and the dominant basic needs (Chapter 7) of the leaders. In short, the leadership style is an outcome and determined by the reality loop of the person – 3 Es box (Chapter 1, Fig. 1.2). No style is better than another and each one has its appropriate place in society and is suitable for a particular circumstance.

Leadership styles for individuals can change overtime as they gain experience and go through transformational and transactional changes in their life. Here are some of the common ones.

Table 4.2 – Leadership Styles

Leadership Style	Brief Description	Ranking (*)
People Oriented	Focuses on the well-being of the people more than other things	
Task Oriented	Tasks have more priority over people	
Micromanagement	Focus is more on command, control and compliance	
Principled leadership	Focus is more on principles rather than people or tasks	

Leadership Style	Brief Description	Ranking (*)
Situational leadership	Depending on the situation adopts the required style	
Facilitation	Acts as facilitator and let others determine the outcome	
Delegation	Delegates tasks to others to prepare them for succession	
Team players	Develops teams and decides on collective basis	
Phase Preference	See below	
Coaching / Mentoring	See below	
Disruptive	Disrupts the status quo to reinvent	
Entrepreneurial	Start-ups and going to explore new territories and opportunities	
Hunter, shepherd, Farmer	See below	
Servant Leadership	See below	
(*) Rank the styles applicable to you with 1 the most dominant, 2 the next closest, followed by 3 … and so on. You will find out what are the areas where you will be most effective.		

The above list includes some of the common styles that have been observed and each one is suitable for particular situations. Most problems in organizations occur when the people of one set of skills are entrusted with tasks that require a different set

of skills. This applies at each level of organization but especially important at the top. In the words of Tariq Habib[2], *"The type of required leadership skills for an organization largely depends on the state and status of the organization. For example, for a start-up entity the leadership should have entrepreneurial skills and the ability to think of the end-users. For an established group the leaders should understand the environment, state of the competition and growth as well as the ability to carry on the mission. For an organization that is in the state of decline, the leadership should have the skill set to transform and to reinvent."*

I assume that the readers are familiar with many of the styles listed above and do not need any explanation, but here are a few that may be vague:

Phase Preference Style

There are some people who are very good at starting something, but because of their personality type they get bored with the situation quickly and give up. Others for similar reasons perform poorly at start-ups but are great to develop them once started by others. Still others are great in closing things but are very poor at start-up and development. Such distinctions are very clear in the profession of architecture but the tendency has been observed in all walks of life. In architectural practices, some people are great in the design phase, others in the execution phase and yet others in the contract administration phase. There are a few people who

excel in all three phases and those are the ones who are in great demand. Have you assessed your strengths in relation to this style?

The Coach/Mentor Style

This is a very successful style in building powerful teams. The leaders in this case coach the team members to improve their performance and enhance their capabilities. The focus is not only on the resourcefulness of the individual team members, but also on the team synergy and group dynamics. This style is becoming more popular with Gamification that has been adopted by a few organizations which are at the forefront of innovation. How will you score yourself in this style?

Hunter / Shepherd / Farmer Styles

Just recently, I attended a boot camp of my mentor Raymond Aaron where he introduced this concept of leadership styles which I had not previously heard about. I want to share what I learned. In our evolution on earth, human beings have evolved through the three phases – the hunter, the shepherd and the farmer. Each phase of evolution has left its mark on our psyche as a trait that we still carry with us to a certain extent. For some, the Hunter trait is dominant; for others it is the Shepherd or the Farmer trait. We have all three traits to some extent, but the most dominant one determines the style and approach.

The hunter dominance is a person with narrow vision focused on a particular target. A person with this style will be good if put in charge of sales and acquisitions but will not be able to have a broad and long-term outlook.

The Shepherd dominance is a person with a wide peripheral vision looking for dangers to the herd. A person with this style will be good in a position to look out for competition in the marketplace, as well as for the talent and human resources.

The farmer dominance is a person who has an extended long-term vision of what is needed on a farm. A person with this style will be good in a position in charge of long-term steady growth and systematizing the operations.

What is your dominant trait? Are you using it to its full potential? [4]

Servant Leadership Style

An excellent example of a modern-day servant leader is Mother Theresa. Servant leadership is based on personal commitment on the part of the leader, to be of service to his/her constituents and followers. Leadership responsibilities are considered as a trust and the leader is the steward of that trust.

It would appear that this style is good for government and non-profit organizations only, but that is not the case. The style is adopted by some organizations in the 'for-profit' sectors too. As Frank Fiehl[2] of 7-Eleven describes, *"At 7-Eleven, we use the seven principles of Servant Leadership and that has served us very well. The seven principles are Integrity, Customer Focus, Accountability, Recognition, Excellent Execution, People and Teamwork."*

Servant leadership style is not new. During my interviews, several people referred to Muss'ab Bin Umair as a great servant leader who lived more than 1400 years ago. For info on Bin Umair, please see Note 4 at the end of Chapter 5.

……..

Leadership style can be a great barrier if the requirements of the job do not match the person's leadership style. That is why it is important for aspiring leaders to be aware of their styles and to discover how effectively they have been using it. One way to help is through assessments. There are many assessment tools that are available, some of which are listed below.

- DISC Assessment
- Predictive Index (PI)
- Kolbe Index A
- The Passion Test (PT)

- The Hunter/Shepherd / Farmer (HSF) Assessment[4]
- Self Assessments included in this book

Most of these assessments can be found on the internet and you can do them online for a certain fee. Some of them are offered free of charge by certain organizations if you subscribe to their newsletter or purchase their programs. These are great tools to provide clarity about the strengths and weaknesses of people to help them find their status on the leadership scale.

Outer Barriers to Leadership

"Every one of us is given a set of unfair advantages and a set of unfair disadvantages, and all we are doing is, focus on our unfair disadvantages and complain about them."
James MacNeil[2]

Now that you are in your leadership zone, you have become aware of a few distinctions about leadership in the organizational settings, and have found out more about your own strengths and weaknesses, it is time to identify some of the outer barriers that exist out there which could prevent you from realizing your dreams.

These barriers that exist in the society are beyond the control of one individual. These are the result of the conditions in the societies we live in. They are not considered as personal barriers in the same way we talked about in the previous chapters. They

are more like boundaries (sometimes invisible) that control the flow of information, processes, systems and people. Some of these boundaries are there purposely for the protection of the public from the questionable and harmful actions of individuals. Others are the result of social circumstances and their existence may be beneficial or not, depending on the perspective of the person who is faced with it.

The important thing is to be aware of their existence so you can take appropriate action when you come face to face with any of them.

Regulatory / Professional Barriers

In order to protect the society and the public from fraud and undesirable consequences of the actions of a few individuals, the society sets standards of practices for certain professions that must be followed. These standards are related to the level of education and supervised experience as well as best practices that must be acquired before a person is allowed to pursue one's career in that field. Health, Engineering, Legal, Architectural, Accounting, Teaching and Education, are some of the obvious professions where such standards and regulations are enforced. If you want to pursue a leadership career in these and other such professions, then you are required to acquire a certain level of education, internship, experience and professional certification in order to be allowed to practice.

Industry Barriers

While certain fundamentals of leadership are universal and apply to all conditions and industries, the inner-workings of different industries impose their own requirements, which will be a great barrier for people who do not have the inside knowledge of the industry, their organizational structures and the way the firms in the industry are run. For example healthcare, finance, construction, and manufacturing all have special industry knowledge that are different from each other.

Therefore, knowledge of industry is an important element in success or failure of a person. If you were to look at any job posting even for an entry-level position, you will discover that it asks for some experience and familiarity with the industry. Sometimes the job postings include acronyms that are specific to the industry and if a person has no previous experience in the field s/he will have no chance of success even for an ordinary job. This becomes more important when we deal with a leadership position.

Gender Barriers

It is obvious that gender plays a major role in reaching the top of organizations in today's world. Even in societies that proudly proclaim gender equality, there is discrimination. In his *book, A Call to Action: Women, Religion, Violence and Power*, former US President, Jimmy Carter explores the discriminations that exists

against women all over the world. In an interview with the BBC (*http://www.bbc.com/news/world-us-canada-26878688*) he talks about discrimination in the corporate world and states that even in the Fortune 500 companies there are only 21 female CEOs and those women are paid 40% less than the men in the same positions.

As part of my own research I interviewed several women in leadership positions. All of them confirmed that gender was a barrier. Most of them confirmed that they had experienced it at one time or another in their careers. It is manifested in many ways. The most obvious are: 1st - the glass-ceiling barrier when climbing the corporate ladder and, 2nd - the lesser pay that women receive for the same job. This is despite the fact that once women do reach the leadership positions, they are as effective as men. Jim Kouzes[2] refers to it as cultural bias against women. In his words: *"Our research in over 70 countries in which we examined 9 demographic variables such as gender, nationality, education, tenure in the organization, etc., shows that their impact on whether leaders are effective or ineffective is negligible. These are not barriers to leadership effectiveness. Specific to the question of male and female leaders, we see no difference in the ability of either gender to lead. In fact, women demonstrate The Five Practices® to the same extent, and in some cases more, than men do. And, the more men and women demonstrate exemplary leadership behaviors, the greater the engagement and performance of their constituents. Leadership in that sense is gender neutral. However, many cultures have a bias towards men as leaders. The degree varies from one*

country to another, but the bias is there. There is some shift in this regard. The number of women in leadership roles in some societies has increased, and all indications are that this trend will continue. Based on our research, this should have a positive effect on both engagement and performance."

In my interviews, I also learned from women leaders that those who overcame the barrier largely did it because in their own minds they had to ignore that gender was a barrier and eventually they got over it and were accepted on an equal footing. In the words of Suzanne Lynch[2], *"Gender bias as a barrier to leadership still exists in today's society and I have experienced it myself in the beginning of my career. But as clients and colleagues learned of my abilities and understood what I brought to the table, the barrier seemed to disappear. Although women are not new to the workforce it may take some time for this to be a non-issue."*

Another very successful leader who did not want to be identified by name told me, *"From early teenage years I was raised to look beyond the gender differences and did not experience barriers there. However gender barriers do exist in the society and one of them is the fact that some women are paid less than men for doing the same job."*

My findings indicate that the impact is felt most by those people who focus on the fact that gender bias exists. Aspiring women leaders who acknowledge that the barrier exists but do not give it a lot of energy will get over it much faster. The saying

in the coaching world that *"what you focus on expands in your life"* applies here. So if you focus on the gender barrier, the barrier will become a bigger issue. If you focus on what is beyond the barrier, then that thing will expand and the barrier will become insignificant. If you focus on Your BEING, the strengths you bring to the table and come with a bigger and better version of you, then that will expand and the barrier will disappear.

I want to mention that gender barrier works both ways and there are certain professions where men will have very little chance of success because of gender.

Cultural Barriers

Cultural barriers are tricky and they come in a variety of guises. One of them is the gender barrier that we identified separately. Other forms of cultural barriers are related to age, race, class, denomination and other similar issues. I would like to mention that as a result of globalization, open-border policies of certain countries, human migration, the emergence of multinational corporations and the pursuit of cheap labour, in many advanced societies the concept of embracing diversity and inclusion has gained acceptance and popularity, which is a hopeful sign that such barriers will disappear in the near or distant future. At present, these barriers do pop-up and their existence cannot be denied. So let's look at each one separately:

Age: Even though in many jurisdictions around the world there are legislations in place that prohibit discrimination

based on age, it is a factor and a barrier that still exists in many different ways. There are many opportunities that will be denied because the candidate is either too young or too old. Even if the corporation overlooks the issue, the cultural norms in the society on the part of other stakeholders will kick in. As an example, when I started work as an architect a few decades ago, I noticed that when I attended meetings with consultants and clients, they would react differently to my input, depending on how I looked. At the time I would look around 10 years older if I grew a beard than if I shaved. So very soon I learned how to overcome the age barrier.

Be aware that it exists and be prepared to overcome it when you come face to face with it.

Race: Like age, racial discrimination is forbidden in many societies but it still exists and manifests itself in many different forms. If you belong to a particular (especially visible) race in certain societies, it will impose limitation on how far up in the society or on the corporate ladder you go by default, unless you make a conscious effort to break through the invisible limitations there. Luckily, progress is being made all the time in this respect and things are slowly getting better. Getting over this barrier is similar to the gender barrier. The more energy you give to its existence, the bigger it will become. The more you focus on the issues beyond it, the smaller it will become.

Class and Cast: I hope you are not surprised to know that in many societies around the world, belonging to a certain class and cast still plays a role as to how far you can progress. I don't just mean the kind of cast system in India or the class structure in Great Britain, but also the more subtle variants of it in many other places. The "Auslanders" in European countries or the many groups of immigrants in North America and those from colonized countries who take residence in the master countries also fall in this group. These people have to overcome many cultural barriers in order to be accepted as equal citizens so they can contribute to their full potential.

Faith / Denomination: Even in secular societies and in the 21st Century, evidence of faith-based discrimination can easily be found all around us. My observation shows that it sharply increased in certain sectors of North American and European societies in the aftermath of the 9/11 events. In such cases, opportunities previously available to some people became beyond their reach. In other cases, people with potential, unfortunately do not even pursue the opportunities because in their minds they have already resolved that because of their name or personality profiles those opportunities are not available for them.

Then there are legitimate faith-based organizations where people of other faiths will not be able to contribute to the best of their abilities. So these should be acknowledged and if you don't belong to the faith don't try to overcome the barrier. Just accept it and move on.

IQ/EIQ Barriers

As people go up the corporate ladder, the complexity of tasks increases. For each level of complexity, a higher IQ is required. I understand that in order to comprehend and deal with the complexity of the job of a CEO, an IQ of 115 is the minimum requirement. While a certain level of IQ is necessary for doing a particular leadership job, it is not sufficient. EI is also needed. Your IQ will take you to a certain level on the corporate ladder, but how effective you will be at that level largely depends on your circle of influence and that is when the Emotional intelligence (EI) kicks in.

EI was covered in Chapter 3 in the section on the Laws of Communications. Your level of EI determines your circle of influence and how many people you can impact and persuade to your way of thinking. While Your IQ is fixed for life, the good news about EI is that it is not fixed and you can increase it through experience or by conscious and deliberate action. All the same, a combination of your IQ and EIQ could be a barrier, or a tool to overcome the barrier.

In my interview with James MacNeil[2] of EQ Communications, he explained how important emotional intelligence was for a leader (CEO):

"The role of a leader is to manage EQ at a very high level, because leadership is not fair. All the pressure is on you (the leader).

You are not allowed to lose your cool like everyone else. You are not allowed to be scared like everyone else. You are not allowed to be lost or depressed. People are looking up to you for strength, clarity and confidence. They are looking to you to read the signs of the times. When news hits the newspapers, they want to see your face, to see how you are reacting. They want to see a calm confidence, a safe strength and a pure motivation to move forward.

So if the leader cannot manage his or her emotions, as goes the leader, so goes the pack and you will have a massive domino effect. If leaders have a speed wobble and lose their balance emotionally, that will send ripples throughout the organization that will turn into tidal waves by the time it hits the public and the balance sheet."

This will be a wake-up call but, at the same time, good news for those who focus only on upgrading their task-oriented skills.

Leadership Style Barriers

In the previous section we discussed the various styles of leadership. If your work requires a particular style of leadership and that style is different from your dominant style then that is a barrier. You need to see whether you can easily adopt the required style. If that is not the case then you have a barrier. You need to make a choice: accept what is and be ineffective or move on to another position where your style is compatible with the requirements of the job.

Geographic Barriers

In today's global village where corporations have branches in many parts of the world, geographic and national boundaries could be a barrier due to work permit requirements and visa restrictions. This barrier will apply more to people from developing countries who want to work in Europe or North America rather than the other way around. This kind of barrier can be overcome if certain conditions are met. Hence, if and when you are faced with this kind of barrier, you should know that under certain conditions you can overcome it but the conditions will be different from one country to another so you should inquire about them at the local embassy of the country where you want to work.

Environmental Barriers

I have included a whole chapter on the 9 Environments of You (Chapter 6). Any one of the 9 Environments could create obstacles on your path. Please read the chapter carefully and do the self-assessment there to find out if any of those environments are supporting or hindering your progress.

Branding Barriers

While Branding is commonly understood to apply to a product or a company as an identification and marketing tool, many leadership consultants now say that in today's business

environment, personal image and branding of the leaders is as important - if not more than - as the brand of the companies they lead. The leader has great influence on the corporate culture and what s/he says and does impacts the image of the company, its employees and how they serve their clients. In the words of the image consultant, Naela Ibrahim[2], *"It is absolutely important for leaders of today to have an immaculate image; they must be congruent in their communication. What they say, how they say it, their body language and their appearance must all be in alignment…… 93% communication is non-verbal; they are not only communicating with their words, but with how they look, their body language and their tone of voice."*

As such, the way leaders dress, their posture, their body language and everything else about them conveys a message about the companies they lead and the culture behind them. In many seminars I have personally heard people speak of the image that some leaders have, such as the late Steve Jobs of Apple and Richard Branson of Virgin Airline. Their images are aligned with their leadership style and philosophy, as well as the culture of the companies they represent and lead.

While image and branding, per se, are not barriers, the lack of awareness is a barrier. That is why I have included it in this section so that aspiring leaders can design their path and career with this in mind.



1. Davis, K. (1967). *Human Relations at Work: The Dynamics of Organizational Behavior*, New York, NY: McGraw Hill. P. 96.

2. See index (p. 332) for more information on interviewed leaders who gave me permission to use material from the interview in the book.

3. Bennis, Warren (1988). *Fortune*. January

4. Raymond Aaron is currently developing a tool for an online HSF Assessment. You can check it on his website at *www.LeadershipProfileStyles.com*

www.facebook.com/pages/Ahmad-Duranai/126501547504430



I would like to keep in touch with you through my Facebook Page! I also share some advice on how to become an effective leader on my page plus, I'd be also posting some special offers for my FB page subscribers. You can read the stories that I'd be sharing on my page and I'd love to hear your stories too! See you there.

CHAPTER 5

INSIGHTS FROM THE FRONT LINES OF LEADERSHIP

"Personal and organizational effectiveness is proportionate to the strength of leadership."

John C. Maxwell

This is a unique chapter of the book. Most of the ideas are the opinions of leaders who generously agreed to give their time and share their insights. It contains a significant portion of my research for the book. I interviewed a diverse group of leaders, CEOs, Executive VPs and managers who are involved in leadership positions in a wide spectrum of companies.

The spectrum was intentionally made wide and included:

- Leaders of small one-office firms, mid-size and large firms with thousands of employees
- Leaders of single-location offices and multinational corporations with offices on different continents
- Leaders of high-tech firms, consulting services, media, legal, network marketing, direct sales, retail chains all the way to traditional manufacturing
- People who coach and train leaders to those who are working in the trenches and front lines of businesses
- Academics and researchers
- Leaders of emerging, pioneering firms to those well-established with long history behind them
- Leaders of firms with traditional hierarchical organizational structure to more diverse and flat structures

The purpose of this diversity was to verify and validate one of the main themes in this book, that despite the diversity of industries, size, scale and locations of business entities and despite each having special leadership requirements, there are certain fundamental universal principles that apply to all.

During the interviews, I discussed a variety of other issues related to their leadership experience. Some of the insights and input have been included in the various chapters throughout the book. However, when I assessed their input on a few topics, I realized the tremendous value of consolidating these insights so that you can have access to them in one location.

You will notice that on each issue there is a wide range of opinions which I expected. In Chapter 1 we covered the Reality Loop and how it is different for each individual. What you see here is a validation of that concept. You will also notice that even though different language and expressions are used, there is a common theme running through most the insights

The Evolving Role of Leadership in the Organizations

Leadership and how it is exercised has changed and is changing rapidly. Or has it? In the 21st Century the advent of globalization, shrinking of distances, the speed of communication and the dominance of technology has affected every economy, the environment and people's expectations. Only a few decades ago

during the industrial age, the bulk of the economic activities were limited to manufacturing, commerce, agriculture and a small portion of services. Today we live in the information and knowledge age, and providing services has become a dominant feature of many economies. This has affected both the infrastructure as well as the superstructure of today's organizations and consequently the role of leaders and leadership.

Here are some of the features that have changed as a result:

- Voice, data and image transfer makes the distances shrink and many travels unnecessary.
- Fields of specializations have expanded creating new challenges for leadership and opportunities for aspiring leaders.
- The social media has transformed human interaction and communications creating both challenges and opportunities.
- Demographics have changed. You can find people of different generations (Boomers, Gen X, Gen Y and Gen Z) working together. Each of them has different requirements and expectations which creates enormous challenges for leadership and HR staff.
- As a result of adapting to new market conditions, there have been a lot of amalgamations, consolidations and acquisitions on the global scene resulting in

many organizations operating across several national boundaries and time zones creating challenges and opportunities for leaders.

To find out if these changes have influenced the role and responsibilities of leaders and if they have made the life of leaders more challenging, I asked the leaders to explain whether the roles and responsibilities of leaders and leadership have changed in the 21st Century. As I hoped, they generously shared their thoughts and I received a variety of opinions which they allowed me to share with you.[1]

Tariq Habib: *"The role of the leaders has changed. Leaders of today are required to bring innovation to their organizations and have a high reaction speed to unexpected competition."*

Kevin D Crone: *"For some time I had lost hope thinking that leadership had lost its original purpose, when the technology took over every facet of people's lives, and the left brain people behind them became heroes and celebrities overnight. Luckily the trend has reversed and people are again focusing on the basic role of leaders to building people and teams…… and focusing on the right brain functions of innovation and creativity involving people."*

David Buck: *"The Role of the leaders and leadership in organizations has changed radically. The change revolves around the approach towards human achievement. In the 20th century human achievement was created through management science which is based*

on command, control and compliance (3 Cs). Most of the support systems for businesses such as educational system, the organizational structure and many other human endeavors are base on the 3 C's system. With the changes in the overall economy, the evolution of interactions between people and social relationships, this system does not work any longer in the 21st century. People do not like to be commanded and controlled anymore and a new system needs to be put in place. I call this system The Coach Approach. Leaders in the 21st Century must learn how to coach people rather manage them."

Janet Bray Attwood: *"I think the number one, most important requirement of any of today's leader is to be the teacher living the teaching', to be the first one to live their message and to lead by example."*

Frank Fiehl: *"Leadership at its core is to create a vision and then communicate it effectively in order to align people to common goals. In that regard, the role of leadership has not changed. On the other hand leaders also need to manage change and to support the people who work for them to adapt to the changes successfully. In this regard, Leadership role is always evolving."*

James Kutcy: *"With changes in the structure of some organizations such as ours which is run by a management committee, one of the required skills is the ability to create teams and work in a team environment. The speed with which we communicate nowadays also changes the expectations of the clients. Managing those expectations effectively is another role for the leaders of today."*

Bill Smith: *"In our kind of organizations and in the Legal profession, many of our corporate clients requires us that we embrace change and be open to constant and ongoing innovation."*

Don McVie: *"The skill set has necessarily evolved, but I don't think the responsibility of the leadership has changed at all. I think it is often this obscuring of the lines that creates what I feel is the dearth of what I call enlightened leadership.*

For large businesses, the emphasis seems to have shifted from acknowledging merit and prioritizing business fundamentals to a focus primarily on the optics. This has sometimes provided opportunity for liars, cheats, actors and hucksters to get to the top of the heap. This has diminished the credibility."

Naveed Manzoor: *"The principles and responsibilities are the same. Everybody is working towards profits. Leadership is really to work with the team and to manage the team independent of the size. Leaders have to know about the human psyche and be able to understand the potential and limitations of people they select for their teams. Leaders should be aware of the socio-economic environment and legal systems in which they are leading their businesses and organizations to avoid operating in isolation of competitive market trends and business risks."*

Suzanne Lynch: *"Leaders of today need to be familiar with, and open to the variety of cultures that they are exposed to as a result of globalization. In this respect the role of leadership has changed and is evolving as new factors come into play."*

Robert Domodossola: *"The most effective business leaders of toady are those who can look at a customer's problem from a perspective of solutioning with a deep technical knowledge, but also bridging the gap to how it makes the difference to his business needs. Another thing about effective leaders is their ability to inspire people to act and to work for common goals."*

Stephen M. R. Covey: *"The roles and responsibilities of leadership have shifted in recent years as a result of two major factors: One is that we live in a world that is becoming more and more collaborative and interdependent. The leadership also needs to work collaboratively and interdependently both internally within the organization and externally in the society. The other is that we live a world that is changing rapidly. To deal with such a rapid change, the leadership needs to create a culture of innovation and engagement.*

"The big challenges that leaders of today face are change, principles and choice. Let us look at a metaphor of water flowing in a river. Some rivers are calm and placid flowing slowly like Charles River in Boston. That was the pace of change in organizations only a few decades ago where a few people in the team will issue instructions and it was clear for others to follow. Today the environment is like white water going down rapids and sometimes so noisy that people cannot hear each other. Rapid change has become the norm. So the challenge for the leaders of today is to make the correct choices in bringing innovations to cope with the rapidly changing environment without stepping over their principles."

Peter Aceto: *"The roles of leaders have changed over time. Several decades ago corporations and their leaders were important members of the society. They were mentors and helped communities in many ways. In the last few decades the focus has shifted more to narrow interests of the stakeholders such as return on investment (ROI), quarterly reports, Share value, etc. As a result some business leaders have ignored the interests of the larger community, the employees, the customers, and others. "*

James MacNeil: *"Today's Leaders are required to establish more trust, rapport and credibility in order to find a following."*

Jim Kouzes: *"Since we began researching leadership over three decades ago, the content of leadership has not changed much at all. The fundamental behaviors, actions, and practices of leaders have remained essentially the same for as long as we've been investigating them. The Five Practices of Exemplary Leadership®—Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart—are as relevant today as they were when we first described them.*

"However, the context of leadership—that is, the circumstances surrounding leaders and organizations—has changed radically since we first asked people to tell us about their personal best leadership experiences. This is the result of the changes in the global economy, the role of technology and internet, the dramatic shifts in the demographics, and other factors. Leaders today are having to adapt The Five Practices® to the changing nature of the situations in which they are demonstrating them."

Anonymous: *"The business environment has presented the leaders of today with the opportunities to change and they need to adapt to change. In this environment it is also required of the leaders to be creative and do more with less resources and budgets."*

Now you have a variety of insights from leaders of organizations in various industries and from those who train and coach leaders. You can use this information to map your own path when you design your life and set your career goals.

Traits and Characteristics of Great Leaders

"In the past they used to say that 'Behind every great man there is a woman'. That is very old and outdated. The new saying is 'Beside every great achiever there is a mentor and a coach'".
Ahmad Duranai - Success 101™ Seminars

I want to start this section by showing the finding of a survey by Jim Kouzes and Barry Posner. They have been researching the characteristics of admired leaders from the constituents' (followers) point of view for more than 30 years. Table 5.1 shows the updated results published in 2012 in the 5th edition of their book, *The Leadership Challenge.* The table shows the top 10 characteristics out of 20 that are shown in their book. The ranking is based on the 2012 data.

Table 5.1 –Characteristics of Effective Leaders[2]					
Percentage of Respondents Selecting Each Characteristic					
Characteristic	**1987**	**1995**	**2002**	**2007**	**2012**
Honest	83	88	88	89	89
Forward-looking	62	75	71	71	71
Competent	67	63	66	68	69
Inspiring	58	68	65	69	69
Intelligent	43	40	47	48	45
Broad-minded	37	40	40	35	38
Fair-minded	40	49	42	39	37
Dependable	33	32	33	34	35
Supportive	32	41	35	35	35
Straightforward	34	33	34	36	32

This is an interesting perspective coming from the followers' side. As the survey shows, and confirmed by Jim Kouzes during the interview, the top four characteristics have not changed at all. Credibility has been at the top of the list of what people look for and admire in leaders for three decades.

In my interview of leaders, I assumed that there would be a difference in how each one will see the characteristics of greatness. So to my questions, "What characteristics distinguish great leaders from good leaders?", I received a variety of answers. Interestingly, you can see that most of the characteristics that were identified by the followers in the table above are also shared by the leaders. However, the leaders make additional distinctions as traits of greatness. You can also see that among leaders, there is a convergence of opinion on some traits and divergence on others. This is in line with

the Reality Loop (Fig. 1.2, Chapter 1). The diversity of size, location, industry and complexity of business organizations will be a factor in the experience of leaders which, in turn, will affect their opinions and mindsets. [1]

Tariq Habib: *"One trait of great leaders is that they are visionary change agents who are capable of connecting the dots and are able to create an environment in the organization for breakthroughs to happen. The other is that, when required, they can disrupt the current status of the organization in order to prepare it for renewal and innovation."*

Kevin D. Crone: *"Great leader takes a stand and when required to take the risk of making unpopular decisions and is able to go against the prevailing thinking for the right cause affecting the organization and business."*

David Buck: *"Great Leaders are not only focused on results but also on the people and their growth, while good leaders focus only on results. If leaders adopt the Coach Approach, then it will definitely make them great leaders, because the Coach Approach focuses on the result as well as on the people and the world around them which makes the Coach Approach that much more meaningful. How do you focus on all three at the same time? This takes a lot of focus, practice, self-improvement, and energy. Being aware of this and being ready to pay the price is what distinguishes great leaders from good leaders.*

"The Coach Approach is grounded in the pursuit of Mastery. The leader is to find a game and then help the player to play better and evaluate the result. Based on the result, the leader then helps the player to improve and play even better."

Janet Bray Attwood: *"Passions play a major role in the success of leaders. This has been proven by research and findings of Jerry Porras, Stewart Emery and Mark Thompson for their book, Success Built to Last: Creating a Life that Matters. In their interview of over 300 people who had achieved long lasting success, they found out that people with enduring success developed the habit of consistently choosing in favor of what mattered most to them, i. e., living their passions."*

Frank Fiehl: *"At 7-Eleven we use the seven principles of Servant Leadership and that has served us very well. The seven principles are Integrity, Customer Focus, Accountability, Recognition, Excellent Execution, People and Teamwork."*

James Kutcy: *"Great leaders are those who can earn the respect and trust of the people around them. If they lead by example and manifest enthusiasm, then they will get the respect of the people to follow them and get their support."*

Don McVie: *"What distinguishes great leaders from good leaders is empathy, the ability to learn motto and extrapolate from the past, decisiveness (not overzealousness) and set the pace. Pace in this context is the ability to say 'no' to every opportunity that presents itself in favour of the best opportunities."*

Robert Domodossola: *"A great leader is able to balance between creativity and discipline. It is rare to find someone who can balance both. Creativity is the ability to define a problem well, break it into smaller chunks, identify what the ideal final result should be, and then make association to other solutions. The last step is to reintegrate the pieces into a comprehensive solution for the problem.*

"Discipline is typically the opposite side of your mind. It is about understanding what all the risks are and it is the understanding of what you can do to mitigate all those risks….. It is the deep analysis and the creation of a virtual model in your mind and then validating it by finding the evidence to support that hypothesis. Great leaders are able to do both.

"On the other hand, Great leaders are those who also have a holistic balance between their work environment, their personal family life as well as the way they interact with the society and even lead their spiritual life. The leaders who can inspire people in these four pathways are the ones who create enthusiasm and create a following."

Stephen M. R. Covey: *"Great leaders are distinguished from good leaders by their ability of first to inspire trust and then to extend trust to others."*

Naveed Manzoor: *"Great leaders are those who can understand the common people and reach out to them and work with them so that they understand their problems and feel their concerns.*

The leaders have to understand that not only their policies are important, but also the implementation which goes back to being able to create and lead a strong team that believes in your ability to lead and respect your business policies and are in synch with your overall business strategies."

Peter Aceto: *"Great Leaders are those who can interact with different people in different situations with confidence which requires a lot of emotional intelligence. This is especially true in today's culture of diversity and inclusion. One factor that makes a leader a great leader is the team of followers. Great leadership requires great followship."*

James MacNeil: *"I think it is a sliding scale from great to bad. On this sliding scale, leadership is a simple matter of give and take. Great leaders give the credit and take responsibility. Bad leaders give all the responsibility and blame and take all the credit."*

Jim Kouzes: *"We assess greatness of leaders against two measures. One is group or organizational performance—the extent to which the leader's organization has accomplished what it is supposed to accomplish. The other is the level of engagement of their constituents. On both measures, achieving greatness comes down to the frequency with which leaders engage in each of The Five Practices of Exemplary Leadership®. The more leaders demonstrate the practices of Model the Way, Inspire a Shared Vision, Challenge the Process, Enable Others to Act, and Encourage the Heart the higher the levels of engagement and performance on the part of the constituents.*

Exemplary leaders demonstrate these practices more frequently than average or poor leaders. That being said, greatness goes beyond these standard measures. As the title of our book implies, it's about making extraordinary things happen. It's about transformation. It's about raising the group to an entirely new level. It's about taking people to places they have never been before."

Anonymous: "*Great Leaders are those who empower leadership in others. They know how to trust others, delegate to the right people, be adaptable and create visions for self and others."*

Here are some other opinions that were expressed by some of the interviewees: that great leaders know their strengths and weakness; that they are able to delegate to the right people all activities in which they are weak; and that they prepare for a smooth succession.

Business to Business Services

We know that many businesses do not offer their services directly to the public. Instead they offer customized services to other businesses. It is reasonable to assume that they will have a certain understanding of what constitutes an ideal client organization. Some items are easy to understand:

- There should be an alignment of visions and objectives even if it is only for the duration of the service.

- The related technologies used by both businesses should be compatible.[3]
- Both parties are familiar with how each of the businesses operates.
- Both should be up-to-date on the changing laws and regulations that govern each business.

In my research, I asked some leaders whose firms provide services and products to other organizations to comment on this issue. Here are some opinions and insights. As you will notice, the nature of the services has a great deal to do with it.

Suzanne Lynch said that any leader or organization that understood and accepted our philosophy of service is an ideal client. *"In our industry* [Marketing Services] *we look holistically to channel opportunities to meet client objectives. Our goal is to present clients to their target audience in a professional, credible and reliable manner."*

For James Kutcy, the important factor was time and availability: *"The ideal leaders of client organizations for our services* [legal] *are people who are clear about the needs of their organizations, are easily accessible and can make decisions quickly. We can then provide excellent service in a timely manner."*

Bill Smith says that the internet provides opportunities to small and midsize firms to be more selective in choosing their ideal clients. *"Technology has helped midsize and small*

firms in our profession [Legal] *to compete with the large firms who previously had exclusive access to large in-house libraries and research material. The internet has created a level field and leaders should be aware of and be creative to take advantage of the new opportunities."* This insight is great for small firms that can project a bigger image with the help of the internet to compete with larger business entities and go after bigger prospects.

Single Location versus Multi-Location Organizations[1]

I include this issue in the book because there is a continuing trend in acquisitions, consolidation and amalgamation of businesses across national boundaries and time zones in search of new markets. This adds new layers of complexities to the already challenging role of leaders. One of the critical issues to deal with in such situations is the exposure to different cultures. This issue alone can become a great barrier for many leaders. In the words of Stephen M. R. Covey: *"In today's collaborative and interdependent world where transactions are taking place across national and cultural boundaries, it will be a big barrier if leaders fail to understand the diversity with which they are dealing. In the words of my father 'Seek First to Understand, Then to Be Understood' it is vital that leaders overcome these barriers by following Habit 5 [of his book - THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE]."*

Here are a couple of additional insights on the issue:

Tariq Habib: *"Leaders in multinational, multi-location organizations need the skill to keep the dispersed teams together through a shared and aligned vision. They have the ability not only to delegate the various responsibilities for the well-being of the organization, but to delegate to the right people."*

David Buck: *"The difference in skill sets for small one location outfits and multi-national or multi-location organizations is that in the multi-location situations the leaders should be able to create patterns - Patterns that can be shared among players in the game in different locations to bring them together around common goals."*

Current or Past Leaders as Role Models

Besides the fact that all champions have coaches and all great achievers have coaches and mentors, it is very common for people to have role models to emulate in their own lives and that applies to leaders as well. I was curious to know the opinions of the leaders I interviewed in this regard and asked them who they thought were the great leaders (from past or present) who can be considered as role models especially for aspiring leaders. Some answers were expected, but there were quite a few surprises too. I expected that the names of those who have become famous and have been in the limelight in the recent past would be prominent and some were. But even when their names were mentioned, it was not as the main

theme of their response. Some mentioned names are included in Table 5.2:

Table 5.2 - Current or Past Leaders as Role Models			
Historical Figures	**Industry Leaders**	**Servant Leaders**	**Community Leaders**
Mohammad (pbuh)	Bill Gates	Muss'ab Bin Umair[4]	Oprah Winfrey
Nelson Mandela	Warren Buffet	Martin Luther King	Karim Agha Khan
Winston Churchill	Steve Jobs	Mother Teresa	
John F. Kennedy	Carlos Slim	Desmond Tutu	
Bill Clinton	Peter Aceto – CEO, Tangerine		
Alexander the Great	Richard Branson		
Kemal Atta Turk	Thomas Leonard -CoachVille		
Abraham Lincoln	John Bianchini – CEO, Hatch		
	John Galt – CEO, Husky		

What surprised me most was that many leaders I interviewed did not mention any of the celebrity persons as their main role models. As a matter of fact, quite a few had reservations about mentioning them as role models or examples of great leadership. Instead, they had found their own role models close by in their own organizations and communities. I think Don McVie[1] summarized this sentiment for some of them when

he said: *"My difficulty is that it is very seldom that we can find leaders who achieve more than a few great moments throughout the trajectory of their lives. With someone like Steve Jobs at Apple, there was part of him that was phenomenal, inspirational and fearless but also a horrendous other half of him that makes me cringe. I could never operate that way."*

All the same, almost everyone had someone in their life that they considered as a great role model. One leader mentioned that her role model was her mother who, despite limited education and many hardships as an immigrant in Canada, instilled in her the values that have made her the person she is now. Some interviewees expressed that when you study the lives of any of the so-called great leaders, you will find only partial, temporary or transitory greatness. Some leaders who have excelled in one area also have many weaknesses in other areas of their lives.

I personally think that aspiring leaders who get inspiration from role models should choose several role models, one for each area of achievement in which they want to excel. That way they will have a balanced and holistic list of references for inspiration and take their own achievements to a whole new level.

Employee Engagement

There have been quite a few studies on the subject and all show that Employee Engagement is a major human resource issue for CEOs and HR staff in organizations because it affects the bottom

line in many ways. Leaders who are aware of this relationship allocate substantial resources in their budgets in order to improve engagement. Research shows that industries lose billions of dollars each year as a result of low or no engagement.

Engaged employees are those who feel closely connected to their workplace, are more productive, less likely to look for other jobs and have a sense of ownership of their work and the organization for which they work. They act as ambassadors for the organizations and will recommend their workplace to their friends and others.

As such, engaged employees help the bottom line of an organization in various ways, among them:

- Improved marketing and increased new business
- Improved customer service and increased repeat business
- Improved productivity and effective use of resources
- Improved job satisfaction leading to staff retention and reduced employee turnover

I asked some of the leaders to share their opinions on the subject. The surprising revelation was that many of them did not have any formal policy in place with regard to this issue. They had the customary performance appraisal and review sessions with the staff, but there were no surveys to show how

their organizations scored against the North American average, which recent surveys show to be around 33% fully-engaged, 25% fully-disengaged and the rest only partially-engaged. Of the more than two dozen leaders I interviewed, only one organization had a formal policy in place. This is how Frank Fiehl[1] of 7-Eleven describes it: *"Staff engagement is critical for the success of a business. In the retail industry all other factors such marketing, advertising, product, etc. can be equalized over a short period of time. So the only competitive advantage that remains is people. Engaged people feel that they own the store or part of it and treat the place and the people who come there as special, and that makes all the difference."*

This indicates that there is a big potential to be tapped into by many organizations and shift the curve of the Pareto Principle that was covered in the Introduction. While large organizations have the resources and budgets to have in-house resources to deal with engagement - and perhaps many are doing it - this may be difficult for mid-size and small firms to deal with on their own. The good news is that there are specialized firms to whom this service can be outsourced at a reasonable investment. For more information on this, contact the Author, check for the infomercial in the book or visit our website at: *http://www.duranet.ca/corporateservices.html*

Employee Engagement:
A leadership Challenge

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- Improved marketing and increased new business
- Improved customer service and increased repeat business
- Improved productivity and effective use of resources
- Improved job satisfaction leading to staff retention and reduced employee turnover

Recent studies and research indicate that in general less than one third of the employees in organizations are fully engaged and over a quarter are totally disengaged. These findings are in line with other studies which came up with similar figures. This is despite the fact that a lot of effort has been put by the leadership of a few organizations to improve engagement. If 66% of the workforce in organizations is partially engaged or totally disengaged, that is a huge loss of opportunities and a big hit at the bottom line.

In my personal research for my book *The Leadership Zone*, I interviewed dozens of leaders in various organizations and industries and found out that most of them had no formal policies in regards to engagement. This means that in any SWOT analysis only a small portions of the employees will be in the S Quadrant and majority will be in the W Quadrant threatening the competitive edge of the organization.

There are many drivers that affect engagement. Some are emotional drivers such as the relationships with supervisors and senior managers. Other drivers are related to workplace culture and what has been done by the management to keep the workplace environment conducive to personal satisfaction of the employee and how they are treated and valued.

Money also plays a major role, however studies have shown that it is not at the top of the list for the high achievers, but it is

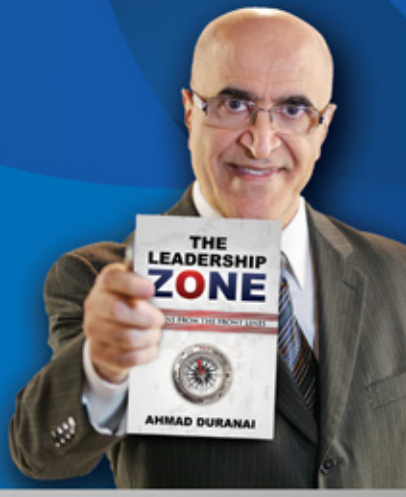
the only reason that the disengaged employees stay in the organizations. In the current environment age and education also plays a big role in the sense that we now have in the same organization employees that belong to different generations from the retiring boomers to Gen X, Gen Y and even Gen Z. Each of these groups have special requirements for engagement and the leaderships need to make sure they deal with these groups appropriately. If you want to know more about employee engagement contact us at Duranet Enterprises Inc. where you can also enquire about our DARE program.

Ahmad Duranai

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1. See index (p. 332) for more information on interviewed leaders who gave me permission to use material from the interview in the book.

2. Kouzes, J. and Posner B. (2012). *The Leadership Challenge: How to Make Extraordinary Things Happen in Organizations*. 5th Ed. The Leadership Challenge, A Wiley Brand, San Francisco, CA, p. 34.

3. An example of compatible technologies is the following: The Toronto Transit Commission (TTC) is using MicroStation software for the design layouts and maintenance of its facilities. When they hire an architectural firm to provide design services, one of the requirements is that the design firms provide those services in Microstation format rather than AutoCADD which is more widely used software by architectural and engineering firms.

4. Muss'ab Bin Umair was mentioned by some leaders who are familiar with the history of Islam as an example of a servant leader. Muss'ab was a companion of Prophet Mohammmad (S). He was born in luxury and as a young man was articulate in looks, manners and speech. He was fearless and had presence and an immaculate image in the community of Makkah. In today's words you can say that he was branded. He embraced Islam at an early age and was forced by his family to choose between his new faith and the luxuries he was born into. As a result he gave up all the luxuries and spent the rest of his life in the service of his faith. Despite his youth, he was appointed as the first Ambassador of Islam to Madina (Yathreb). Because of his commitment, manners and ability to articulate his presentations, he was able to win over large sections of the population in Madina to convert to Islam and within one year prepared the conditions for the Muslims in Makkah (who were being persecuted for their faith) to emigrate to Madina and practice in safety. He is considered one of the great servant leaders. (Information courtesy of Sheikh Abdallah Idris Ali[1])

CHAPTER 6

THE LEADERSHIP ZONE AND ENVIRONMENTS

"You live the habits of those you live with."

A Pashto Proverb

In every culture, we can find some kind of a proverb or a saying that refers to the influence of the people, places and things that surround our lives. To validate such old sayings, let's discuss the environments and how they impact our journey to our Leadership Zone.

As stated in Chapter 1 p. 31, the environment comprises the 3rd element in the input Box of our reality loop and influences all aspects of our lives. Of all the 3 Es mentioned, the ENVIRONMENT E has the most impact on our lives. The reason for this is that the EDUCATION that we receive and the EXPERIENCE that we gain happen under the influence of the various environments. Therefore, it is important to understand and become aware of the various environments, how they affect us, how they are inter-related to each other and what happens when we change them.

There are many studies on the effects of the environment in our lives. According to these studies our success in any endeavour is the result of the following:

10% is due to our Skill set

40% is due to our Mindset, and

50% is due to our Environment

Other studies show that only 16% of our success is the result of our willpower. The remaining 84% is due the environments around us.

These environments do not refer to the conventional understanding of climate change or global warming or the environment at the macro level, even though those too have their share of influence. Here the focus is on a set of subgroups of environments that surround us at the micro level. The most thorough and relevant study in this regard is the concept of *"The 9 Environments of You,"* which was developed by the CoachVille team led by Thomas Leonard who is referred to as the Father of Modern Coaching in the human potential movement. [1]

According to this model, we are surrounded by a total of 9 distinct environments. We interact with them every day in one way or another. Some of these are tangible and others are intangible. Tangible in this context means quantifiable in terms of size, shape and colour. When we look at the environments from this perspective, then our willpower, skill set and our mindset are all part of the intangible environments. Therefore, 100% of our success is the result of our environment. Perhaps that is why Thomas Leonard had so accurately stated: *"Delegate your success to your environment."*

The 9 Environments of You is a way of looking at the world around us to see if that world is a reflection of who we want to become. Each human being is going to adapt to their environment. In the words of David Buck,[2] *"You naturally become like the environment you are in and that happens automatically, so if you want to know who you will become, look at your environment."*

It was a big ah-ha moment for me when I understood the impact of the environment on our lives and achievements. In the words of Jim Bunch, the environment can either *"inspire you . . . or . . . expire you."* Knowing this, we have options to choose anywhere between two ends of a spectrum for each environment. At one end, we accept the environments as they are handed down to us, adapt to them and live by default. At the other end, we determine who we want to become and then design our environments to serve and support us, to give us energy, to inspire us and to ensure the success of our endeavours.

As Thomas Leonard says, *"All that is between you and success is a bit of self-awareness."* The choice is ours.

Fig. 6.1 - Thomas Leonard's The 9 Environments of You

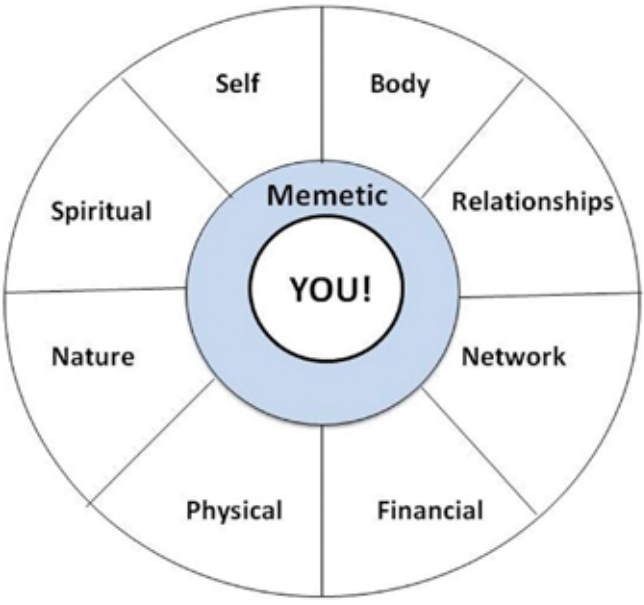


Fig. 6.1 shows the 9 environments surrounding us. As individuals we need to understand these environments as tools of awareness that will help us in our journey to the zone of our peak performance.

As leaders and effective members of organizations, we should be aware of the environments for other reasons as well: One is that the environments of the individuals add up to create the culture of the organization. The other is that organizations themselves are entities that are subject to the same laws of evolution, and their environments affect them as much.

To understand this diagram better, let's see the definition of each environment:

You

The YOU here refers to the core and essence of you that is unchanging.

Memetic Environment

The term memetic is taken from the word memes which includes your beliefs, ideas, knowledge, cultural norms, framework and world outlook that is transmitted to you through your parents, family elders, older siblings, teachers, religious leaders, spouses and other people of influence with whom you have been in contact most often.

Physical Environment

Physical environment is a tangible environment that is easily understood. It includes your home, office, furnishings, equipment, car and other physical possessions. The easiest way to understand this environment is to go through the various components of it, and make an inventory of everything that has been placed there. While making the inventory, ask the following questions in order to help you in evaluating the impact on you and your other environments:

> Are these objects put here by design or left by default?
>
> Are these objects and the way they are organized supporting me and provides energy, or take away energy and hold me back?
>
> Are these objects the sign of a promising future or a leash that ties me to the past?
>
> Do the objects placed here create clutter and confusion? Do they affect my other environments negatively? Are they organized to provide clarity and focus to my thoughts, energy, creativity and effectiveness? Do they support my other environments?

Answering these questions will help you to determine your current status as well as if and where you need to make changes in your physical environment to make it more supportive.

Financial Environment

The financial environment is also a tangible environment and I think it is the one of most concern to the majority of people. It includes money, investments, budgeting, insurance and the support structure that exists in the society as well as the customized version that we set up for ourselves in our regular financial activities and daily transactions.

Whether your system is consciously designed or you have unconsciously adopted one, this environment affects other environments and is affected by them. For example, your memetics will have a great impact on your finances. Your relationship with money will largely determine if this environment supports you or drains you. If you believe that having money is troublesome and those who have it are not good people, then you will have no chance of having lots of it and that will be reflected in your bank account and the system you have adopted. On the other hand, if you believe that *". . . money is important, money is freedom and money makes life more enjoyable,"* (as stated in the Millionaire Mind Intensive Affirmations) then the system you adopt will be in harmony with that belief; and you will have access to more money and more money-making opportunities.

Depending on your metaprogram and relationship with money, if you are moving away from it, you will not make an effort to use the resources in your other environments to have more of it. If you are moving towards it, then you will definitely

use your strengths, gifts and talents from the Self environment to make more money and create financial abundance.

The Relationship Environment is another one that affects, and is also affected by your finances in a major way. In today's families, lack of sufficient financial resources is a major stressor and strains relationships between family members. It deprives them of the happiness that they want and deserve. When the Relationship Environment is unhealthy, it affects the Financial Environment and keeps abundance from flowing in. As soon as the Relationship Environment is cleaned up, the Financial Environment improves immediately. Similar impacts are evident between Financial and other environments. Once we become aware of the importance of this environment, we can consciously design and put in place a system to support and inspire us. Financial management is covered in Chapter 10 as part of a holistic approach to wealth.

Network Environment

It is clear that you need to carefully select the networks with which you associate. While reviewing your network, answer the following questions: Does your network add value to you and do you add value to the network? Does your network support you in achieving your goals and where you want to be, or does it drain you of energy and resources without receiving much in return? Is your network outdated and negatively impact your other environments or does it enhance them?

If you look at your relationship environment as the inner circle of people around you, then your network refers to the outer circle and will include strategic partners, customers, prospects pools and even the community in which you live. The old saying, *"Birds of the same feather flock together,"* applies in this situation. Academics hang out with other academics. Investors hang out with other investors. Business owners hang out with business owners, and so on. Likeminded people hang out together and that is the essence of a supportive Network Environment. It is a common cliché in the personal development field that your income is the average income of the 5 to 10 people with whom you most associate. In other words, your **net worth** is affected by your **network**. So, choose your network to help you what you want to become. It is so important to choose your network wisely.

Relationship Environment

Relationship Environment consists of your soul mate or spouse, family and the 5 to 10 people you spend most time with, including your close friends and colleagues in the workplace. This environment can be a source of inspiration, love, connection, support and true intimacy. For some people, though, it could be something with which they struggle. It could make you a better and bigger version of you . . . or it could keep you immobilized in your current situation or worse, pull you down and even take you in the wrong direction.

It is important to be aware of the impact of your Relationships environment on yourself and on your other environments. What things in this environment support you? What things do you tolerate? What things prevent you from going where you want to be? Your Relationship Environment affects your other environments in a big way. It determines what kind of networks you will create. How will you structure your Financial Environment? How will you take care of your body? Once the situation is clear, you can decide which parts of your relationships you want keep, improve, tolerate or drop.

In my regular conversations, when people ask me about a particular place, for example, "How do you like Canada?", my response is that a place is just a place. It is the people around you that are important. If you are surrounded by the wrong people, heaven will be like hell; but if you are surrounded by the right people, you can make your own oasis of heaven in hell. I think this is truly applicable to the Relationship Environment.

Body Environment

Most people do not even acknowledge that Body is an environment unto itself, but it is. In reality it is one of the most complex environments and it is the one closest to you and you alone own it. It is not only composed of the visible aspects such your limbs, torso, face, head, eyes, nose, ears and so on, it also includes all the inner organs such as lungs, heart, brain, and

so on. In fact, there are a minimum of 11 major systems and many subsystems that comprise this environment as described in Chapter 9, p. 255. Treating and managing the body environment is extremely important because it is through the body that you experience the effects of all the other environments.

Self Environment

In contrast to the Body Environment which is tangible, the Self is intangible. It refers to your strengths, gifts, talents, vision, purpose and passions. For simplicity of discussion and in the context of the book, I call them your "faculties." Once you are clear about what faculties make up your Self Environment, and what you are good at; you can design all your other environments to be in harmony with your Self and be supportive of it. There are numerous assessments that are available in order to find more about your faculties. I assume that you will be familiar with some of these assessment tools. Here are a few to mention:

> DISC Assessment, Predictive Index (PI), Kolbe Index A, The Passion Test (PT), Strength Finder Test, Wealth Profile Assessment

You can Google search to know more about them. There are organizations on the Internet that provide assessments for some of the above, either free or when you purchase some of their other products. Others are available online for a small investment, but

the self-knowledge far exceeds the investment in value. Hence, it is a great investment to know and be clear about your Self as this understanding will in turn help you in the design of other environments. Your Self Environment and all others should be congruent with each other to support you in your success journey.

Spiritual Environment

The Spiritual Environment represents a person's connection and relation to the Creator or Higher Being. Across the planet this higher being is referred to by many names such as Allah, God, The Lord, The Source, The Spirit, The Creator, and so on. While this connection and relation to a higher source creates an intangible environment, the impact on other environments is both tangible and intangible: on our Memetic Environment through religious beliefs; on Physical Environment through the various buildings such as masjids, temples, synagogues, and churches which remind us of the spiritual needs not only of the individual; but also of the community. The Spiritual Environment also includes individual physical and mental exercises such as prayers, yoga, meditation, reflection, chanting and other religious rituals. The activities of the collective such as participating in religious festivals, the Sunday Mass at the church, the five daily prayers in the masjid and periodic mass gatherings in "holy" places are all part of the Spiritual Environment too. The spiritual is also linked to understanding your purpose in life (See Chapter 2, Section 2 P. 57).

Nature Environment

The Nature Environment is the closest we come to the conventional meaning of environment. Environment at the macro level is understood as the nature, the climate, the geography, the landscape, water features and cityscape around us. As such, part of the nature environment is altered by manmade activities. It affects us at the micro level and at the macro level as individuals and communities. It is important to understand how the various aspects of the Nature Environment impact us directly or through its influence on other environments. There is mention of the Nature and its impact in other parts of the book as well as part of other tools at our disposal to make our journey to our Leadership Zone.

(Note: In the last few years Technology has invaded all aspects of our lives so much that it can be considered as a distinct environment. I personally believe that it has become part of every other environment. Therefore, I have decided not to deal with it as a distinct environment in this book. I recommend, however, that you explore and determine for yourself if you should look at it as a separate environment.)

Assessment of the Current Status

"Most people spend their whole life frustrated trying to use willpower to change who they are. When what they really need to know is that virtually all their thinking and behaviour is

determined by their 9 environments. If you set up the right environment, you will literally be pulled towards your goals. This is what I mean by 'Delegate your success to your environment.'"
Thomas Leonard

Now that *"The 9 Environments of You"* have been defined, it is important to know the current status of each environment in your life. In the following pages we have a simple and easy tool to assess and measure how you score in each. This assessment is prepared by CoachVille and is included here with their permission.[1]

It is very simple. There are 10 sentences, each describing an aspect of the related environment. You read each sentence and mark it if it applies to you and leave it unmarked if it does not apply. Since this is a self-assessment, you will get better, realistic and useful results if it is done with honesty and without being too harsh or too soft on yourself. When you are finished, add all the marks that apply in each environment and add the total at the end. Make sure to add a 10–point bonus for completing the assessment to make a total possible score of 100. Since you will be using this form several times, it is recommended to use pencil for marking your score.

Once you determine where you stand in each environment, you will have an opportunity to take action and change your environments to be more supportive and inspiring.[3]

Memetic	Physical	Financial
○ I have no limiting beliefs that restrict my ability to take effective action. ○ I carefully filter everything I watch, read and listen to. ○ My choices and behaviours are not affected by unwanted external messages. ○ My belief system is designed to support my evolution. ○ I am able to explore my beliefs and challenge old beliefs that may no longer be serving my development. ○ I am quickly able to filter out information and beliefs that do not support me. ○ I am comfortable with stretching beyond my own self-imposed constraints and against popular opinion in order to learn and glow. ○ I rarely (less than 5 hours per week) watch television. ○ I have access to all the information I need, and I don't get overwhelmed by it. ○ My beliefs are harmonious with every environment and culture in which I live and work.	○ My home, office and car are a bold expression of who I am. ○ My physical environment (home, office, car) is clean and clutter-free. ○ My personal files, papers, and receipts are neatly filed away. ○ I am surrounded by a home, furnishings and accents that are beautiful, inspire me and bring me joy. ○ People feel comfortable in my home. ○ I have nothing around the house or in storage that I do not need. ○ My home, car, office, equipment, furnishings and possessions are up-to-date and in good working order. ○ I know where everything is in my home and office, and I can put my hands on what I need in less than one minute. ○ Everything in my home, office and car pass the "I love it" test. ○ My bed/bedroom lets me have the best sleep possible (firm bed, darkness, air circulation).	○ My lifestyle choices are not restricted by money. ○ If I chose to retire today, I would have more than enough money to live the rest of my life according to my choosing. ○ I have no credit card debt. ○ My will is up-to-date and accurate. ○ I love the work I do, and I am paid what I am worth. ○ I leverage the money I make through smart investments. ○ I am on the path to financial independence, and I have strong financial reserves. ○ I am crystal clear on how I make and spend money. ○ All my tax returns have been filed and my taxes have been paid. ○ I have medical auto and disability insurance.
Memetic Total Points:_____	Memetic Total Points:_____	Financial Total Points:_____

Network	Relationships	Body
○ My network is mutually supportive. I both give and receive referrals on a regular basis. ○ I have a strong network that I can call on at any time for help and support. ○ I have clients who are ideal for me and who I thoroughly enjoy working with. ○ My website and marketing materials are a true reflection of me. ○ I have relationships with people who can assist in my professional development. ○ I can put my hands on any information I need in less than 30 minutes, because I use my network to help me quickly find the information I need and want. ○ My network is diverse and includes both men and women from all ages and a variety of cultures, industries and walks of life ○ I can have conversation with anyone on just about any topic. ○ I am 6 people away from anyone I want to meet. ○ I leverage social networks online (LinkedIn, Facebook, Twitter, etc.).	○ I don't have any unresolved issues with the people in my life, alive or dead. ○ My relationships are built on honesty, trust and mutual respect. ○ I have let go of the relationships that drag me down or damage me. ("Let go" means to end, walk away from, declare complete, no longer attached to.) ○ I have fully forgiven those people who have hurt/ damaged me, intentionally or not. ○ The people that I spent my time with are living a happy, healthy, wealthy life, and they bring out the best in me. ○ I don't gossip or talk about others. ○ I am at ease being genuine around the people in my life. ○ I have close friends with whom I can tell anything. ○ I do not need to fix other people. ○ I have a passionate and committed relationship with a romantic partner.	○ My weight is within my ideal range. ○ I exercise regularly (at least three times per week). ○ I have had both a dental and physical exam in the last 12 months. ○ My cholesterol and blood pressure count are both healthy. ○ I have had a complete eye exam within the past 2 years (glaucoma check, vision test). ○ I eat to nourish my body. I don't eat to relieve stress. ○ My body is strong, and I am physically fit. ○ My clothing, hair style and eyewear are updated and look great on me and are a reflection of who I am. ○ I have all of the physical energy I need to live a fulfilling life. ○ I don't drink excess caffeine or alcohol.
Network Total Points:_____	Relationships Total Points:_____	Body Total Points:_____

Self	Spiritual	Nature
○ I have no habits I find unacceptable. ○ I consistently take evenings, weekends, and holidays off and take at least a 2-week vacation each year. ○ I am able to state clearly who I am, what my future potential is, and what I am committed to in life. I look to the future with excitement and a sense of purpose. ○ I am confident, and I have a positive self-image. ○ I am consistently early or easily on time. ○ I live authentically. ○ I am able to take 100% responsibility for my actions, because I know I am at choice. ○ I know my unique talents and strengths, and I use them each day to reach my goals. ○ I don't procrastinate. ○ I have strong boundaries in my life.	○ I have a regular spiritual practice (prayers, meditation, journaling) that links me to deeper inspiration. ○ I believe there is a power higher than myself to which I am linked. ○ I take time on a regular basis to be grateful. ○ I am surrounded by people and a community who support my spiritual beliefs, and I feel comfortable sharing my beliefs with them. ○ My spiritual life is rich. I feel a deep sense of connectedness to others, my inner spirit and the world around me. ○ I respect other people's spiritual beliefs. ○ I have identified the legacy I want to leave ○ I know that I am bigger than my story. ○ I live in a state of inspiration. ○ I have offered my time or help to a neighbor or my community in the last two months.	○ I have ample amounts of sunshine and natural light which flood my indoor spaces. ○ I live in the geographical location of my choice. ○ Yard and outdoor surroundings are beautiful and well kept. ○ My natural surroundings provide me the ability to engage in outdoor activities I enjoy (gardening, hiking, rock climbing, skiing, boating, biking). ○ I have easy access to nature ○ I recycle and I don't waste resources. ○ My plants and animals are healthy (fed, watered, getting light and love). ○ I love the weather/ climate in my geographic location. ○ The city and neighborhood I live in is safe. ○ The sights, sounds and smell in nature add energy to my life.
Self Total Points:_____	Spiritual Total Points:_____	Nature Total Points:_____

Add all the scores and enter them in the corresponding assessment area in the table below with the date of the assessment. Add 10 points to the total as bonus for completing the assessment.

Now that you have a clear understanding of how you are doing in each environment, you can determine which environment is holding you back. Set goals around improving those environments immediately and take action.[3] Redo the assessment so often and log your new score in the table to find out how much progress you are making. Continue until you reach 100 points. Until then enjoy the journey.

Assess-ment	Date	Score	Progress	Remarks / Insights
1				
2				
3				
4				
5				
6				
7				

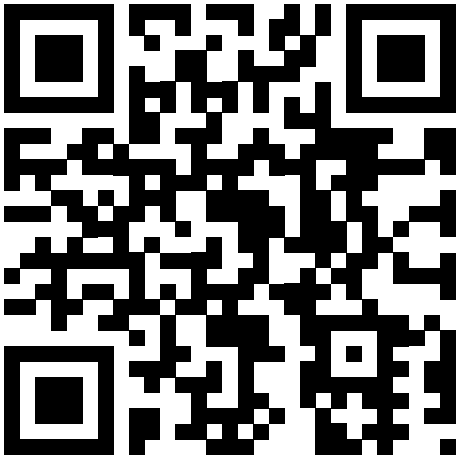


1. For additional information on "The 9 Environments of You" visit the CoachVille Site at *www.coachville.com*

2. See index (p. 332) for more information on interviewed leaders who gave me permission to use material from the interview in the book.

3. At Duranet Enterprises Inc. we have developed a goal-setting form for our Corporate Leadership DARE ™ Program called "I CREATE™ My Monthly Goals" or simply CREATE™. In this form the last "E" stands for Environmental Goals together with related tasks and action steps. The purpose is that every month you will focus on one environment, set a goal around it, take actions to improve it and raise your score. If for any reason you score low in your environmental assessment, then by using the CREATE™ form you can easily work on your environments to score in the 80s and 90s. As a leader and aspiring leader the ultimate goal is to score 100 within a year. See more in Chapter 11 - Goal Setting and Goal Achieving.

www.twitter.com/Ahmadduranai



Twitter - What are the things that makes an effective leader? Scan the code to follow and tweet me your responses. I'll share mine too!



LEADERSHIP AND TOOLS OF INFLUENCE

"A tool by its nature is neither good nor bad. It is neutral. Whether it helps or harms, depends entirely on the character and competence of the user."

AHMAD DURANAI - SUCCESS 101™ SEMINARS

The first 5 chapters of the book covered several subjects that are essential to understanding leadership, how to overcome the inner barriers that prevent people from reaching their full potential and lead from the Zone. They also covered how to get over the external barriers that prevent people from being the leaders that they were born to be. They described how to design a life on purpose, tackled various aspects of leadership / management, and shared the insights of many thoughts leaders and those working in the front lines of leadership. Chapter 6 focused on the various environments, their impact and the assessment to determine where you stand in relation to each. In short, it showed you the roadmap for your journey to The Leadership Zone.

From this chapter on, we are going to explore and study various tools, processes and systems that will facilitate your journey and help you along the way in reaching your destination. In this chapter we will explore three tools, Trust, Human Needs, and Principles of Influence. All three are important for self-awareness as well as for dealing with other people.

1. Trust

The subject of Trust has been a topic of study in many disciplines of social sciences from sociology to psychology to economics all the way to philosophy. All of that is outside the scope of this book. Here the focus is on dealing with trust only in relation to leadership and how it impacts you in your journey to the Zone.

The way I see it, trust is a human need. Trust is a need that complements every other human need in Table 7.3 in the following section. Whether we need shelter and food, need love, crave connection and significance or any other need that we have, trust is a factor in it and trusting someone or something is part and parcel of the process.

Trust is also a tool – a tool of leadership in our personal life as well as in our home life, organizational life and community life. It is so appropriate to say that trust is, *"The One Thing That Changes Everything,"* as Stephen M. R. Covey uses it for the subtitle of his book, *THE SPEED OF TRUST.*

Let's explore what trust is and how it can be used as a tool of leadership. Coming from an architectural background, I would like to relate trust to elements in the field of architectural design and construction. To me, trust is the skeletal frame that holds the various components of organizations and societies together similar to the way the building skin is supported by the structural frame behind it. Without trust the entire fabric that holds the society together will tear apart.

According to Barbara Misztal, trust *"makes social life predictable, it creates a sense of community and it makes it easier for people to work together."*[1] That is why it is referred to as a driver, a lubricant and a variable in our interactions with others. Therefore it is an important tool for leaders and those who aspire to become leaders.

Trust has three fundamental aspects that need consideration – Inspiring others to trust, Extending trust to others, and Trusting Oneself. I call it the trust triangle. The triangle is the simplest structural form in which each member supports the other two to keep it stable. If any side is missing, the structure cannot sustain itself and will collapse. The same applies to the triangle of trust. If any of the three elements are missing, the triangle is incomplete and will collapse.

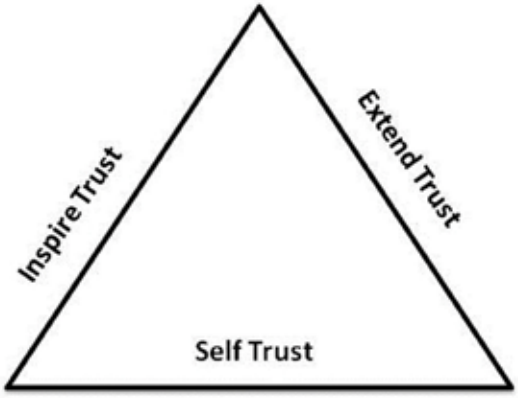


Fig. 7.1 The Triangle of Personal Trust

Fig.7.1 shows this triangle and the relationship of the three components of trust. Studies have shown that people can neither inspire trust nor extend trust if they do not have trust in themselves as individuals, that is, self-trust. As such, self-trust is the most important foundational element. In the example of the triangle, self-trust is the base that holds the other two together. As such the most important element to start with is

Self-Trust. Without self-trust it will be hard to go forward in a significant way in today's world and will be impossible to inspire trust or to extend trust to others.

Self-trust, as I understand from my research and interview with Stephen M. R. Covey, starts with personal credibility. Credibility in this regards is believability. People with high level of credibility also exhibit high level of self-trust and trustworthiness. The opposite is also true. Those with low credibility exhibit low level of trustworthiness. The good news is that credibility is not something that people are born with. It can be built and developed. There are 4 elements to personal credibility– Integrity, Intent, Capabilities and Results. Following is a brief description of the 4 Cores of credibility, as summarized from my interview with Stephen M R Covey[2] and his book, *THE SPEED OF TRUST*.

1st Core – Integrity

> *"The first core of credibility is integrity. Integrity is what most people think about when they think of trust. When leaders don't tell the truth, eventually their dishonesty will be discovered and it will undermine their believability, their credibility. Most of the massive violations of trust are violations of integrity. Integrity might take months, even years to build yet can be destroyed almost overnight.*

2nd Core – Intent

The second core of credibility is intent. Intent refers to our motive, our agenda. If people do not trust our motive, they will not trust us. Our motive needs to be open (as opposed to hidden) and one of mutual benefit where we care not only for ourselves but for the people we lead or serve. Think about it: when you suspect a hidden agenda from someone, you question or are suspicious about everything they say and do.

3rd Core – Capabilities

The third core of credibility is capabilities. Capabilities refer to our ability to inspire confidence, the means we use to produce results. This refers to our talents, attitudes, skills and knowledge, in short, our competence. A family doctor might have integrity, his motives might be good and his track record might be strong, but unless he's trained and skilled to perform the task at hand—brain surgery—he'll be lacking in credibility.

4th Core – Results

The fourth core of credibility is results. Results refer to our track record, our production, our getting the right things done. If we don't accomplish what we are expected to get done, it lessens our credibility. The converse is equally true: when we achieve the results we promised, a reputation of producing gets established. This reputation precedes us.

Each of these four cores—integrity, intent, results and capabilities—builds credibility and a foundation of individual credibility is the starting place for creating and growing trust with all stakeholders." That is why each of the four cores is vital for an individual to work on and to develop in order to have the foundation of credibility—of believability—upon which trust can be built.

By working on the four cores and developing the foundation of trust you will have a strong base for your trust triangle - self-trust. Self-trust is necessary but is not sufficient to build meaningful and trustworthy relationships with others. So, in order to build trust as a whole, you also need to work on the other two sides of the triangle - how to inspire trust and how to extend trust to others. For that, we need to go deeper and understand other aspects of trust as well. In the *Speed of Trust,* Stephen Covey studied the behaviours of trustworthy people. He found out that there are 13 behaviours which are common to people who demonstrate high level of trust – people whose trust triangles are complete.

Knowing these behaviours and nurturing them will give you the ability to inspire trust in others and the strength to extend trust to others. The good news is that these behaviours are not difficult to develop, especially for those who have already worked on their 4 cores of credibility. Practicing the 13 behaviours will complete your trust triangle. Here is a summary description of each behaviour from *THE SPEED OF TRUST*:

Behavior No. 1 – Talk Straight

Be honest. Tell the truth. Let people know where you stand. Use simple language. Call things what they are. Demonstrate integrity. Don't manipulate people or distort facts. Don't spin the truth. Don't leave false impressions.

Behavior No. 2 – Demonstrate Respect

Genuinely care for others. Show you care. Respect the dignity of every person and every role. Treat everyone with respect, especially those who can't do anything for you. Show kindness in the little things. Don't fake caring. Don't attempt to be "efficient" with people.

Behavior No. 3 – Create Transparency

Tell the truth in a way people can verify. Get real and genuine. Be open and authentic. Err on the side of disclosure. Operate on the premise of "What you see is what you get." Don't have hidden agendas. Don't hide information.

Behavior # 4 – Right wrongs

Make things right when you are wrong. Apologize quickly. Make restitution where possible. Practice "service recoveries." Demonstrate personal humility. Don't cover things up. Don't let pride get in the way of doing the right thing.

Behavior # 5 – Show Loyalty

Give credit freely. Acknowledge the contributions of others. Speak about people as if they were present. Represent others who aren't there to speak for themselves. Don't badmouth others behind their back. Don't disclose others private information.

Behavior # 6 – Deliver Results

Establish a track record of results. Get the right thing done. Make things happen. Accomplish what you are hired to do. Be on time and within budget. Don't overpromise and underdeliver. Don't make excuses for not delivering.

Behavior # 7– Get Better

Continuously improve [CANEI principle]. *Increase your capabilities. Develop feedback system – both formal and informal. Act on the feedback you receive. Thank people for feedback. Don't consider yourself above feedback. Don't assume today's knowledge and skills will be sufficient for tomorrow's challenges.*

Behavior # 8 – Confront Reality

Take issues head on, even the "undiscussables." Address the tough stuff directly. Acknowledge the unsaid. Lead out courageously in conversation. Remove the "sword from their hands." Don't skirt the real issue. Don't bury your head in the sand.

Behavior # 9 – Clarify Expectations

Disclose and reveal expectations. Discuss them. Validate them. Renegotiate if needed and possible. Don't violate expectations. Don't assume that expectations are clear or shared.

Behavior # 10 – Practice Accountability

Hold yourself accountable. Hold others accountable. Take responsibility for results. Be clear on how you will communicate how you're doing – and how others are doing. Don't avoid or shirk responsibility. Don't blame others or point fingers when things go wrong.

Behavior # 11 – Listen First

Listen before you speak. Understand. Diagnose. Listen with your ears – and your eye and heart [refer to the Laws of Communications in Chapter 3]. *Find out what the most important behaviors are to the people you are working with. Don't assume you know what matters most to others. Don't presume you have all the answers – or all the questions.*

Behavior # 12 – Keep Commitments

Say what you are going to do, then do what you say you are going to do. Make commitments carefully and keep them. Make keeping commitments the symbol of your honor. Don't break confidences. Don't attempt to "PR" your way out of a commitment you have broken.

Behavior # 13– Extend Trust

> *Demonstrate a propensity to trust. Extend trust abundantly to those who have earned your trust. Extend trust conditionally to those who are earning your trust. Learn how to appropriately extend trust to others based on the situation, risk and credibility (character and competence) of the people involved. But have a propensity to trust. Don't withhold trust because there is risk involved.*

The first 5 of these (1 to 5) are character behaviours. The next 5 (6 to 10) are competence behaviours. The last 3 behaviours are related both to the character and competence of the person. If you were to nurture and adopt these behaviours and make them part of your daily life, you will end up with a very strong trust triangle which, in turn, will position you in the community with a high level of trustworthiness. That trust worthiness is a valuable tool at your disposal, especially for those of you who are in a leadership position or aspire to be leaders.

It is worth mentioning the importance of integrity and authenticity. These behaviours cannot be faked for the long term. Any kind of counterfeit behaviour will get exposed quickly and will backfire. It may take weeks, months or years to build trust but it takes an instant to destroy it.

In *THE SPEED OF TRUST*, there is a detailed self-assessment tool for people who are interested in finding out where they stand in relation to the 4 Cores of Credibility and the 13 behaviours.

I encourage you to refer to the book and do the assessment. However, if you are in a hurry, I have included a simplified version of assessment for the 13 behaviours to see where you stand vis-à-vis each of them. The chart is designed to help you discover which of the behaviors you are good at and which ones require immediate action for improvement. There are two ways to do the assessment. One is to mark it yourself - be honest and use your 4 cores of credibility in your assessment. The other is to find out the opinions of others close to you. You can ask a trusted friend or colleague to take a copy of the chart and collect the opinions of your other friends and colleagues anonymously and provide you with results. Such an assessment will give the additional benefit of how your behaviours are perceived by others.

In either case, be prepared to be surprised by the results.

If you are a visual person, you can colour shade each behaviour. For example, if your score 7 for No.1 you colour from 1 to 7. If you score 8 in No. 2, colour from 1 to 8, and so on. Use the average of the collective assessments of your friends. This will provide a quick visual map of the current status.

Once the overall status is determined and you do find deficits in some areas, you can then take actions to improve them. This can be done using the CREATE™ monthly goal-setting form referred to in Chapter 11. Write your goals around this required improvement in the category of Excellence/ Effectiveness, including the associated actions steps.

Table 7.1 - Self Assessment Score Card on the 13 Behaviors of People who Demonstrate High Level of Trust											
	Behaviour	Score on a scale of 1 to 10. 1 being nonexistent or extremely low, 10 being extremely high									
1	Talk Straight	1	2	3	4	5	6	7	8	9	10
2	Demonstrate Respect	1	2	3	4	5	6	7	8	9	10
3	Create Transparency	1	2	3	4	5	6	7	8	9	10
4	Right Wrongs – Make Restitution	1	2	3	4	5	6	7	8	9	10
5	Show Loyalty – Give Credit to Others	1	2	3	4	5	6	7	8	9	10
6	Deliver Results	1	2	3	4	5	6	7	8	9	10
7	Get Better	1	2	3	4	5	6	7	8	9	10
8	Clarify Expectations	1	2	3	4	5	6	7	8	9	10
9	Practice Accountability (Self and Others) Window and the Mirror Example	1	2	3	4	5	6	7	8	9	10
10	Confront Reality	1	2	3	4	5	6	7	8	9	10
11	Listen First	1	2	3	4	5	6	7	8	9	10
12	Keep Commitments (to self and others)	1	2	3	4	5	6	7	8	9	10
13	Extend Trust to Others	1	2	3	4	5	6	7	8	9	10

Earlier it was mentioned that trust is the fabric that holds the organizations and communities together. So now that you have all the ingredients of how to have a robust trust triangle, you know that you cannot interact with people effectively unless the environment of high trust exists. Now is the time to use this knowledge, understanding and skill set in a group environment and as leaders.



Fig. 7.2

Organizations are made up of individuals. The way I see it, all individuals who join an organization bring with them their own trust triangles - some strong and sturdy, others not necessarily so strong. From the perspective of our Architectural metaphor, putting all these triangles together in a meaningful manner will create the trust skeleton of the organization which will shelter the people and allow them to work in a safe environment. In this regard, it can be compared to a series of trusses or space frames that hold the building together (Fig.7.2).

In this kind of organizational set up, the role of the leadership is paramount. It is up to the leaders on how to create the environment of trust in their organization, so that people will feel trusted and secure. The leaders in this case are like the architects and the designers of the structure. They can design it as simple or as sophisticated as they want. They could build it as transparent as the Eiffel Tower or as opaque as an underground bunker or anything in between. Only the creativity, mindset and the vision of the leaders is the limit. Obviously, there will be a saving or a cost attached to whatever is designed and built. The cost/saving will not only be in terms of human capital and productivity, but also in hard economic terms. In the words of Stephen Covey, the organization will "*be either taxed or receive dividends.*"

While there is still no unanimity among pundits and scholars as to the impact of high versus low trust on the GDP of a country, everyone agrees that at the level of smaller entities, such as businesses and organizations, there is a direct quantifiable relationship. When the level of trust is high, productivity is high and cost is low. When the level of trust is low, productivity is down and cost is high.

IT COULD NOT BE DONE WITHOUT AN EXTREMELY HIGH LEVEL OF TRUST

The Story of Peter Aceto

Peter Aceto was appointed as the CEO of ING DIRECT in 2008 by the Board of Directors. He wanted to gain the trust and full cooperation of his staff and employees to move forward with his plans for the organization. How can that be if he was appointed by the board, and the staff had no say in his selection? The staff was faced with a fait accompli situation.

Nevertheless, Peter Aceto believed that he should have the confidence and trust of his team. So, after about a year in office, he came up with an innovative idea. He asked for their vote of confidence, by sending them the following email with the subject line – *Leadership, It's Your Call*:

"Dear Teammates,

True leaders are not chosen to lead by Boards of Directors and Shareholders. True leaders are chosen by their teammates based upon the respect they have earned, results achieved and the confidence the team has that the team will win with that leader in place. I was chosen by the Shareholder and our Board to be your leader. I was not chosen by you. May 1st was my 1 year anniversary as your CEO and enough time has elapsed for you to decide whether you would like me to lead this great ING DIRECT team.

Please click on this link and tell me if you want me to remain the CEO as well as any constructive comments you may have for our business or for my leadership. If I do not have your collective vote of confidence, I will move along.

This survey is anonymous so please be honest. If you choose for me to remain, this will be your free choice and I will be honoured to continue to lead with all of my energy and ability.

Please respond on or before Tuesday, May 12 for your vote to be counted."

The result of this survey was very interesting. Peter received tremendous amount of feedback from the employees, telling him what was good about the organization and what can be improved. According to Peter, he found the feedback extremely valuable and keeps a copy to this day.

Robert F. Kennedy had once said, *"One-fifth of the people are against everything all the time"*meaning that when you put anything to a vote or ask people's opinion in a poll, you will find that about 20% of the people are dead against it. That may be something like the Pareto Principle in reverse. In the case of Peter Aceto's request for the vote of confidence, one would expect that the same statistical principle will apply. However, the reality was different and surprising. An overwhelming 97% of the participants approved of his leadership. Only a couple of people – perhaps for their own cultural reasons - had commented that requesting employees to approve his leadership was a sign of weakness.

This story (included here with Peter Aceto's permission), is a great example of inspiring trust, and of extending trust to others. It could not be done without an extremely high level of Self Trust on his part. An excellent example of the 4 cores of credibility and all thirteen behaviours mentioned in this section. After knowing this story I understand why Stephen M. R. Covey considers Peter Aceto as a great role model for aspiring leaders of the future.

Trust is also a major factor in business-to-business dealings and transactions between organizations. In such dealings, when trust is high, it works like a business lubricant. It reduces the cost of transactions between parties. It enables new forms of cooperation and generally increases business activities. According to William J. Smith[2] of DSF, *"Trust between individuals is based on personal relations, but trust between organizations is earned due to efficient communications and quick response to the client needs. This kind of trust can be established more quickly if the clients are candid and are aware of their needs."* This statement which is the wisdom of decades of Bill's experience in the law firm, validates all the principles that we have discussed.

In the business-to-business relations too, the role of the leaders is paramount in creating the level of trust. Here the level of trust will determine the cost of business dealings between the respective organizations. In our example from the architecture and construction industry, a low-trust environment will be like two isolated towers even side-by-side but with many layers of security barricades and checkpoints. A high-trust environment will be like the same towers, sharing a common ground-floor, concourse and parking; or even a bridge connecting at the upper levels like the PETRONAS Towers in Kuala Lumpur, Malaysia.

It is useful to know that the legal and regulatory systems have a major influence on the level of trust in certain industries. A good example of the low trust is the construction industry.

My observation is that the construction industry (especially in North America) is highly-regulated and most of the legislation is grounded in mistrust. As such the relationships that come into existence are generally adversarial in nature and are not conducive to a high-trust environment. The result is a tremendous hike in both soft and hard cost of construction, which has a major social impact on the society. It makes home ownership beyond reach for millions of people, and in the last few decades has contributed to the disparity that exists between the various strata and income groups. It is a factor in pushing more and more people below the poverty line and pushing more and more wealth into hands of fewer and fewer people – a situation the consequences of which are unpredictable in the long run.

Luckily some stakeholders (owners, contractors, consultants, lawyers) have realized the negative impact of the regulatory and legal framework and have tried to reduce the impact of the adversarial nature of the law to find ways around it to work collaboratively. Recently, stakeholders have experimented with partnering sessions and come up with collaboration charters with a "best-for-project" mindset to improve the trust environment. This has worked for some projects but not all.

The latest attempt in this regard is called the Integrated Project Delivery (IPD), which according to the American Institute of Architects (AIA) is a ". . . *delivery approach that integrates people, systems, business structures and practices into a*

process that collaboratively harnesses the talents and insights of all participants to reduce waste and optimize efficiency through all phases of design, fabrication and construction."[3] When I look at this, it is all about creating a high-trust environment. According to the proponents, IPD is more promising than its predecessors for the following reasons:

- **Technology** – there are numerous stakeholders, systems, processes and tasks in a construction project that could not be coordinated collaboratively in the past, but with modern technology this is now possible.

- **Mindset and Demographics** – more and more people from Gen X and Gen Y groups are entering the industry. They have a more friendly relationship with technology and at the same time they deal with each other more collaboratively than the Boomer generation does.

- **Owners and Stakeholders as a Group** – Their motto is "to get more for less." As such, people want to reduce waste and increase efficiencies in the industry and are eager to find ways to do that.

There is some concentrated effort in this area to create a more formal legal framework for this collaborative approach to work but the jury is still out. I think it will be a slow process because there is a lot of inertia against changing legislations when the overall level of trust in the society is low. But change

is definitely coming. Perhaps we need a critical mass of Gen X and Gen Y people in leadership positions in the industry to tip the balance in favour of rapid change.

I would like to end this section with the Emotional Bank Account, a powerful tool for building trust from *THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE,* by Stephen R. Covey. Building trust is an emotional process and it is similar to having an emotional bank account where every deposit builds trust and every withdrawal reduces trust. This is an excellent tool for building trust and also gives clues to the reasons for low trust.

Table 7.2 – The Emotional Bank Account

Deposits:	*Withdrawals:*
• *Understanding the Individual*	• *Assume you understand*
• *Attend to the little things*	• *To snub and ignore*
• *Keep your promises / Commitments*	• *Break Promises*
• *Clarify expectations*	• *Create Unclear Expectations*
• *Show kindness and respect*	• *Show unkindness, disrespect*
• *Be Loyal to the Absent*	• *Be disloyal, Badmouth*
• *Give Feedback*	• *Give no feedback*
• *Forgive*	• *Hold a grudge*
• *Apologize*	• *Show arrogance*

2. The Human Needs

Understanding human needs is an important tool of effectiveness. Satisfying our needs is the most powerful driver of our behavior and determines how we respond to events and the world around us. It is perhaps encoded in our DNA and is part and parcel of our survival mechanism. Numerous studies have been done in regards to human needs and many resources are available online and in the libraries for those who are interested in going deeper into the subject. Here we are mentioning the very basic and essential parts for awareness and serving as a tool for facilitating our success.

At the root of all our needs is our desire to gain pleasure and to avoid pain. Social scientists and thought leaders have explored this in more detail to understand it better.

It is important to know that when these needs are felt by people as individuals or as groups, the urge to satisfy them becomes overpowering; so overpowering that if they are not satisfied by normally-accepted means, people will violate their core values and their deeply-held beliefs and convictions in order to satisfy them. Most of the violence in societies and family breakups can be traced to the failure of the systems and institutions to provide conditions where such needs can be satisfied.

In Table 7.3, I have compiled the summary of the human needs from the perspective of three such thought leaders. Using

the different perspectives, it also shows how the same needs can be expressed using different words and terminology. Critical to this understanding is the concept of hierarchy of how these needs are experienced and felt.

Abraham Maslow was the first person to study and explore the hierarchical nature of human needs. In a nutshell, he found out that we feel and experience our needs in a stepped up manner and unless the lower-level needs are satisfied, we do not feel the urge to satisfy the higher-level needs. Those higher-level needs are not even on the radar screen. So looking at Maslow's hierarchy in the table, people's first priority is to satisfy their physiological/biological (survival) needs. Unless these are satisfied, other needs such as security, achievements, self-esteem, contribution and legacy become irrelevant.

Table 7.3 – The Hierarchy of Human needs

	Abraham Maslow's	Anthony Robbins'	Stephen R Covey
	Hierarchy of Needs	6 Basic Human Needs	The 4 "L" Needs
<<<<<---The hierarchy of Human Needs & Fulfillment--->>>>>	**Self Transcendence** To give back beyond self-interest	**Contribution**	**To Leave a Legacy**
	Self Actualization Personal growth and Fulfillment	**Growth**	**To Learn**
	Esteem Needs Achievement, Status, Reputation, responsibility	**Significance / Distinction / Importance**	
	Belongingness and Love Needs Family, affection, relationships, work groups, etc.	**Love / Connection** **Acceptance**	**To Love**
	Safety Needs Protection, security, order, law, limits, stability, etc.	**Variety / Uncertainty**	**To Live**
	Biological and Physiological Needs Air, food, drink, shelter, warmth, sex, sleep, etc	**Certainty**	

I experienced this condition firsthand when I was living in Beirut, Lebanon. While studying in the American University there, the war broke out and nowhere was safe for people to walk or work; law and order deteriorated and the security situation was very bad. It was dangerous everywhere. Despite the dangers, we would go out and create long lines in front of the bakeries, grocery stores and even water taps in order to get food and other provisions for survival. Sometimes we did this even when there was gunfire and explosions nearby endangering our lives. I also remember that when we had sufficient amount of food and water at home and the issue of food and water was not critical to risk our lives going outdoors, we will rush to stairwells and basements for protection even during a small disturbance of gunfire or explosion. At none of those times, the idea of having a degree in Architecture or an MBA crossed my mind. Having a degree was not that important at those moments.

In the table, I have also included the corresponding human needs as described by Anthony Robbins and Stephen R Covey who, even though they use different words, are essentially referring to the same needs and their hierarchical nature. In my live seminars I find that some people resonate more with these alternate descriptions than Maslow's.

Figure Fig. 7.3 shows a matrix of needs in relation to their importance on one hand and urgency on the other. Considering that the satisfaction of the needs is a powerful driver of our behavior and actions, at any one moment, the focus of the

person both in action and conversation will be on the need that is most urgent and most important at that moment.

As an example, for Bill Gates the need of high importance and high urgency (Need 1) may be CONTRIBUTION - to impact the lives of thousands of people through his charitable foundation. Food and shelter may be of low importance and urgency (Need 6). In contrast, for a person who lives in a war zone in Syria, Afghanistan, Iraq, Congo or Somalia, the most important and urgent need (Need 1) is food and shelter for them and their families. Self-esteem and the need for contributing to others will not be felt at all.

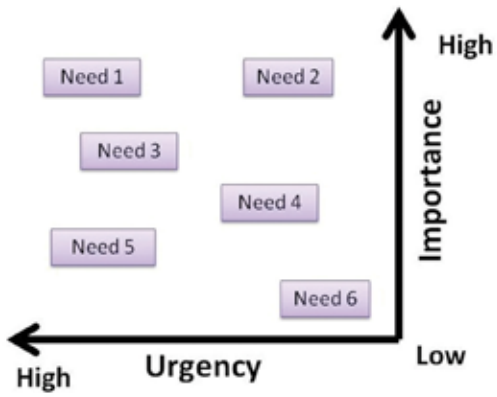


Fig. 7.3 The Hierarchy of Human Needs

This is a clue as to how the human needs can be used as a leadership tool. As a leader, you will not be able to deal with people effectively unless you first understand them and their needs. When you are aware of the various needs of the people you are dealing

with and when you know that it is their urgent and important needs that determine their behaviour, you will know what to expect and how to deal with them. If you are a skilled communicator, you can learn a lot about people in a 5 to 10-minute conversation. Such a conversation can give you clues to their needs and whether you can help them with satisfying those needs. You can find out if they are looking for certainty, variety, connection, significance, love, or security. You can also find out:

- What is the immediate need that s/he wants to take care of?
- What is it that s/he is moving away from?
- What is it that s/he is moving towards?

Knowing this and considering your own situation and intent, you can then respond in an appropriate manner to deal with the person in a way that is mutually beneficial.

Fig. 7.3 also indicates that if things were left to default conditions, you will always be dealing with the urgent and important issues appearing in the top left of the matrix followed by needs that are more urgent than important, at the expense of other needs that are less urgent. That is to say that you will be spending most of your time in Quadrants I and III of the Covey Time Matrix (Fig. 7.4). This matrix is a snapshot of Fig. 7.3 in a particular socio-cultural environment of a modern-day western society. As described in chapter 8, Q I is the stress quadrant and spending most of your time there is not sustainable for the long term. Luckily the Time Matrix shows us that by doing the unconventional thing - reallocating your time to things that

are not urgent, but important - you can alter the default and design your life in such a way that less time is spent in the Stress Quadrant. For more information on the Time Matrix, refer to Chapters 2 and 8 of this book and to Habit 3 of *THE 7 HABITS OF HIGHLY EFFECTIVE PEOPLE.*

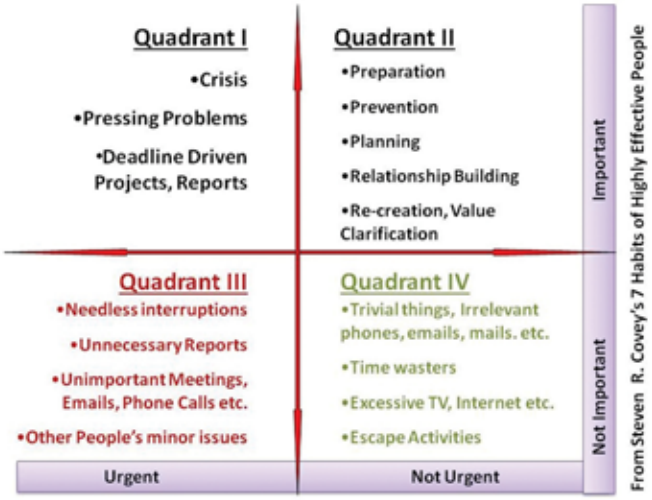


Fig. 7.4 Time Matrix – A Snapshot of Human Needs

It is also useful to realize that the hierarchy of needs is not only applicable to human beings as individuals, but also applies to organizations, communities, societies and nation states. Such entities also have particular hierarchical needs that follow a similar path that we covered above for individuals.

In 2009 when I was doing research on the conflict in Afghanistan, it came to me in striking clarity as to why all the efforts of the international community there have been so ineffective. Billions and billions of dollars were spent on

various projects of what they referred to as "nation building," "good governance" and winning the "hearts and minds" of the people. By many accounts, most of the money was wasted and the hearts and minds of the people were not won; corruption became rampant and the country is still divided as ever. All of this had to do mainly with misunderstanding the concept of the hierarchy of needs for societies and countries. While good governance and nation building might be lofty ideals for a different society, in Afghanistan the hierarchy of needs was - and for many still is - completely different. As I explained in my paper, *An Outside-the-Box Look at Afghanistan: New Ideas for Lasting Peace and Stability*, in regards to this situation:

"My findings and my understanding are that if we exclude the 15 to 20% educated, westernized minority, Afghans do not care for:

- *The nature of the prevailing world order*
- *The existence of democracy or lack thereof in Afghanistan*
- *The ethnicity of the President or ministers or to which regions they belong*
- *The UN and Human Rights charter and what is in it for them*
- *Pluralism and transparency in governance and so on*

These are good bonuses to have and luxuries to enjoy. They are not considered their primary needs and these are not issues that preoccupy their thoughts and feelings. Most Afghans do not even care for these ideas at this time, because these ideas are further up in their hierarchy of needs.

What preoccupies their thoughts and what their silent conversations are, can be summarized as:

- *How to feed their children and families next day, next week, next month etcetera*
- *How to protect themselves and their families from surprise searches and visits by aliens and strangers; from the powerful, the commanders, the warlords and the government functionaries*
- *How to protect themselves from being bombarded from the air and ground*
- *How to protect themselves from being accused as a terrorist or a spy or the Enemy*

If anyone can address these issues and solve them, they will definitely win over the minds of the Afghans."[4]

In conclusion, understanding the concept of the hierarchy of needs is an important tool for leaders to be effective in the performance of their duties whether on the level of dealing with individuals or at the level of organizations, communities and even countries.

3. Principles of Influence

Trust and Human Needs are two major tools of influence. Both are important for ordinary people as well as for leaders. I put trust first, because it stems from personal integrity and intent. A person who is trustworthy will use these tools and others described here and elsewhere in the book - ethically rather than

manipulatively - to empower other people, instead of taking advantage of them. (See the quotation at the start of the chapter.)

In this section several additional tools and principles are covered. If understood properly and used effectively, they can expand your circle of influence, your comfort zone and the ability to extend your reach, and impact the lives of other people. The advertisers are very familiar with these concepts and are using them all the time. They are also part of the training manuals for politicians and salespeople.

Reciprocity - *"You scratch my back and I will scratch yours."*

As far as I know, in all the cultures of the world, if you do someone a favour, that person will be more than happy to return it and return it as soon as possible. Many people are subconsciously tuned to the fact that they do not want to be indebted to someone else for a favour and want to return it as soon as possible. This principle can be used in many ways. For example, if you want others to respect you, respect them first. If you want them to do things for you, do things for them. If you want them to love you, love them, and so on. Reciprocity is embedded in our expectation and cultural upbringing and plays a major role in building trust.

This propensity to free ourselves from the obligations of a favour, is so strong all across the cultures that it even permeates our greetings and simple conversations. On many occasions you

may have noticed this in your greetings with people. If you start the greeting and say to a person, *"How are you?"* The person will respond in some way depending on the mood or how much rapport you have with him /her. Then s/he will immediately reciprocate by asking, *"How are you or how about you?"* If, after some moments of idle conversation you ask, *"How is family and kids?",* S/he will answer your question and then immediately reciprocate by asking, *"How is your family?"* Even though s/he had the opportunity to ask you before you did, s/he did not see the need to ask about your family and kids. As soon as you asked about his / her family, however, s/he had the urge to reciprocate. The reverse is also true. If others take the initiative in the greeting ritual, you will respond the same way.

Try this kind of greeting ritual consciously and notice the response. You will be surprised how pervasive is this rule.

Reciprocity also applies to negative actions or the perception of it. If people perceive that your actions have somehow harmed them, they will take action to pay back. That is why the revenge and vendettas are so common in the world. It is not only between individuals, but also between families, tribes and nations.

Social Proof - *"The birds do it. The bees do it. Let us do it. Let us . . . "*

If we can show that a particular thing or action is common in the world around us, we can convince others to take similar

actions. This will be especially effective if we can show that by taking similar action, others have benefited in some way.

When we are not sure how to respond to a situation, we look for other people in the same social group to see how they respond and behave in that kind of situation. If we find that their actions and behaviors are common to the group, it is evidence for us to accept that such behaviour is appropriate for us too and we could do the same. It is a powerful tool of persuasion in our daily activities at home and the workplace.

Just the other day I was reading a blog that was posted on LinkedIn. It was the story of a marketing manager who wanted to know what his competitors were doing in their marketing departments. Through Internet research he found out that one of his competitor's marketing department was much bigger and proportionally employed more people than he had. So he drafted a plan to expand his department proportionally and he was sure to get approval from the board to increase the budget for his department. He had the social proof and evidence from his competitors to show the board.

The success of people who use the social proof as a tool of influence will largely depend on their presentation skills and on how articulate they are in communicating the evidence to the target audience. Research has demonstrated that social proof is more persuasive if it comes from authority figures.

Similarity – *"Birds of the same feather, flock together."*

Similarity is as powerful as Social Proof and is taught in all sales classes. It is a common understanding that *"we like people who are like us and we like people who like us."* This principle is grounded in fear of the unknown. As human beings we think we know and understand ourselves. If other people are like us, then we assume that we understand them too. This eliminates the fear of the unknown and creates conditions of familiarity and trust.

So, if people who are similar to us try to persuade us and suggest that we take a particular action, it is more likely that we will say "yes" to them rather than if a similar suggestion came from people who we think are different. The opposite is also true. If we want others to take a particular action, those who are similar to us are more likely to accept our suggestions than those who are different.

That is why in all sales training programs there is so much emphasis on creating rapport with the potential customers through finding similar interests and things that are common between them and that they both like. Such an effort, if genuine, will make the principle of similarity play its part and the chances of closing the sale will increase.

Commitment and Consistency – *"If you don't walk your talk, then who are you?"*

Society values very highly the people who are committed and demonstrate consistency in their actions and behaviors. Across the cultures, consistency is the basis of rationality, honesty, steadfastness and emotional stability. People who are erratic and inconsistent are labeled as spineless, easily convinced, wishy-washy, dishonest or even mentally unstable.

We always want to understand ourselves in the light of our actions. What do they say about me as a person? Who am I? What is my core self-concept? Do my actions and behaviours put me in the group of rational and honest people, or do I get the negative labels of the people who are inconsistent? Most of us have this kind of self-talk and want to appear to others around us as being consistent and congruent with our perception of us and what we say in public.

An important aspect of the use of this principle as a tool of influence is what is referred to as the momentum of commitment. When people are persuaded to commit to small steps in succession, they can be persuaded to say yes to the ultimate desired action. In such a stepped-up approach, the person commits to and says yes to a small step. S/he will then act in accordance with that commitment in order to appear consistent. S/he is than persuaded to commit to another step in the same direction, then another step and another and so on. After a few such steps, their self-image of consistency will not allow them to back track and will remain committed to go all the way to the last step which will be the intended decision or result.

Scarcity – *"The less it is available the more it is wanted."*

People want to have access to scare resources. This desire is triggered by many things. Fear is one of them. The fear of a pending real or perceived shortage of vital goods and services in the society that may be spread by rumors of potential wars, famines and other manmade or natural disasters. It may be triggered by the need for significance and distinction through having exclusive access to scarce and dwindling resources, which is based on the Zero-Sum game theory. The belief is that if I don't have it, someone else will get hold of it. That could make them powerful and pose a threat. This is especially true in competition and rivalry between states and large conglomerates for scarce and dwindling resources on the planet and is the cause of many wars and manmade catastrophes.

In the personal development field people are advised to find their unique selling proposition (USP) in order to differentiate them from the competition. That makes their service a scarce resource and, hence, appealing to their niche market. Infomercials and advertising that put a limit on the available quantity or the time for which the product or service is available use this rule. Some of them go so far as to advertise that only a limited number of copies are available. I have seen things like, *"download your copy right away, only 10 copies left"* in emails.

The power of Scarcity applies even to information. If information about a particular service, product or event is

scarce and is presented that way, it becomes that much more valuable. Perhaps that is why "*industrial espionage*" or a more socially-accepted form and a legal version of it called "*market research*" is so much in demand.

This principle is also used in some dating, courtship and romantic situations between men and women when one person's time becomes scarce and s/he becomes unavailable for socialization with the intention that s/he will become more valuable to the other side. Whether it results in a healthy relationship or degenerates into a power struggle depends on the intention and authenticity of each party. In such cases, scarcity is like a double-edged sword and the user should be aware of it.

Contrast - *"Threaten with death and they will accept the fever."*

"*Threaten with death and they will be pleased having the fever,*" is an old Afghan proverb that summarizes the concept of contrast. Research has demonstrated that people across the world respond in the same way if they are exposed to an experience of contrast in the areas of weight, temperature, intelligence, price, risk, beauty and so on. In simple terms, if you were to lift an object, say a chair, you will have a perception for how much it weighs. If immediately after this experience you were to lift another lighter object, say a plate from the kitchen cabinet, you will perceive the plate to be much lighter than it actually does weigh. This is due to the

psychology of perception - how we perceive things when they are presented to us one after the other in succession. If there are differences in their attributes, this process will magnify the differences in our perception.

So, applying this concept to other areas of human interactions, such as risk analysis of a business venture or the cost of goods and services for a particular transaction, the potential of a specific outcome is heavily affected by how the principle of contrast is used in the presentation. Parents use it every day when they want children to behave in a certain way, by showing an unpleasant alternative if they don't comply.

When I was writing this section of the book, I was looking for the use of this principle and found out that the Obama Administration was using it in their dealings with President Karzai of Afghanistan with regard to the Bilateral Security Agreement (BSA). The USA has invested billions and billions of dollars and the lives of thousands of their soldiers and "civilian contractors" since 2001. They want to stay beyond their UN mandate of 2014 and want to sign the BSA with the Afghan government. There have been serious reservations from the Afghan President's side to some elements in the agreement and he has refused to sign it (see p. 82 in Chapter 3). To persuade him to sign on the dotted-line, the Obama Administration has used several of the tools mentioned here among them is the Contrast Principle of how bad the alternative will be if the BSA is not signed. Some of these tools backfired because they were not used in an authentic manner.

For that reason, it is vitally important that any of these tools be used with honesty, sincerity and transparency to make them effective. To use them by stealth will eventually be counterproductive.

If you want to know more about the principles of influence, I recommend reading the book *Influence* by Dr. Robert Cialdini. Names of some principles have been borrowed from the book and his videos on YouTube.



1. Barbara Misztal, *Trust in Modern Societies: The Search for the Bases of Social Order*, Polity Press, ISBN 0-7456-1634-8 copied here from Wikipedia http://en.wikipedia.org/wiki/Trust_(social_sciences)#cite_note-BarbaraMisztal-28 b

2. See Index (p. 332) for more information on interviewed leaders who gave me permission to use material from the interview in the book.

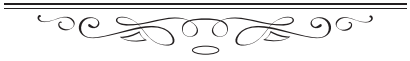
3. *AIA Integrated Project Delivery: A Guide 2007 Version 1* P. 1 http://info.aia.org/siteobjects/files/ipd_guide_2007.pdf

4. *An Outside –the-Box Look at Afghanistan: New Ideas for Lasting Peace And Stability (Sept. 2009)*. P. 14, http://www.duranet.ca/uploads/1/6/8/3/1683594/new_ideas_for_lasting_peace_in_afghanistan_rev_1.pdf

5. 

"The timeless in you is aware of life's timelessness. And knows that yesterday is but today's memory and tomorrow is today's dream."

-Khalil Gibran, The Prophet





SIMPLE STRATEGIES FOR STRESS MANAGEMENT

"Every mess results in stress."

AHMAD DURANAI, SUCCESS 101™ SEMINARS

I wish to begin that this chapter is not about stress disorder that is diagnosed by a medical practitioner and thus requires medical intervention, but rather a toolbox for the management of your everyday routine stress situations. It identifies a number of tools that I have personally utilized and benefited from or other people I know of who have done so. It is my hope that you will

find them helpful in the management of your every day stress. (If you think you are suffering from any kind of stress disorder, you should consult a medical professional.)

The dictionary definition of stress is, *"a state in which a strong demand is made on the nervous system."* While that sounds complicated enough, let me come up with examples to clarify the issue and to describe simply what stress means to me.

For me, stress is an essential life-force energy that is as important for life as oxygen. If the stress in the body ever approaches zero, it would turn dead. It is like the blood pressure. We all know that if blood pressure reaches zero we are dead and if it is too low or too high it is a health risk. For every person there is an optimum range of blood pressure for optimum health.

Stress in the body is like the tension on the string of a musical instrument, such as a guitar or violin. If there is too much tension, the string will snap and if there is too little or no tension then the string will not create the desired sound when the instrument is played. It requires a certain optimum amount of tension to create the expected sound.

The human body is the same. For it to perform at its maximum potential, a certain amount of stress is required. This optimum stress for peak performance varies from one person to another. People who aspire to be at that peak state should explore and discover their own level of optimum stress.

It is well understood that there are two types of stress: the good stress and the bad stress. The tools in this chapter are intended to help manage the bad stress which is harmful to both health and productivity

The matrix on Fig. 8.1 shows the toolbox of various tools that are described below. Even though these tools are put in different categories for better understanding, they are all related to each other whether they are in the same category or located across the boundary lines. They all act like a web.



Fig. 8.1 – Stress Management Matrix

The whole stress-management system here is based on Nature's Guidance System (NGS), which is shown at the centre of the matrix. All other tools are in support of what is described in the NGS.

Before going into details of the various items in the toolbox, I want to describe the relationship of time and stress through the following example. Imagine holding a pencil between your fingers and holding your hand up in the air. If I ask you how stressful it is, your answer will definitely be that it is not. Now, if I ask you to hold it for as long as you can, you likely can hold it for a few minutes before you experience stress and boredom creeping in. If I insist that you keep holding it in that position, even after you have already experienced severe stress and fatigue, that would be described as torture.

Time has that kind effect on us in relation to stress. The above example shows that it is not only the rigor and strenuousness of the activity that result in stress but also the duration of the activity. When an activity is repetitive and monotonous, even if it is not rigorous, it will cause stress and boredom which is also a form of stress. That is why in some workplaces there are mandatory breaks after certain intervals of activities. Breaking the continuity of such routines is a basic human need. We need change and variety in our life in order to make it healthy and exciting. Refer to Section 2 in Chapter 7 about the Human Needs.

1. Nature's Guidance System (NGS) [1]

Nature has a way of telling us if what we are doing is good for us or not. It does so through two types of states that we experience - the State of CONTRACTION and the state

of EXPANSION. Janet Bray Attwood and Chris Attwood (Creators of "The Passion Test") call this Nature's Guidance System (NGS). Fig. 8.2 illustrates the system graphically.

In order to understand it better, use the illustration in Fig. 8.2 as a guide and recreate it in your own style. Take a sheet of paper and draw a vertical line in the middle. At the top of the line write, *"Joy and Fulfillment."* At the bottom of the line write, *"Misery and Suffering."* To the right of this line draw an arrow pointing up, and beside it write, *"Expansion."* To the left of the line draw an arrow pointing down, and next to it write, *"Contraction."*

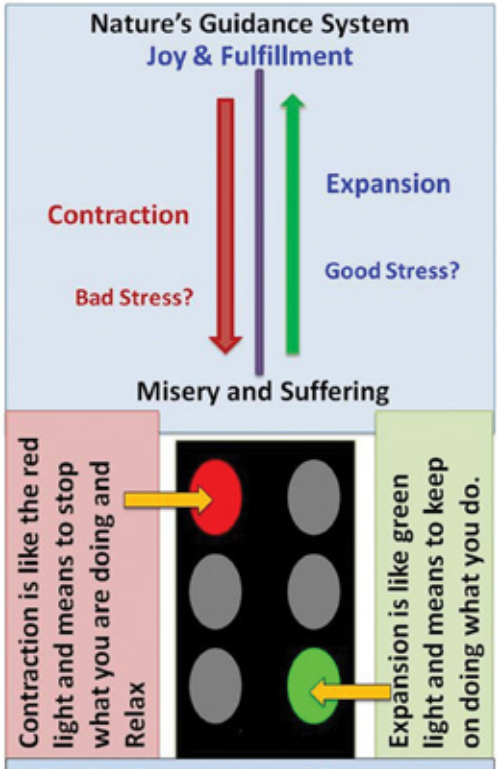


Fig. 8.2 Expansion and Contraction

When people are in a state of EXPANSION, they are happy, open, optimistic, full of energy, positive, feeling generous, enthusiastic, carefree, solution-oriented, loving and thinking of the needs of others.

When people are in a state of CONTRACTION, they are unhappy, gloomy, selfish, pessimistic, miserable, angry, irritated, irritable, frustrated, feeling grief, tense, depressed, worried, isolated, discouraged or discouraging.

When you are involved in any kind of activity, you are either expanding (experiencing good stress) or contracting (experiencing bad stress). This is the nature's way of sending you a message. It is similar to the traffic lights on a highway.

When you experience any of the feelings of contraction, it is nature's red light telling you to slow down, stop, take a break, look again and reflect.

When you experience any of the feelings of expansion, it is like the green light and Nature is telling you to keep going, take action and you are on the right track.

While NGS can be used in many ways, as Note 1 shows, in this section, I want to introduce it as an effective tool for managing everyday stress. Here are some important points to consider:

1. To be aware of the principle of Expansion and Contraction; to know and trust that the universe is created to support you in experiencing ever-increasing joy and fulfillment and to live your destiny.

2. To be aware that time plays an important role in moving from one state to the next. If you start any activity in a state of expansion, that state will continue for some time and then slowly but surely, some aspects of the state of contraction will creep in. As such, depending on individual variation, each activity will have optimum duration beyond which contraction will occur. That is why school classes are generally less than one hour and there is at least one break in any three-hour seminar. In any other kind of production activities, the workers need to take breaks every so often so they produce in a state of expansion. In some training programs, the trainers use accelerated learning techniques. Most of them are designed to keep the audience in a state of expansion for longer intervals.

3. To identify tools and activities that can quickly and effectively help you to transition from the state of contraction to the state of expansion. This will vary from person to person.

For the last item I recommend that you do the following exercise. Think of the times when you were in contraction. What

caused that state? What did you do to get out of it and then go back to the state of expansion? Write them down and create a list. As a start, you may use the short list of activities below that have helped me and some of the people I know. Take the ones that apply to you and add yours from your own experience.

Short interval activities – 5 to 10 minutes between tasks:

Deep Breathing, listening to music, walking inside the workplace, stretch/aerobic exercises, meditation, prayers, walking to the water cooler and drink a glass of water, call a friend or a loved one for a five minute chat, have a healthy snack, and so on . . .

Long interval activities – 30 minutes and more:

Meditation, walking in nature, rigorous exercises (running, gym exercises, swimming, skiing, squash, Tennis, hockey, and other team sports, etc) Bio Energetic Synchronization Technique (B.E.S.T.), Massage, listening to motivational and positive audio messages, and so on . . .

Include as many things as you can so you will have a big toolkit. Check the list with your friends and colleagues and find out what tools they use. Exchange your tools for mutual gain. These are tools that you can now use consciously to manage your state as the New and Improved YOU, leading your life from the Zone.

In the following sections I have included tools that will help you to either stay in the state of expansion for longer periods of time or to take you out of the state of contraction quickly and bring you back to the state of expansion. Keep the above principle of the NGS in mind when you are studying the tools herein and those you will add to the list from your own experience.

2. Discipline

In Chapter 2, lack of Disciplines was identified as the third barrier to the leadership zone. Lack of it is also a big stressor. Having discipline is a great tool to manage stress in the workplace as well as outside the workplace. Discipline in this context is related to how you allocate time to various activities.

Time Management – there is plenty of literature online on the subject of time management, but to me time management is a misnomer. The way I see it, it is more appropriate to call it management of priorities. Determining priorities and deciding what is important and what is not depends on your purpose in life, which is also covered in Chapter 2.

The Stress Quadrant - Fig. 2.4 in Chapter 2 and Fig.7.4 in chapter 7 show Stephen R. Covey's Time Matrix, with 4 quadrants based on the Important/Not Important and Urgent/ Not Urgent Criteria. Quadrant I in that figure is of critical importance in relation stress. I call it the Stress Quadrant.

Spending most of your productive time in this quadrant - dealing with issues that are urgent and important – is extremely stressful. Both the rigor of the activity and the time constraint play a role and that is why time in this quadrant should be kept to a minimum. For more on this, see the Triage system below.

The source of light in relation to observer and the object of attention - When the source of the light is behind the object in relation to the observer, it evokes a feeling of urgency, immediacy, reverence and significance in the observer toward the object. This was understood long ago and the principle has been depicted in ancient paintings by the use of the halo surrounding the head of the saints and holy men in many cultures. Even today's advertisers use this principle from time to time.

The relevance of this principle to the subject of this chapter is the use of computers and monitors in the workplace, at home and elsewhere. When we receive a message, email, image or anything else that we see on a computer screen, mobile devices or television, the source of light is behind the object. Hence, it evokes the feeling of urgency and immediacy in us to respond or react. If we were to print an email and read the hardcopy, it will seem less urgent and we will not be as tempted to take action as if we were to read it on the screen.

Since most of our time is nowadays spent in front of monitors, we are continuously tempted to respond and react

quickly and urgently. That is similar to being in Q I most of the time. Being aware of this and taking action to mitigate is a great help in stress management. To reduce time looking at the screen, staying away from the screen for a few minutes every hour, allocating specific time to review and respond to emails is a great start.

The Triage System - of dealing with tasks - The triage system as used today in the medical profession in emergency rooms and disaster zones was originally developed to deal with war victims and victims of mass violence during World War I in France. The system is to help emergency staff to allocate insufficient resources to those who need it most in a guilt-free manner. According to Wikipedia the triage system in its simplest form divides the victims into 3 categories:

- *Those who are likely to live, regardless of what care they receive;*
- *Those who are likely to die, regardless of what care they receive;*
- *Those for whom immediate care might make a positive difference in outcome.*

The hospital resources are then allocated accordingly.

Here the concept is applied to tasks, rather than people, and the time allocated to each. All tasks at hand are divided into 4 categories. For that we are using the Time Matrix Quadrant system described previously in this section and in Chapters 2

and 7. First allocation of time is to tasks that are important and urgent (Q I). Priority is then given to tasks that are important but not urgent (Q II). If more time is available then some of you may allocate it to tasks that are not important whether urgent or not (Q III and Q IV). I personally recommend that all available time after the Q I tasks is to be allocated to Q II tasks. This will help to slowly reduce the amount of time that needs to be spent in Q I. Considering that Q I is a stressful place, as you spend less and less time there, your exposure to stress is also reduced.

Considering that we all want to use the available time most efficiently and effectively, it will be good to have a list of tasks that we routinely perform and tag them against the time they take to finish. In Table 8.1 below I have included examples of tasks and the corresponding required time. You can add more items that are related to your personal routines.

Such a list will help you to use the time more effectively especially the time slots that become available between other tasks. Depending on the length of the available timeslots, you can choose the appropriate tasks and do them instead of idling.

Table 8.1 Task to Time Assessment		
No	**Time**	**Tasks**
1	05 Min	Deal with a phone call, deal with an email, organize desk, deep breathing, make a coffee,
2	10 Min	Deep breathing, phone call, deal with an email, a bio break, ablution……
3	15 Min	Take a shower, prayer, event to event down and ramp-up time……
4	20 Min	Meditation, quick lunch, meet with a vendor…..
5	30 Min	Have a lunch, get a nap, meditation, a walk, write a letter, …..
6	45 Min	Meet a client, have a group meeting, make a presentation, go for a walk, gym…….
7	60 Min	Meeting, presentation, production work, lunch and learn, prepare for and cook a meal…
8	90 Min	Meeting, presentation, production work, ……
9	120 Min	Meeting, presentation, production work, …….
10		

Parkinson Law and Priority Management – The relevance of this law to stress management is very direct and clear, but it can have a lot of indirect influence. Therefore, it is useful to be aware of and know about it. According to Wikipedia, Parkinson Law states that the task will expand to fill the available time for its completion. To elaborate this further, depending on its size and magnitude, every task requires a certain amount of time and other resources for completion. The role of the management is to create a balance between the allocated resources and the quality of the completed task.

If completion time is the variable in the equation with other resources fixed, then, when the time is less than adequate, the Law of Diminishing Quality kicks in. If completion time is extended, then the law of Diminishing Returns kicks in. This has tremendous implications in the field of project management as well as in management of all other systems and processes in organizations and in the personal life of individuals. In matrix organizational structures this interplay of the balance of quality and the return is always a potential source of friction between the project team and the management. Understanding the law and agreeing on the balance will remove a big stressor from the equation and reduce friction in the workplace.

3. Physical Tools for Stress Management

Deep breathing – Deep breathing has a calming effect on the body and impacts the human being in all dimensions -

physical, mental, emotional and spiritual. Almost every personal development program has some form of deep-breathing regime and there is no one fixed way of doing it. It is also known by other names such as diaphragmatic breathing, abdominal breathing or belly breathing. Here are some common elements among them:

- You inhale slowly through the nose, fill in your entire lungs with air, which leads to the expansion of your abdomen. (Measure your time if you can by counting 1, 2, 3 . . .)
- You hold the air for as long as you can without feeling discomfort. (Double the time you inhaled.)
- You exhale through the mouth roughly taking the same time it took to inhale.
- Repeat 5 to 10 times.

I practice deep breathing regularly and have tried it in two different conditions. Both have been very useful:

1. I have tried when driving. In this situation I sit in the alert position for normal driving and I do deep breathing as described above. It is very relaxing and when there is a traffic jam or a rush hour, deep breathing will get rid of boredom and frustration. It is energizing.

2. I have tried it at home and at the workplace. In this situation, I sit on a chair or couch in a relaxed position. I

close my eyes and relax the body from head to toe - facial muscles, nick, shoulders and arms, hands resting on the lap, torso, thighs, legs and feet all in a relaxed position. Then do the breathing using the 4 steps described above.

Besides calming the nervous system, deep breathing gently massages the abdominal area which is the central plant of the body. It houses a big part of the digestives system, converting food into absorbable nutrients as well as a waste disposal system, both of which are needed for the body to function properly.

Rest and Sleep – discussed in Chapter 9

Movement and Exercise – discussed in Chapter 9

Posture – discussed in Chapter 9

Diary of accomplishments – It helps to boost the morale and brings you to the state of expansion when you review your past accomplishments. It shows you what you have been capable of doing. Overall, it is good if you can keep some kind of record of your achievements. I have a digitized version of all my degrees, certificates, letters of reference, awards, medals and a PowerPoint slide show of all the buildings and projects for which I was a design or project management contributor. I review them periodically and it reminds me of my capabilities and potential.

Diet – The food that we eat has a lot to do with how we deal with stress and stressful situations. Some foods have a calming

effect on the body and others stimulate us. You will need to find out how different kinds of food affect you and then find the appropriate balanced diet for yourself. See Chapter 9.

Robust Health – If you are healthy you can work harder and for longer hours without going into the state of contraction. It has such an impact on your life that I have allocated an entire chapter for it. Please review it carefully and assess if the recommended tools there will work for you (Chapter 9).

Financial – Financial issues are a big stressor in domestic life. During troubled economic times it is also felt in the workplace. The issue is so important that it has been addressed in a separate chapter, looking at it comprehensively as part of the wealth strategies in Chapter 10. Financial is also one of the 9 environments that have been covered in Chapter 6.

4. Mental Tools for Stress Management

Attitude – Attitude is the way you look at things, talk about them and react to them. A positive outlook is a great tool in reducing stressful situations and making you a likeable person. If people have a negative attitude towards everyday things, events and activities around them, it is not going to help them at all. It will only speed up the appearance of stressors in their lives. To cultivate a positive attitude is a learnable skill and if you try to take your attitude to a whole new level, it will be worth the effort.

Paradigm Shift – Paradigm shift has been discussed in previous chapters as an empowering tool. Here, I only mention that it can be a powerful tool for stress management if used correctly.

Expectations – Part of the expectations that are related to people is covered in the section on **Sizing**. Expectations become a big stressor when reality unfolds in a way that is at negative variance with the expected outcome. This could be related to a business deal or the state of the economy or relationships. When the result is different than expected then it becomes a stressor. The best way to deal with it is to always expect the best, but be ready for the worst.

Whenever you are faced with this kind of situation, review the various scenarios and possibilities. Prepare a list of the outcomes of these scenarios and how they will impact you or your business/career. Score each outcome from worst case to the best. Now that you have this information at your fingertip, be prepared to accept if the worst-case scenario prevails. Anything other than that will be a bonus.

Interpretations – The level of stress you experience also depends on the way you interpret things. You would have noticed that when a harmful event happens and you are in the company of several people, they all react to it differently. Some will react with panic and others might just shrug their shoulders. Your reaction will depend on the kind of questions you ask yourself. If you ask yourself the question, "Why does

this always happen to me?", your reaction would be different than if you were to ask, "What am I being tested for this time?" or "What lessons can I learn from this?" If you were to believe that everything happens for a good reason, you will react in one way. If you were to believe that bad things always happen to you, then you will react in a completely different way.

Mental Relaxation – I have found this exercise extremely effective both for managing stressful situations and for overall well-being and health. I want to share it here, but if you have not tried a similar type of relaxation technique before, you should seek professional advice or get a coach to guide you.

Sit in a comfortable position. A mat or pillow on the floor, a chair or couch will do. You can use the lotus position on the floor or couch and a normal position on the chair. Keeping your spine in a vertical position is the best, but on a couch it can be supported by cushions. Close your eyes and put your hands on your lap. Relax your body, starting from the forehead, eye muscles, facial muscles, neck and shoulders, torso, arms, thighs legs . . . all the way to your toes.

In this position, start silently reciting what is referred to as a "werd, plural awraad" or a mantra. Most people who practice this invoke religious expressions for the "werd." Any expression or term will do. In my live seminars, I use the expression "dimjim" which has no meaning and there is no symbolism attached to it, yet it is as effective. The silent and rhythmic recitation of the "werd" keeps

the mind preoccupied for a while. After sometime you will forget the "werd" and a thought takes over. Do not resist. Let the thought process take its course. Sometime later you will realize that you have stopped reciting the "werd". At that time you resume the recitation. After a while another thought will invade and take over. Let that happen until you remember the "werd" again.

Continue this process for 15 to 20 minutes. When you want to end it, open your eyes slowly taking 20 to 30 seconds. During this process of relaxation your head may fall forward or to the side. Your limbs may feel numb. These are signs that the relaxation is working.

Ideally, this exercise should be done twice a day. It should not be tried with full stomach and should be done only in a sitting position.

Sizing – Sizing in this context has two aspects. One is related to the Formula of Your BEING x Your DOING. Please refer to Chapter 3, Fig. 3.2 and the related section. The amount of stress you will feel when you are faced with a situation will depend on Your BEING. The bigger UrB the easier it will be to deal with a situation.

The other aspect is related to the way you size other people. Your sizing of other people in your circle creates certain expectations in your mind as to how those people are going to act and behave. You will experience stress when there is

discrepancy between your expectation and reality. That is why it is recommended that you avoid over-sizing the people in your circle.

5. Social (Emotional) Tools for Stress Management

Relationships – To have good relationships at home and in the workplace is a proactive stress management tool. The best way to have good relations is through effective communications. As discussed in Chapter 3, if you are not skilled in effective communication, it is a major barrier on the journey to the Leadership Zone. Before you go any further in reading this book, I recommend that you review the communications section in Chapter 3 as a tool for stress management. It will not only give you new insights into how to be proactive with your stress management, but it will also give an opportunity to refresh the Laws of Communications as part of applying the CANEI Principle – also described in the same chapter. Good relations with people around you will eliminate several stressors from your life automatically as mentioned in Chapter 6 where relationship is described as a separate environment.

Trust Building Ability – This is another proactive tool for stress management. If you are surrounded by trustworthy people wherever you spend most of your time, you will be worry free for most of your time. Trust building is a learnable skill and every one can use the 4 Cores of Credibility and the

13 Behaviours that are covered in Section 1 of Chapter 7. To be skilled in trust building will eliminate many stressors from your life and I recommend that you review that section one more time before you continue with the rest of the book.

Better Communications – The role of communications has already been discussed in Chapter 3 where it was described how lack of effective communications becomes a barrier to reach the Zone. It is obvious that when you are dealing with other people, you will have an easy way dealing with them if you are an effective communicator. If you lack that skill, you will have a hard time dealing with them. In such a case even ordinary interactions become stressors in your life.

Networking – Network is also an environment that is covered in Chapter 6. The bigger and more relevant the network, the more support you will have to call upon when needed. Some gurus emphasize the importance of network so much that they say "your net-worth is equal to your network."

General Support System – The general support has not been put much attention on in relation to stress management, but its importance is being realized by many people in different walks of life. It is the support of the family, close friends and colleagues when you start something new and when there is a high level of uncertainty in your undertaking. If you have their whole-hearted support, you will feel safe in their presence and company. Their company will become like a sanctuary that is covered in section 6 below.

6. Spiritual Tools for Stress Management

Spirituality is a person's connection with a Higher Being and is different than religion which is more ritualistic. There are numerous spiritual tools for stress management. Only a few are identified here that can be put to immediate use. I recommend that you also find others that resonate with you and use them when needed.

Meditation – Besides being a tool for managing stress, meditation has numerous other benefits for health and well-being. There are many types of meditations that are used nowadays most of them are grounded in religious beliefs. A very popular one in the west is Transcendental Meditation also known as TM that was popularized by Maharishi Mahesh Yogi since the 1960s. I find TM to be of a non-religious nature and I have been practicing the basic level for more than 10 years. There are many TM centres around the world from where you can learn how to meditate properly and benefit. All forms of meditations are good for your body and spirit and before choosing any one form, I recommend that you do the research and find the one that resonates with you and your belief system.

Imagining a Sanctuary – This is a great way to relax and regain the energy after an extended activity where fatigue and boredom has crept in. Imagine yourself in a secure haven or sanctuary where you are shielded and protected from any kind of harm. It could be a place where you have already experienced that kind of feeling of safety or it can be an imaginary place.

It can be a spa, a resort, an exotic tourist attraction, or a place of natural beauty. People who believe in the Creator or a higher power could also imagine the place of eternal peace and tranquility – paradise for those of Abrahamic faiths and Nirvana for some eastern faiths. Imagine yourself in such a place and you stay there for a period of 20 to 30 minutes. You will experience a feeling of expansion, calmness and tranquility right away. This is based on the fact that the brain cannot distinguish between a real and an imagined state.

Prayers – For people of faith, prayer is a powerful tool of connecting with the Creator and reinforcing the idea that:

- They are not facing the challenges of the world all alone.
- At any time they are being protected by a higher being.
- Any challenges that they face are exercises for strengthening some aspects of their character and are part of preparation for bigger things to come, etcetera.

Prayers help people to align their lives with their purpose, and when that happens a feeling of confidence and strength takes over which is a powerful tool to face life's challenges and win.

If you are a person of faith and perform regular prayers, prepare your own list from personal experience of how prayers have helped you face your challenges and manage the associated stress.

Gratitude – Gratitude is vital in enjoying, sustaining and improving our life and helps in fulfilling our life's purpose. It is related to the feeling of appreciation, thankfulness, and gratefulness. The best way that gratitude can help in stress management is to have a daily ritual as follows:

Every morning before you get out of bed, find two or three things in your life for which you are grateful. Express your gratitude for those things in your customary way. Then get out of bed and continue with your daily routine (hoping that your routines are all empowering you, especially with all the tools you now have at your disposal). Find new things every day for your gratitude ritual. They can be as simple as a beautiful sunrise or sunset you saw or the smile you received from a complete stranger to something as complex as the opportunities you have every day to impact the lives of others or the life with which you are blessed.

With this ritual you will soon have a good list of items in your life that are empowering and worthy of your gratitude. It is a very effective tool to boost morale and self-esteem and keep you in the state of expansion.

Patience and Perseverance - Patience and perseverance are intertwined and cannot be separated. Patience and perseverance are powerful tools in dealing with stressors. A lot has been written about them in the various scriptures and ancient mythologies. The biographies of famous personalities and great achievers

are all filled with how these people reached their status with patience and perseverance. The famous French proverb describes the power of patience in a clear and concise manner: *"Avec de la patience on arrive a tout." - "With patience you reach them all."* Master it and you conquer many stressors in your life.

Forgiveness – A posting from a friend on my Facebook page summarized the difficulty of forgiveness in a funny way. It said that, "forgiveness is swallowing when you want to spit." It was written as a message on the bulletin board of a First Baptist Church. It sounds very difficult to forgive and yet if you know how, you will get rid of many stressors. Forgiveness is a remedy for anger which is an extremely stressful state for people. There is a saying which states that, *"Anger is like a poison that the holder ingests and expects the other person to die from."* A mentor of mine once advised that anger is like a heavy load that is tied to your back with a rope and you drag it with you everywhere you go. Whenever you want to move up and forward, the load gets in the way. The only way to free yourself from this burden is to cut the rope and let the load loose. That happens only by forgiving.

Forgiving happens at three levels:

1. Forgiving those who hurt you
2. Forgiving those who did nothing and last , but most important
3. Forgiving yourself

One important item here is also the interpretation of the event that caused the hurt. If you are clear about your purpose in life and realize that in order to achieve your mission, you need to be your best BEING. So, if you interpret that any event causing stress or hurt happens to prepare you for the bigger challenges that lie ahead and if you consider the lessons learned from the events to be bigger than the events, then forgiving yourself and the people who caused the event will be quite easy.

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I want to end this chapter by the following poem that is attributed to Hazrat Inayat Khan. I heard it in a presentation given by the veteran global activist Lynne Twist in Toronto. Perhaps it will inspire you to look at life and work with a different interpretation.

I asked for strength…and God gave me difficulties to make me strong.

I asked for wisdom…and God gave me problems to learn to solve.

I asked for prosperity…and God gave me brain and brawn to work.

I asked for courage…and God gave me dangers to overcome.

I asked for love…and God gave me people to help.

I asked for favours …and God gave me opportunities.

I received nothing I wanted. I received everything I needed.



1. Janet Bray Attwood and Chris Attwood, together with Jimmy Moore and George Foster, describe Nature's Guidance System in their eBook *From Sad to Glad: 7 Steps to Facing Change with Love and Power*. The book helps people to restore their joy and happiness when it is lost for whatever reason. If you or any person you know is in a state of sadness and want to effectively get out of it and restore your state of joy and happiness, I recommend that you get a copy of the book. The eBook is available at: *https://passiontest.infusionsoft.com/app/storeFront/showStoreFront*



HEALTH AND WELLNESS

"Success in life is enjoyable only when you live in optimal health."

AHMAD DURANAI

I am not an expert on issues related to health, and while you may question the inclusion of this chapter in this book, I firmly believe that a health-related section is a vital part of a holistic manual on leadership. According to the World Health Organization (WHO), *"Health is defined as a state of complete*

physical, mental and social well-being and not merely the absence of disease or infirmity." As such:

1. A robust health is an important element in stress management for people in all walks of life as pointed out in a previous chapter.

2. People who enjoy abundant health are more productive in their day-to-day activities. For a leader that is very important.

3. When you are a leader, whether in a family or in an organization, people look up to you and try to follow in your footsteps. So if you as a leader pay attention to your health, it has direct influence on all people around you. As Dr Bryan Sher[2] of the Toronto based Rosedale Wellness Centre points out, *"The leaders of today need to be healthy for two main reasons: One is that they have to be healthy in order to be highly productive without which they could lose their jobs quickly. The other is that they set examples for others in the organization, influence the corporate culture, and the image of the organization in the society."*

Introduction

In most modern day societies, there are two main dominant approaches to the issues of health. One is the Reactive Approach and one is the Proactive Approach, or what some people refer to as the Wellness Model. For the benefit of the readers as a refresher, here is a brief description of each as I understand them:

1. **The Reactive Model**: This model has developed in response to the acute health problems of individuals in society. When people get ill or sustain injuries that cannot be dealt with using grandmother's home remedies, they will seek solutions elsewhere in the community: the doctors, hospitals, emergency rooms, walk-in clinics, the pharmacists in the local drugstores, and so on.

2. **The Proactive Model**: In this model, individuals take the proactive responsibility for their health and well-being to make sure the need for seeking treatment in the reactive model institutions is minimized.

In my Success 101 Seminars, when I ask the participants which model is good and should be the point of our focus, most of them raise their hands in favour of the proactive model. Personally, I am in favour of a balanced approach as the two models should complement each other. We need both models and we should not stand for anything less than the state-of-the-art systems of both. The Reactive Model deals with our top left (Quadrant I) of our priorities (see Chapter 2 and 7 - high importance, high urgency). In this case it deals with our health needs. When we need urgent attention, irrespective of the reasons, we should have the most up-to-date services, facilities and tools available to respond effectively and efficiently so that we can quickly recover and go back to our productive life.

The Proactive or Wellness Model, on the other hand, is to help us minimize the need for Reactive Model services and to keep us more in the top right (Quadrant II) of our priorities (high importance, low urgency).

I believe that societies will thrive to their full potential only if both models are developed in a way that can properly support each other. There is a personal and a public component of responsibility for each model. Leaders who determine public policy and are in charge of the public purse should devise adequate funding methods for each model and create synergies between them in such a way that will benefit all population groups in society. We need a worldwide system in which both individual medical practitioners and medical institutions that serve societies are held to the requirements of the Hippocratic Oath.

It is clear that in the development and maintenance of an efficient state-of–the-technology (art) Reactive Model, the responsibility of the state and public policymakers is much bigger than that of the individuals. It is now generally known that for the long-term sustainability and general availability of the system to the public, it is imperative that public policy makers take into consideration the benefits of the Wellness Model, encourage its growth in society by adequately funding programs of education, awareness and for regulating the availability and affordability of alternative medicine and health practices.

The Reactive Model is highly specialized and outside the scope of this book. The Wellness Model, however, is at the level of the common person and in the following pages I will share with you my understanding of it. The recommendations and suggestions made below have benefited me and many people that I know. For your individual cases, it is recommended that you consult your health practitioner first before committing to them.

Major Components that Affect Health and Wellness

Generally there are 4 major components that affect our health – our habits of eating, moving, resting, and thinking. Any bad habits in these areas will increase the risk of illness and any good ones will increase the chances of wellness. In relation to our Proactive Model, I call them the four Quadrants of our Wellness. Figure Fig. 9.1 is a graphic presentation of the circle.

Let us review each of the 4 quadrants of this model so that you become aware of the responsibility for your health.

Eat Well

On the face of it, this looks so simple and if you ask anyone, they will say it is obvious that people should eat well. Most of them might even claim that they do eat well. First, let me ask you some questions that are as simple as the statement, "Eat Well." Did you recently prepare a log of all the things that you

regularly eat and drink – say, for a period of one or two weeks? Did you show the log to a nutrition expert to assess if you are eating well? When was the last time you prepared such a log? I can say for sure that the answers from the vast majority (more than 80%) of people will be, "No,", "No," and "Never."

Fig. 9.1



While I am not a nutritional health expert, I can say that health is an OUTCOME. Remember the formula UrB x UrD = UrO. Your health is the result of Your BEING and Your DOING. It is your personal responsibility to make sure that the OUTCOME is great. It is also clear that "Eating Well" is different for each person. That is why it is so important for people who aspire to lead their lives from the Zone of Leadership, to

have a health coach and to consult a nutrition expert and create a customized regime. It is also important to develop the habit of periodically checking and adjusting the regime as changes occur in their lives, as a result of changes in other environments and conditions. The things that I recommend here have been very beneficial for my health and you should discuss these with your health practitioner before trying.

A few simple reminders of general nature are to make sure your diet is balanced and that you consume an adequate amount of essential nutrients such as proteins, fats, carbohydrates, fibers, vitamins, and minerals on a regular basis. Your diet should include food groups that contain Omega 3 and 6.

There is a big debate around soil depletion and modern practices in agriculture, the use of genetically-modified seeds, the use of chemical fertilizers, pesticides, the way animals and livestock are fed and raised for meat, and the way the products are marketed to increase their shelf-life. The controversy around the wisdom and safety of these practices is raging and there are more and more people who want to find alternative sources for food. This is especially true in the advanced, affluent societies. More and more people are turning to organic foods and many stores have realized this trend and are providing special sections in their stores for organic products. Most of the people that I know or know of in the human potential movement are not only using organic foods, but also have become vegetarian or vegan.

As a result of this uncertainty, I recommend that you consult a nutrition expert in your area so that you can design your own personal regime and determine if you need supplements in addition to the food you consume.

Considering that our bodies are up to 70% water, it is essential to consume an adequate amount of water every day.

In my personal life, I have used some aspects of Ayurveda - The Science of Life in Sanskrit. It is the ancient natural healing system that developed in India and has recently become popular in the western world. It has an extensive body of knowledge and wisdom that helps people to remain healthy and vital. Its dietary system is very enlightening. It has helped me tremendously to stay healthy and energetic.

Ayurveda describes three fundamental energies that govern our bodies and the world around us. They are movement, transformation and structure - Vata (Wind), Pitta (Fire), and Kapha (Earth). They are also referred to as doshas. Each person has these energies in different proportions and usually one of them is dominant. Each dosha has a specific dietary requirement. One dietary recommendation of Ayurveda is that people need to include food groups in their diets that contain the five tastes and the full range of rainbow colours. Using this system will require consultations with an Ayurvedic doctor who can advise what you need after checking your pulse and a number of other factors specific to each individual.

To know more about it, you can Google search the subject or go directly to the website of Deepak Chopra at: *www.chopra.com/our-services/ayurveda* .

There is also a dietary rule-of-thumb that is attributed to Prophet Mohammad (S). It says to divide the stomach into three equal potions by volume. Allocate one-third each for solid foods, liquids and air. I find a lot of wisdom in this and recommend it. When you determine the correct diet in consultation with a nutrition expert, discuss this rule to find out if it will benefit you.

Some experts in the human potential movement use the metaphor of a temple when referring to human body. They advise that since people will not allow anything that is not wholesome and sacred to be placed inside a temple or in its vicinity, the human body should be treated the same way. People who are committed to live in abundant health should not allow all kinds of junk and unwholesome foods to go into their bodies or recklessly expose their bodies to conditions that would harm them internally or damage them externally.

At the end of this chapter, you will find a table that you can use to log what you eat on daily basis for a whole week. It is recommended that you use that table for a period of at least two weeks before you check it with your health practitioner to design your customized diet. That will provide clarity as to where you need to make improvements in your diet.

Move Well

This includes mainly two things. The first is activity and the second is posture.

Activity includes any kind of movement of the body such as physical work, with all kinds of exercises and fitness programs. According to the Author of *Finish Line Thinking,* and executive coach, Nicky Billou, *"If you are not moving, you cannot optimize your health. To be a champion performer, you have to optimize your health."* He insists that everyone should include a few minutes of daily exercises in their schedule. His advice is for everyone and, more specifically, for leaders of organizations that he coaches. *"Fitness is critical for leaders in order to have credibility with their people. If they are not fit, they won't have the energy to fulfill their role properly."*

We should not forget Albert Einstein's wisdom, expressed in the famous quotation, *"Nothing happens until something moves."* While this principle is universal in nature, it applies equally to our bodies too. As the modern western "advanced" societies transitioned from the industrial age to the information age and then to knowledge age, it also created conditions for more and more people to have sedentary lifestyles. An extraordinary portion of the population spends most of their time in a sitting position. This situation is further amplified by the introduction of television and computers into the home environment. At the same time breakthroughs in food sciences have resulted in food products that many people consider as junk with questionable

benefits. All of these together have created obesity as a major health concern.

When people are not COMMITTED to be in top shape in any aspects of their lives, they bring all kinds of excuses in order to avoid doing the things which they must do regularly and consistently. Let us assume that you have agreed with your fitness coach that you run every day for an hour, five times a week. You meticulously follow this routine for one week. The first day of the next week after you come out to run, you find out that it is raining. Now, if you are just interested but not committed, you will waver and say to yourself, *" Oh shoot, it's raining today and if I run, I will get wet and what if I get sick and catch cold, etcetera . . . missing one day from time to time is okay."* It is most likely that you will go back home and give up the exercise.

However, if you are committed, you will say to yourself, *"Oh, I didn't realize it was raining. Let me rush back and get my rain gear, so I can protect myself from getting wet."* You could also replace the running outdoors with several other options:

- You take your car to the closest gym and use the treadmill, or if you do not want to spend any money,
- Go to the nearest mall and walk indoors;
- If you live in a multi-story apartment, you could climb the stairs to make up. Several years ago, I was living in a 22-story

> condominium with an L-shape floor and had two exit stairs about 80 metres apart. In the winter, I will start at the ground floor take one stair up to the second floor, walk to the other stairs 80 meters away and take it up to the third floor, then walk to the first stair and go to fourth floor. Repeat this all the way to the twentieth floor and back . . . a walk of over 3 kilometres and a climb of 20 stories.

When you are committed to anything as a necessity or a must, if you encounter a challenge, your imagination gets activated and you become creative and come up with such innovative solutions and possibilities that you never thought existed: *"necessity is the mother of invention"* and *"when there is a will there is a way."* Olympians are committed to excellence and have an extraordinary level of self-discipline. They should be considered as role models.

People who are not committed are afflicted with procrastination and a disease that John Assaraf calls 'Excusites.'- making excuses not to do what should and can be done.

There is a great video from Dr. Mike Evans on YouTube on the subject you may find interesting. The link is: *http://www.youtube.com/watch?feature=player_detailpage&v=aUaInS6HIGo*

Posture is the second thing included in this section. Posture is an important factor in health, not only in how we move, but also in how we sit or lie down and for other conditions. You

should be aware of the impact of posture on your health, not only when you are on the move, but also during the activities of other health quadrants.

In a previous chapter, we covered the concept of Expansion and Contraction. While they cover various aspects of life such as mental, emotional, spiritual and physical, the last one is closely-related to our posture. The physical manifestation of contraction is that our head is down, our shoulders are tense and drooping, our breathing is shallow and we feel tension all over our body. When we are in expansion, we hold our head high, our shoulders are relaxed and straight, our chest is pushed forward and our breathing is deep. This is what Tony Robins refers to as STATE. There is a direct correlation between our physical state and our emotions. If we remain in a state of contraction, very soon we will experience negative emotions. If we experience positive emotions they will affect us and we will move into a state of expansion. In the words of Tony Robbins, *"our emotions are determined by motion,"* which directly affects our posture.

I have seen many videos of Tony Robbins' events and have attended the "Unleash the Power Within" and done the fire-walk where people walk barefoot over 1,200 to 2,000 degrees Fahrenheit hot coal for over 20 feet without any burns. So I know firsthand the effects of state on our ability or inability to do things. The physical requirements of the fire walk (which is a small component of the whole STATE) is a particular posture – looking straight ahead, holding the head high and the prefrontal

cortex higher than the rest of the body , and reciting a particular mantra all of which helps to keep you in a high energy state.

The posture also affects other body systems (skeletal and nervous systems in particular) and has a direct impact on the body's ability to heal itself. As Dr. Bryan Sher says, *"The posture is an indicator of the status of the spine. The spine conducts the nervous system which is powering the entire body with signals from the brain. If the transmission of the signals to any part of the body is disrupted or compromised, then that part of the body will not function properly and to its full capacity."*

When we develop bad posture habits especially in relation to how we hold our head and neck, the natural curvature of the spine is altered. This puts pressure on the nerve cords that pass through the spine and prevents the nervous system to function in top shape which compromises the ability of the various systems to communicate with the brain. So, when there is trouble in any part of the body, the brain will not be able to devise an appropriate solution and the body will not be able to heal itself properly and in a timely manner.

In the Olympic spirit, for people who aspire to lead their lives from the zone, it is important to be aware of the importance of posture. A consultation session with a chiropractor will help to determine if your posture is correct and if it is supporting you or if it needs improvement. Until you have such a consultation, you can do a self-assessment by being aware of your posture

while performing different activities. As a rule-of-thumb, a correct posture in the standing position is when you draw a hypothetical vertical line *"from beside your ear to the floor - it passes in front of your main anklebone."*[1]..)

Rest Well

To give our body an opportunity to repair itself and to recover from the rigours of daily activities, we need to establish habits and rituals of relaxation. These include adequate amounts of sleep and a variety of rest-and-relaxation tools. Sleep is an essential factor in our health. It helps most of the systems in our body to go into idle mode so they can recoup and repair themselves. Even though most medical professionals say that we need eight hours of sleep on a regular basis, I know many people who perform very well with less sleep than that. I think that eight hours of sleep as a rule-of-thumb is fine, but there will be variation for people based on factors such as age, weight, and the types of work and physical activities in which people are involved.

In my personal life, I have experienced over the years that I feel more energetic when I wake up naturally, rather by an alarm clock. I wake up without the help of an alarm clock in about 5.5 hours and feel energized. If I go back and sleep for another two to three hours my whole day is spoiled. My blood pressure drops and I feel lazy. If my health practitioner will advise me that I need to increase my sleep to eight hours then I will do so gradually over a period of two to three weeks so that I do not experience

the negative effects of the sudden change. I recommend that you consult with your health practitioner to assess your situation and determine what will be the optimum sleep for you and then adjust your schedule to follow through.

Many highly-successful people I know, or know about, have a consistent schedule for their sleep, whether they are at home or travelling. They sleep early and start their day early (around 5 in the morning). They also have consistent routines or rituals that they follow and have vigorous disciplines about their rituals - (when to wake up, exercise, meditate, write their journals, have a healthy breakfast, and so on.)

In addition to sleep, there are other tools that we can use in order to rest. Meditation is one of them. Human being lives in two states - the awake state and the sleep state. In the awake state we are alert to our surroundings and all our body systems are functioning in the active mode. In the sleep state we are restful, and oblivious to our surrounding and all body systems are functioning in the rest or passive mode. In meditation we transcend these two states. In deep meditation, we are as alert to our surrounding as we are in the awake state, and yet as restful as in deep sleep. More information on meditations is included in Chapter 8, Section 6. Spiritual Tools for Stress Management.

In Chapter 7, Section 2, we touched upon a human need called variety or uncertainty. According to Tony Robbins uncertainty is a basic human need. It is also at the bottom of the

hierarchy of the needs. I believe that anything that will create some variety or uncertainty can be added to the toolbox of Rest Well. So, besides meditation which does bring variety, there are many other tools which are covered in the previous chapter in the various sections can also be included in this toolbox.

Think Well

This is the least understood component of health and yet, extremely important. It is understood that in the awake state, human beings are in continuous conversation, either with others or with themselves. Conversation lives in the language, which we covered in Chapter 2 under the Barrier of Language. In that chapter, more emphasis was put on vocal conversation with others and the underlying paradigms and assumptions that determine the nature of the conversation. Here we are looking at the silent conversation with self, which is also referred to as mental chatter. This conversation is also affected by our assumptions and paradigms.

In Chapter 1 we discussed the concept of the Reality Loop for individuals and determined several nodes in the loop (Beliefs, thoughts, feelings, actions, outcomes). We said that all of these are the result of the 3 Es in our input Box. Those 3 Es (Environments, Education and Experience) determine our belief system which leads to our thoughts, emotions, actions and our outcomes. Health is an outcome; wealth is an outcome, and so is every other thing that we have. Therefore, our health is affected

by our beliefs and thoughts in a big way. Our thoughts are the result of what we have in our input box. If that box is filled with a negative environment and life experiences, then our thoughts will be negative and pessimistic. The result of those thoughts will be anger, frustration, depression, anxiety and a host of other negative feelings detrimental to our health. Research has shown that for the vast majority, about 65% of their thoughts and self-talk is negative. Find out where you stand.

On the other hand, if your input box is filled with great experiences and supportive environments, your beliefs and thoughts will be positive and optimistic, and grounded in a friendly and supportive universe. In such a case, your thoughts will prompt you to actions that will enhance your health. That is why thinking is an important factor in creating abundant health and it is your responsibility to make sure your box has plenty of positive experiences, and your environments are designed to support you and your reality loop is positive. It is okay to accept the advice of people who tell you to think positive but it will be frustrating if your conscious thinking is positive and your underlying belief system is negative. Therefore, you need to make sure your 3 Es box is filled with positivity to make you think well.

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In my live seminars I tell people that my seminars are designed for those people who are leaders and ask, "Is there anyone who thinks that s/he is not a leader?" Most often participants

are confused. They understand once I explain that leaders - as we conventionally understand - lead organizations that are made up of a myriad of people and systems that constantly interact with, and impact each other. The leader's job is to make sure the organization is healthy and all the systems and processes are running smoothly. That is what makes them leaders.

In a similar way, the human body is also a complex organization with a multitude of systems that interact with and impact each other. We can call it, "Me Inc." As a person responsible for the well-being of the body, each one of us is a leader of our own "Me Inc." and we need to be aware of the various systems in our body, so that we consistently do things that will keep these systems in top shape. Considering that most of us do not know much about our body and have limited knowledge and understanding of the various systems, it is important to have a health coach, doctor, mentor, advisor, or some type of consultant to make sure all the systems are working and your health is in top shape.

Here is a list of the major systems that make the body function. Each of the systems has to perform multiple functions, one or two of which are major functions and the others are minor, but all of them affect each other in multiple ways:

1. **Cardiovascular Circulatory System** – Includes the heart, blood and blood vessels. It is important to remember that a person can be brain-dead and still alive but dead when

the heart stops pumping. The circulatory system carries nutrients and oxygen to all body cells to keep them alive. It also carries the various hormones that are required for the function of other systems and organs.

2. **Digestive System** – Includes mouth, teeth, stomach, intestines, liver and several other smaller organs. Its main function is digesting the foods and liquids a person consumes each day and to absorb and supply the body with essential nutrients and energy.

3. **Endocrine System** – Includes the glands in different parts of the body that secrete various hormones that regulate other body functions and help maintain homeostasis. They include such glands as pituitary, pineal, thyroid, thymus, adrenal, pancreas, ovaries in female, and testes in male. Information for regulating other functions is transmitted as chemicals through the blood system.

4. **Integumentary system** – In the human body this system includes skin, hair and nails. This system protects the body from external damage. The system has many other functions too, among them are waterproofing, cushioning and protecting the deeper tissues, getting rid of wastes, regulating temperature and housing the sensory receptors to detect pain, sensation, pressure and temperature. It also absorbs vitamin D when exposed to sunlight.

Our skin also plays a major role in keeping us interesting and appealing to other human beings. Imagine if we did not have our skin, we will repel almost everybody, and people will avoid socializing with us. People cannot tolerate the sight of exposed flesh and blood. Perhaps this fact is partially responsible for the post-traumatic stress disorder in those who participate in wars and see flesh and blood of the casualties and victims.

5. **Lymphatic Circulatory System** - This is a secondary circulatory system that includes tonsils, spleen, lymph ducts, glands and nodes. Among the many functions, it is responsible for producing white blood cells, fighting disease, filtering and carrying away the waste material from the body cells for disposal through exhaling. Among the health tools mentioned in the four quadrants above, deep breathing is a great tool for stimulating this system.

6. **Muscular System** – Includes the muscles that are visible under the skin and all the invisible muscles such as the heart, the muscles that line the blood vessels, stomach, digestive tract and other internal organs.

7. **Nervous System** - Includes the central and peripheral nervous system. The central nervous system includes the brain and the spinal cord and the peripheral nervous system is divided into the somatic nervous system and the autonomic nervous system. It acts as the command-and-control

system for body functions. It communicates commands and transmits information in the form of electrical signals. The nervous system in the body is similar to the national intelligence department in a country. It collects data and transmits it to the central command (brain) for assessment and determination of possible actions.

8. **Reproductive System** – This includes all organs that are used in the process of reproduction and the continuity of the species. This is one system where there are major differences between men and women. Taking good care of this system is not only important for our personal health but also determines the wellbeing of our children and future generations.

9. **Respiratory System –** On the surface, this system includes the lungs, diaphragm, mouth, nose and the pipes that connect the lungs with the nose and mouth. Its main function is to take oxygen into the body cells and expel carbon dioxide from the body. In reality all the body cells participate in this process. They all need intake of oxygen and release carbon dioxide. Among many things that are harmful for respiratory system are air pollution and smoking.

10. **Skeletal System –** Includes all the bones in the body including the skull, the spine and rib cage and extremities. Besides acting as scaffolding for the boy, it has a multitude of functions. The skull protects the brain, the ribcage supports

and protects all the internal organs in the chest and the spinal cord goes through the spine. In addition, the bones contain marrow that produces red blood cells that carry oxygen and nutrients throughout the body, and white blood cells that protects the body by fighting harmful bacteria. See also posture in the Move Well section above.

11. **Urinary System** – It consists of the two kidneys, ureters, the bladder and the urethra. It shares some elements with the reproductive system. The purpose of the urinary system is to filter the blood to eliminate waste from body, regulate blood volume and pressure, and help maintain electrolyte, metabolite and blood pH. Urine is formed, which is then eliminated from the body.

All of the above systems are interdependent and loss of function in one system will adversely affect others. As such, some organs and body parts are part of more than one system and a single function. To manage and make sure all these systems work in harmony is a huge 24/7/365 job. Luckily, most of the functions and processes of these systems are on automatic pilot and we don't have to worry about them. Our responsibility, however, is to make sure we check regularly that the systems are working in top shape and provide them with the necessary nutrients, rest and exercise so they can function properly and can maintain and repair themselves.

I want to end this chapter with the following table to assess and monitor the 4 quadrants of your health.

	Weekly Health / Wellness Activities Log For discussion with your nutrition, fitness and health professional		
	Breakfast 6:00 AM - 9:00 AM	9:00 AM - 12:00 PM	Lunch 12:00 PM - 2:00 PM
Eat/Drink Well (Balanced intake of Proteins, vitamins, Carbohydrates, Minerals, Fiber, Water, Freshly Squeezed Juices, etc.)			
Mon			
Tues			
Wed			
Thu			
Fri			
Sat			
Sun			

	2:00 PM -6:00 PM	Dinner 6:00 PM -8:00 PM	Late Night 8:00 PM – 11:00 PM
Eat/Drink Well (Balanced intake of Proteins, vitamins, Carbohydrates, Minerals, Fiber, Water, Freshly Squeezed Juices, etc.)			
Mon			
Tues			
Wed			
Thu			
Fri			
Sat			
Sun			

	Move Well (Adequate Amount Exercise, physical work, Posture awareness, Etc.,)			
	Indoors (Min)	Outdoors (Min)	Posture Awareness	Others
Mon				
Tues				
Wed				
Thu				
Fri				
Sat				
Sun				

	Rest Well (Optimum Amount of Sleep, Relaxation , Breathing Exercises, meditation, prayers)			
	Sleep (Hrs)	Relaxation (Min)	Relaxation (Min)	Others
Mon				
Tues				
Wed				
Thu				
Fri				
Sat				
Sun				

	Think Well (Mental Chatter, Language Paradigms, Life Philosophy, Belief System, Mantra, Etc.)				
	Mental Activities	Paradigm Evaluation	Intentions Clarification	Value Clarification	Others
Mon					
Tues					
Wed					
Thu					
Fri					
Sat					
Sun					

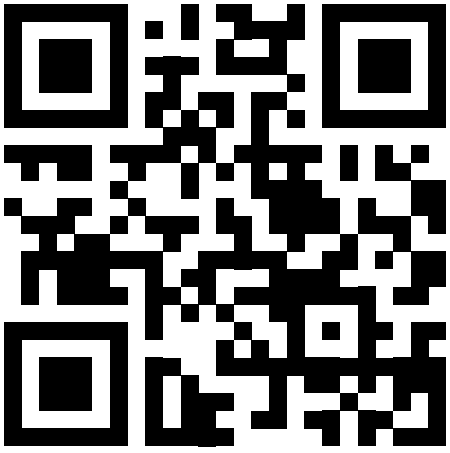
Log your activities in a copy this table by hand for a period of two weeks minimum - or even better - create a digital copy of the chart, so you can enter the data through your computer, laptop or handheld devices. Take the info with you for assessment and consultation with your health, nutrition and fitness practitioners who can determine if your current routine is okay or needs adjustment. Also inquire about your activities in the 4 quadrants and how they affect each of the major systems in the body. It will provide you the clarity that you need in order to have abundant health and maintain it that way.

In the light of this assessment you can determine where you need to make improvements in order to maximize your health and live in your Zone of Excellence. The additional benefit of the digital version is that you can now choose to use this all the time or whenever you want to use it for self-assessment or for regular revisits with your health practitioners.

1. *ABC's of the Human Body*, Reader's Digest Inc. 1987, pp 172 -173

2. See Index (p. 332) for more information on interviewed leaders who gave me permission to use material from the interview in the book.

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CHAPTER 10

LEADERSHIP AND PERSONAL WEALTH STRATEGIES

"Money has to serve, not to rule."

Pope Francis I

Understanding wealth and how to deal with it effectively and holistically is another tool that helps us in so many ways. It helps us in stress management because many stressors are related to wealth. It helps us clean up some of the 9 environments that surround us. It helps us to satisfy many of

our needs including the need to contribute and help others in satisfying their needs. Money or lack of it causes a lot of stress in family relations and for many people even in the workplace.

If we were to ask people what wealth means to them, most will say that wealth is the amount of money which they have or the physical assets which they control. While this is partially true, actual wealth is much more than the physical assets. In this chapter, we are going to look at wealth in a more holistic way so that it becomes a major toolbox in the arsenal of leadership. In order to simplify understanding of the various aspects of wealth we will use the word asset and wealth interchangeably.

The Four Compartments of the Wealth Toolbox

Imagine that your wealth is a toolbox of four compartments full of tools that you can use in your everyday activities and for the ultimate goal to gain pleasure and avoid pain. Each compartment is filled with a number of tools that have similar characteristics and closely-related to each other. Even though these tools are put in different categories for better understanding, they are all related to and impact each other.

1. **Core Assets**

The first compartment has all the tools categorized as Core Assets. These include your family, your health, your culture

and heritage, your value system, your unique abilities, your Self Environment and your Memetic Environment.

2. **Experiential Assets**

The second compartment contains all your experiential assets. These include your work and life experience, your education, your networks, and your alliances.

3. **Goodwill Assets**

The third compartment contains the goodwill Assets that you have accumulated in your private and public lives. These include your trustworthiness, credibility, reputation, branding, contribution and gratitude.

4. **Physical Assets**

The last compartment contains all your physical assets. These are the most tangible tools and can be equated to some of your tangible environment described in Chapter 6. These include your finances; your house and real estate holdings; stocks, bonds plus other securities; your businesses, cars and other physical assets.

As you can see, some of the assets are related to the various environments which we covered in Chapter 6. There we discovered

that our environments can inspire us to forge ahead or expire us, drain us of our energies and limit our abilities to move forward. The same applies to each compartment of our wealth. Similar to the influence of various environments on each other, the various types of assets also affect each other and we require having a balanced and holistic approach to dealing with them.

In Chapter 2 the CANEI principle was described - in order to remain in The Leadership Zone and be a contributing member, you need to apply the principle of "Continuous And Never Ending Improvement." The same principle applies here. The tools in the four compartments require regular maintenance and improvement. If you neglect one of the compartments, its tools will become rusty and ineffective. In time, they will change from an asset to a liability and will affect the other compartments too. That is why you need to invest time in each compartment every day and put effort into improving each of your assets regularly. Otherwise, you will not be the best steward of your wealth and will lose the right to have it.

Research has shown that people who immigrate to North America to pursue their dreams in the *"land of opportunities,"* work very hard to improve their physical assets and many of them succeed. However, whatever wealth they leave to their children is usually lost by the third generation. A major factor in this phenomenon is that the newcomers focus most of their attention and energy on one compartment of wealth and ignore the others. They focus on increasing their physical assets and

pay very little attention to the core assets (family, heritage and values) which motivated them to acquire the physical assets in the first place. As a result, their children do not grow up with the same values of family, hard work and appreciation of wealth. The children end up inheriting a lot of money without the mindset of how it was made and the appreciation, gratitude and responsibilities associated with ownership of money. In short they are not good stewards of the wealth and squander it.

That is why it is important to have a holistic approach to wealth and to pay attention to all four compartments. At different times in your life you may need to pay more attention to one or the other, but to have a balance growth it is necessary to spend some amount of time and energy on all four in order to continuously bring improvements.

Since each person's reality loop is unique and different, it is clear that most of the components of wealth will also be different for each individual. In general, the formula of (UrB x UrD = UrO) applies here too. Therefore, it is important that you assess the current status of your wealth and determine where you are and where you want to be and then make a plan to put more effort and energy into those areas that need most attention.

Wealth is a team sport, so it is your responsibility to create your power team of wealth - a team of coaches and advisers who will help you to be clear with your vision and a team of people who will support and help you implement your plans to realize that vision.

Income and Finances

Of all the wealth components, income and finances are probably in the minds of everyone most of the times. They are tangible and their influence on all other aspects of a person's wealth and life are also very evident. So, in this section, I want to explore them briefly and provide some perspective and food for thought. This section is closely related to the Financial Environment (Chapter 6) and it is recommended they be studied together.

It would be great if, from the early start, people set their goals to reach financial independence as quickly as possible. The reality is that most people don't even have written goals around their finances. Most of those who do have written goals are not very ambitious. They only want to get by, be debt-free, and hopefully have a small reserve for a rainy day. Perhaps that is why most people do not perform at their peak potential in this area and very few are in their zone of excellence.

Income

We all have the same 24 hours in a day. So, why is it that some people can make more money than others when we all have the same amount of time at our disposal? Our income is the direct result of who we have become and how we are doing things. Our financial wealth is the result of how much income we have and how are we managing it. So the answer

is in the formula of (UrB x UrD = UrO). If you are not happy with your current result, you either make an effort to become a different version of yourself to earn the right to higher income, do things differently or do both.

Raymond Aaron says that your income is equal to what is in your box and in this respect your box is your (UrB x UrD = UrO). *"You cannot escape earning an amount of money consistent with the items in your box."* To me that is the 3 Es Box in the Reality Loop. So in order to change your income you need to change the content of your box.

One critical item in your box that determines how much money you earn is your relationship with money and that is determined by your belief system. Some people have a very unfriendly relationship with money. To them money is bad. Money is evil and those who have it are also evil. Money corrupts people and people cannot become rich by hard, honest work.

When we hold this kind of belief system, we not only create unfriendly relations with money but we also think negatively of people who have money. We inherently believe that because we are good, honest and hardworking people, we do not want to be associated with people who are corrupt, dishonest and who have amassed their wealth in an unwholesome way. We make every effort to avoid them and create environments around us that protect us from them and from the evils of money.

A smaller group of people think differently and have a different belief system. They believe that money is just a tool and a tool by its very nature is neutral. Whether it is used to help people or to harm them depends on the character of the person who owns it.

When we hold this kind of belief system, together with the belief that we are good, honest, hardworking people, we develop a more positive relationship with money, such as *". . . money is important, money is freedom and money makes life more enjoyable."*[1] In this situation we will create environments that will give us the ability to have access to more money and moneymaking opportunities.

Both T. Harv Eker of Peak Potentials and Anthony Robbins refer to the metaphor of an *"inner thermostat."* They claim that, based on our upbringing (reality loop), we establish an inner standard for how much money, success, happiness, weight, and so on we should have and deserve. That inner standard works like a thermostat in a room that controls the temperature. If, due to some conditions, the temperature rises above the set point, the Air conditioning kicks in automatically to bring the temperature to the set point. If the temperature drops, then the heating system kicks in to raise it back to the set point.

Our inner thermostat is set and works subconsciously to a limit that our subconscious mind determines we are worth and deserve in the area of success, money, weight, happiness, and so on, to keep us in our comfort zone. If by chance we go above or below that set point, we will unconsciously take

actions to bring us back to the level of the set point. So, if for some reason we lose money, we will take actions to bring us back to the level we previously had. If we have a windfall and make more money than our money thermostat setting, we will sabotage ourselves and find ways to lose it. Lottery winners are a good example of this phenomenon.

We cannot stay outside our comfort zone for very long. When we find ourselves outside of it, we have two choices: either we retreat to our comfort zone (happens in most cases) or expand our comfort zone to include our new status. Most growth happens outside the comfort zone and if you want to be in and remain in the leadership zone, you need to consistently expand your comfort zone by applying the CANEI principle. If you want to have more money, you need to change the setting of your money thermostat by expanding your comfort zone and making changes in our Inner World to reflect what you want to manifest in your Outer World. This will require crashing through some inner barriers. (Refer to Chapters 2 and 3 barriers.)

Regarding the outer world, there is a rule of thumb that says YOUR INCOME IS DIRECTLY PROPORTIONAL TO THE VALUE YOU PROVIDE TO PEOPLE, AND HOW MUCH THAT VALUE IS WORTH AS DETERMINED BY THE MARKET. In other words, if you have a product or service that the market values at $100 per unit, your income will depend on how many units of it you can deliver in a specific time, and the system you have put in place to deliver it. So if you can provide 10 units to the market in one week, then your income will be $1,000 in that week. If you can deliver 100 units, your income will be 10 times more at $10,000.

Another example: let's say you provide personal development seminars to groups of people and the market values the content of the seminar at $97 a person, for a 3-hour session. Your income will depend on the number of people you can attract to the seminar. If 100 people attend, your income will be $9,700. If 1,000 people attend, your income will be 10 fold at $97,000 with marginal additional cost to you.

Table 10.1 shows four types of income and the various sources from which you can get each. The table is very useful for assessing your own income and finances to plan your finances effectively and reach your goal of financial abundance.

Table 10.1 - Income Types

No	Income Type	Details of Income
1	**Linear**	Linear income depends on the time you spend in earning it. It includes such sources as hourly wages, salary, paid overtime, commissions, consulting fees, professional services, etcetera. The incomes of most people who are employed by others or organizations come under this category. If you want to increase your income, you have to put more hours into working.
2	**Residual**	Residual income can be either passive or active but generally, it is the kind of income for which you initially make an effort to create the source of income and later on it generates income for you without inputting much more effort. This includes sources like rental properties, commission staff, renewals of services, royalties, return-on-investments such as interest, dividends, and so on.

3	**Amplified**	Amplified income is when you leverage other resources to earn income without inputting additional hours. This includes sources such as the people you employ to work for you, subcontractors, sales-based multilevel-marketing (MLM), strategic alliances, client contracts
4	**Windfall**	Windfall income is when you do not put any effort into creating the source of income, such as appreciation of real estate, stocks, registered retirement savings plan, winning the lottery, bonuses, raise in salary, and so on.

Now that you have a glimpse into the various types of income, find out your income mix, using Table 10.2 below. Use your income for the last year for which you have paid taxes. Find out the percentage of each type of your income.

Table 10.2 – Income Ratios

	Income Type	**Current Income (in your currency)**	**%**	**Desired Income in 5 Years From Now**	**%**
	Total		100		100
1	Linear				
2	**R**esidual				
3	**A**mplified				
4	**W**indfall				

Once you have determined your income and your current mix ratios, think of how much your income should be in five years from now. Be ambitious, think big and prepare to play

big. Think of the fastest way to reach financial abundance and independence. Think of increasing the ratios of the incomes other than linear, such as Residual, Amplified and Windfall or **(RAW)** income. You will not be able to achieve your ambitious goals by focusing on the linear income because of the limitations attached to it. Depending on how much money and other assets you can allocate for investment, your financial advisers can help you set up a system that is customized for your specific situation.

Personal Financial Management Systems

Once you know about your income and the ratio of the mix involved, the next step is how to manage your income in order to help you reach your goals quickly. There are several methods already used by people with varying degrees of success. I believe that each person has special conditions and once they find that a particular method resonates with their thinking, they can then customize the method to suit their unique circumstances.

In this book, I refer to two methods that I think are good bases for income management. I find that most of the others are subsets of these two. Both methods have several common elements some of which are:

A certain portion of the income should be saved and invested for future use. Some people call this part an emergency fund or money for a rainy day. Others call it long-term saving for

future spending. I personally prefer the latter because it has more positive vibration and sounds more attractive and motivating. This money can be used for buying durable items such as car, furniture, television set, computer and similar goods.

A certain percentage of the income is to be given to charity. This act has multiple benefits both for the givers and for the community around them. Psychologically giving away some money to needy people and worthy causes makes the givers feel rich. It gives them the opportunity to express their gratitude for the abundance with which they are blessed. It helps them to improve some of the other compartments of their wealth as well as some of the 9 environments. In addition, it helps the community as their charitable donations improve the livelihood of less fortunate individuals and improve the services in the community, which helps everyone.

A certain percentage of the income is to be invested to generate more income for future use. It is also called the Financial Freedom Fund or Account. It is important to view this amount as if it is a payment for a loan that you owe yourself and take it off your income, as if your actual income is less by this amount. This portion is also going to help you make your money work for you rather than you working for your money. This investment is a good tool to change the ratios of the future income – the ratio of the linear income to RAW income.

A certain percentage is to be used for satisfying your daily necessities of life.

The two methods referred to earlier are:

1. **The 30/70 Method**

This is a classical method, the root of which may go to biblical times, but most recently has been promoted by Jim Rohn. In a nutshell, you take your net (after tax) income and allocate it as follows:

1. Save 10% of your income (Passive).
2. Invest 10% of your income (Active).
3. Give 10% of your income to charity.
4. Live with the remaining 70% of the income.

Some experts advise that we differentiate between our needs and our wants. Initially, when our income is low, we focus on our needs and necessities and as the income increases, we add some of the "wants" and luxuries to our lives. That way we can make sure that we stay within the ratios given in this method as well as in the following method. Some people are not comfortable with using only 70 percent of their income for living, considering the idea impractical and not possible for them. If you are one of these people, I would like to remind you that at one time you were making and living with 70% of what you are making now.

If you could do it then, you can do it now, especially since the 70% will be growing every year as the return on your investments starts coming in. The other way to make sure 70% will suffice is to focus on making more money.

2. **The Six Jars or Financial Management Pie Chart**

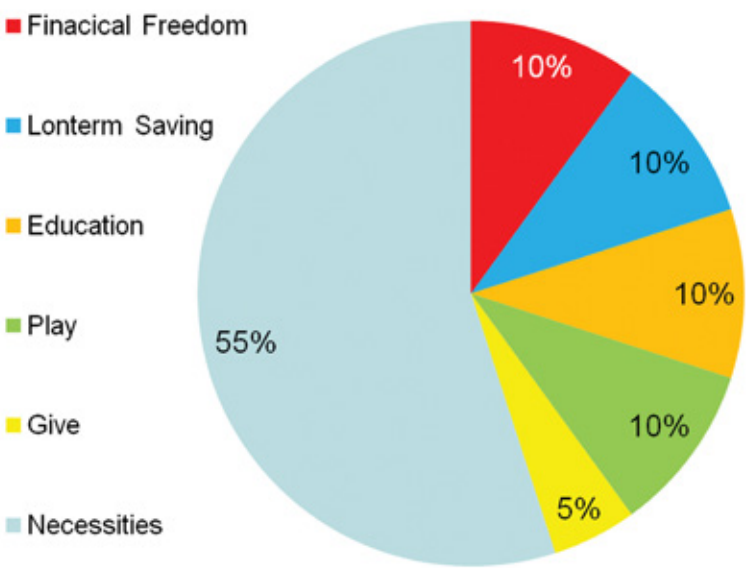
This is a more detailed method of managing finances and is promoted by the Peak Potential Group in their Millionaire Mind Intensive program. They call it the 6 Jars System. Others who have similar systems refer to it by a different name. Here, I prefer to call it the Pie Chart as per Figure Fig. 10.1.

In this method, the income is divided into 6 portions.

1. **Financial Freedom Account (FFA) 10%** is to be taken off the top of your income and used for investment. It should be invested in such a way that you do not have easy access to it. That way, even if you feel hardship the money is not available for spending and and works for your ultimate financial independence. You can even make it part of a trust fund whereby even your children cannot liquidate the principal and it can remain invested in perpetuity. Only the proceeds from the investment can be used by those who inherit the trust. Think of what a legacy you will leave behind decades and centuries after you are gone.

2. **Long-Term Saving for Spending Account (LTSS) 10%** is the money you save to acquire such items as home appliances, children education, vacation, car, emergencies, and so on.

3. **Education Account (EDU) 10 %** is the money you put aside for your own education. With the speed of change in the workplace with regard to new technologies, systems and processes, you will stay behind unless you consciously and continuously improve your skill set. This money can be used either to improve technical skills and training, or it can be used for education and personal development, for improving your UrB and UrD.



10.1 - Financial Pie Chat

4. **PLAY Account (PLAY) 10 %** is for having guilt-free fun and pleasures. This amount is not to be saved for long stretches of time. It should be spent at regular intervals – from a month to a maximum of three months. Going to a fancy restaurant or treating yourself to a massage or a short weekend vacation or any other fun things can be funded from this account.

5. **Give Away Account (GIV) 5 %** is used for charitable activities. If you want to give more, then take some from the NEC account or make more money so that 5% will be as worthwhile as you think. The benefits of giving are already covered elsewhere in this section. It should be noted that people of certain faiths (Muslims) are obligated to give a certain percentage (generally 2.5%) of their wealth as Alms in order to purify it. In addition to obligatory alms, they are strongly encouraged to give to charity for rewards in the hereafter. There are many rewards in this world too, as we pointed out earlier in this chapter.

6. **Necessities Account (NEC) 55%** is the amount of money to be used for all the necessities of life. This will include such items as food, shelter, transportation, utilities, and so on. If, for any reason, people think that 55% of their net income is not enough for their necessities, then T Harv Eker has good advice for them. He says that you should *"simplify"* your life to the level that 55% will be sufficient.

Previously, we talked about wants and needs. As your income increases, you add some of your wants to your needs. I am hoping that with all the tools that are included in this book your income will reach a level where the necessities can be satisfied with a much lower percentage of your income and, as a result, you can increase the allocation for the GIV, FFA and other accounts. My preference is for this method, compared to the 30/70 method. This method is especially good for people who are detail-oriented and can keep good records of their financial transactions.

I prefer this method for another important reason too. Finances and managing them are a major source of stress in home life and family relationships. If both husband and wife agree to manage their finances using the Pie Chart system, a lot of tension and stress that strain their relationships will be eliminated. When they want an appliance for the home, they check their LTSS Account to see how much they have saved. If the funds are sufficient, they go ahead and buy, or they wait until they have sufficient funds for their goal. There will be no need to argue about it. Similarly, there will be no dispute about buying an appliance or going on vacation, or one of them taking a personal development course to prepare for promotion at work, etcetera. There are separate funds for each of those activities. That is why I call the Pie Chart as a Relationship Chart.

1. T. Harv Eker, Millionaire Mind Intensive Affirmations



GOAL SETTING AND GOAL ACHIEVING

"Great things are accomplished by talented people who believe they will accomplish them."

Warren G. Bennis

By now you have received all the tools that you need to design your life in harmony with your purpose, to maximize your potential and to lead your life from the Leadership Zone or your Zone of Excellence. In this chapter, you will find the most important tool of all: how to realize that

potential and how to use all these tools in the most effective way. That tool is to set goals - WRITTEN GOALS - and achieve them.

When you set a goal and WRITE it down in a certain way, it puts in motion a unique set of forces that creates miraculous outcomes. The focus here is on writing it. The power of the written word cannot be denied.

The power of the written word also has a great significance in human history. We know about the history of our ancestors because of the written words they have left behind and our ability to decipher them. We know very little about the people who did not leave a written legacy. We can also see the impact of written words in relation to religions. Of the hundreds and perhaps thousands of religions that have existed throughout the human history, the greatest impact has come from those few religions that have written books to represent and preserve their codes and edicts.

To put in writing an idea or a thought creates clarity, and clarity is very powerful. As conventional writing goes, clarity is gained by putting our thoughts into draft form, reviewing it and changing the words to make our thoughts more lucid and articulate before they get into a final version. This same process makes our written goal a powerful tool.

Before going into the detailed steps of goal setting and goal achieving, let's provide some background to each. Goal

Setting is a rational action. Goal Achieving is emotional. As such success in each case is determined by different factors. Table 11.1 shows the different requirements for each.

Table 11.1 – Goal Setting and Goal Achieving Requirements	
A. **Goal Setting:**	B. **Goal Achieving:**
1. Intention	1.Commitment
2. Commitment	2. Attention and Focus
3. Clarity	3. No Tension

With the above in mind let's proceed with the details for goal setting and then goal achieving.

A. **Goal Setting Requirements:**

1. **Intention**

Intention is a powerful tool in all human endeavours and achievements. Nothing happens in our lives and around us without intention. In Chapter 7, Section 1, Intent was also identified as one of the 4 Cores of Credibility. In relation to goal setting, intention is critical. When you set your goals in order to live by design, you must have clear intentions as to what that life is going to be. Your intentions should be in harmony with your life purpose, which hopefully you clarified in Chapter 2 after overcoming the Barrier of

Purpose. You can clarify your intention by answering the following questions:

What do you want to accomplish?

When do you want to accomplish it?

Where will you be when it is accomplished?

Why do you want it? What are your drivers and motivators?

Whose help will you need?

How are you going to accomplish it?

2. Commitment

Commitment is another powerful tool in all human achievements. That is why it is a fundamental requirement for setting and achieving goals. In Chapter 2 - The Barrier of Purpose, commitment is referred to as number 1 of the 7 principles of having a passionate life. In relation to goal setting, one way to increase your commitment is to do the following: once you write your goal, tell others about it. This will increase your determination for achieving it. Once people know about your goal and commitment, you will lose your credibility if you give up. In addition, there are other advantages in telling people about your goals:

1. Some of them will help and support you. Once they know what you want, they can offer their own support and help or they can connect you with other people who can help.

2. Some of them will laugh at you. They could be close friends, relatives and family who will even ridicule you and question your capability. This is not necessarily bad because you can use it as a negative Motivator (more on this later in the chapter).

3. When you tell others about your goals, you learn how to articulate them. The more you talk about your goals, the more clarity you get about what it is that you want and then you can focus on them much better.

3.Clarity

"Clarity is power" says T. Harv Eker and when you write your goal, you need to be very clear as to what is that goal. In many goal-setting seminars and in goal-setting literature, the experts talk of the acronym SMART goals. Yes, Goals should be **S.M.A.R.T.** as shown in Table 11.2 below.

Table 11.2 – S.M.A.R.T. Goals	
Specific	A goal should be one sentence and specific about one issue. You should avoid using "and" to include more than one thing in a goal sentence.

Measurable	A goal should be written in such a way that it can be measured either in time scale, space units or numbers.
Achievable	A goal should be achievable, which means that you are willing and able to act, and the goal does not violate any laws of physics.
Relevant	A goal should be relevant to your current or future status and your life purpose.
Timely	A goal should be achieved within a specific and reasonable time period.

However, I consider these five requirements necessary but not sufficient. Other requirements need to be included to make goals more effective and their achievement a reality. Here are some additional requirements:

1. Goals should be written in the present tense as much as possible. They are to be written as if already achieved. (See sample goals further down in the chapter.)

2. Goals should be written in positive language. Avoid using words like don't, not, never or any other negative terms. Goals should be written using the Language of Excellence as described in Chapter 2, Barrier of Language.

3. They should be your goals and not the goals of a parent or boss or anyone else. You should own them.

4. Your goals should support each other. Every goal should be written so it is not against your other goals.

5. Goals should be exciting and evoke emotions that are compelling and make you take action.

6. Goals should have a BIG WHY. Why have those goals? The written goal should be a clear and concise answer to the why.

7. They should be hierarchical and congruent in timeline. Goals for living by design should be long term (5 years minimum), intermediate term (2 to 3 years), short term (1 year) and immediate (monthly). All these goals should be in harmony with each other.

8. All your goals should grow from your life purpose. They should be based on your 100th Birthday celebration speeches, Your Primary Verbs and your Passions.

If any SMART goal is set and written with these additional eight criteria in mind, the possibility of achieving it increases by several times.

What could your Goals be about?

Considering the above criteria, goals can be set and written about anything that you want as long as they are in line with

your life's mission. However, for the purpose of this book and based on my personal experience, I recommend that goals be grouped in the 6 pathways described below which are focused on a holistic and balanced approach to life:

1. **Career:** This path includes the career/profession that you have chosen, whether you are working for a corporation, or have your own business. The goals in this pathway can be personal or your business or organization for which you are working.

2. **Relationship:** Goals in this pathway could be related to family, friends, colleagues or clients. Here again, the goals can be of a personal nature or they can be of business or organizational nature.

3. **Excellence / Effectiveness:** This is the pathway for personal effectiveness and the ability to maximize your potential. It is related to the content of the first five chapters of the book. The goals you set in this pathway will assist you with getting rid of the 6 barriers, to reach your leadership zone, to practice the CANEI principle in your life and to improve Your BEING. It will help you to be a better and bigger version of yourself. In the book, several assessment tools are provided and others are recommended. Any areas of deficit that you discover as a result of those assessments can be good candidates for your goals - to rectify and mitigate. This is where you can set goals to improve Your

BEING. You should use a portion of your EDU funds of the financial pie chart in Chapter 10, Fig 10.1 to expedite achievement of these goals.

4. **Asset Management:** This pathway covers everything that is related to finances and wealth that was discussed in Chapter 10. You can set personal goals as well as goals for your business and organizations that you own or work for.

5. **Training and Technology:** This pathway is to set goals for achieving new skills to stay at the cutting-edge of the rapidly-changing technologies. Goals in this pathway will affect Your DOING and will make it better. Use a portion of your EDU funds for this purpose.

6. **Environmental:** The Entire Chapter 6 is dedicated to the 9 Environments that surround you 24/7. Through the assessments in that chapter you would have discovered the messes that you have in each of the environments. This pathway is designed for setting your environmental goals, to clear up those messes and improve all your environments to support you.

You can have your long-term, intermediate, short-term and immediate goals in the same pathways. These six pathways are based on the CREATE™ format that was developed by Duranet Enterprises Inc. For more information on CREATE™, see Section D at the end of the Chapter.

Styles of Writing Goals

There are several ways you can write your goals. The two most popular are:

1. **Output Goals:** In this style the desired future result is stated as a goal, but the actions required to reach that result are not mentioned. An example of an output goal is "I am determined to release 5 kilograms of weight in August." It shows the final result but does not say how to get rid of 5 kilograms. Is it by swimming, running, diet or something else? Output goals show the desired result in relation to current status, only without the action steps that bridge the gap.

2. **Input Goals:** In this style, the action steps are identified and the desired outcome is only implied. An example of an input goal is, "I go to the gym four times a week in August." The action steps are clearly stated here. Yet, it is only implied that the purpose of those actions is related to fitness or weight release.

Two Approaches to Goal Setting:

Fig. 11.1 shows two approaches to goal-setting - the Conventional Method (I) and an out-of-the Box Unconventional Method (II) that is derived from modern-day neuroscience. Both of them are based on the Reality Loop described in Chapter 1 Fig. 1.2. In Method I, goals conform to the existing loop just

before Action takes place. That means that your SMART goals will be based on the current status of Your BEING and DOING as determined by your present reality. These goals can be relatively big and ambitious but limited to the OUTCOME = UrB x UrD.

In Method II the process is reversed. First, the desired goals are established. Then a plan of action including Strategy, Tactics and processes is created. Then the required environment, education, belief system and habits that will achieve the outcome are defined. In other words, you determine what version of Your BEING and DOING is needed to achieve those goals. Initially, your focus is on becoming the person who can achieve those goals. When that happens, achieving the goals becomes an easy job.

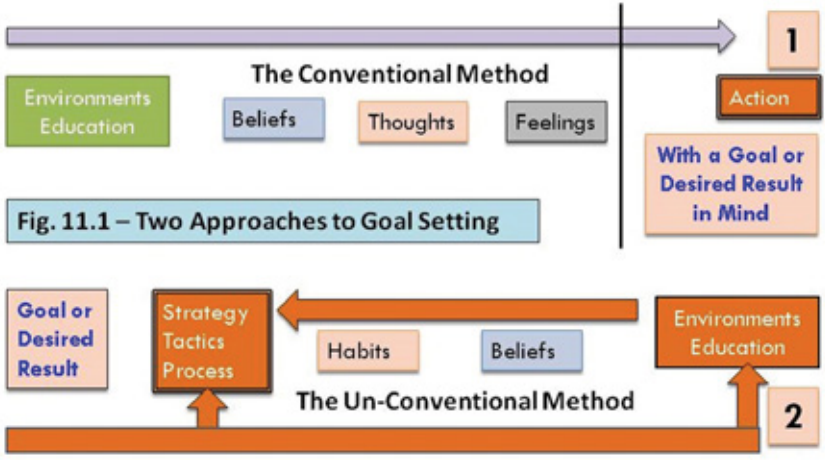


Fig. 11.1 – Two Approaches to Goal Setting

This approach has become feasible as a result of the discovery of Neuroplasticity through Neuroscience. It shows that the human brain is flexible and can develop

new neuropathways to replace existing ones. The pathways represent beliefs and habits. We are able to replace limiting beliefs by new empowering ones independent of our age. As such with conscious efforts and using modern technologies such as Neuro-Linguistic Programming (NLP), Emotional Freedom Technique (EFT), Brain Wave Entrainment, Hypnosis and others, we can establish a new belief system in short order to replace a limiting belief system and unsupportive habits.

In other words, using Method II you can improve Your BEING and Your DOING quickly to adapt to the size and magnitude of your goals. Therefore, your goals can be much bigger than the ones you can set by Method I.

Method II is also very effective for setting organizational goals. Once the goals are set, the required resources for achieving can then be determined and deployed based on the strategy, tactics and processes that have been developed as part of the goal-setting. This method is as effective at the strategic planning level as it is at the project management level.

.....

As promised in the beginning of the section, here are samples of some long-term goals that you can use as examples for setting your own goals.

As stated in the part under commitment above, these are my personal goals that I am sharing with you. I am hoping that some of you will be able to help me achieve them in the most effective way.

Table 11.3 My Long Term Goals (Dec 31, 2020)

1. Duranet Enterprises Inc. is a leading Leadership Development organization in Canada with a branch in each province.
2. Duranet has impacted the lives of more than 100,000 people through seminars, workshops, speeches, online programs and books.
3. I am the founding member of a community organization with multiple centres serving new immigrants in Canada, especially those of Afghan origin.
4. I am the founding member of an organization that creates employment opportunities for the people of my birthplace.
5. My peace proposal for Afghanistan is implemented successfully.
6. I advise the United Nations on issues of peace and prosperity in the Developing World.
7. Two of my books are on the Bestseller List.
8. I live in my custom-built 4-wing home together with the families of my 2 sons in optimal health.
9. I spend 3 hours a day with my family when I am in my hometown.
10. My net worth is $ xx million.
11. I earn $ xx K per month in passive income.
12. I appear on major TV Talk shows in North America regularly.
13. I visited all the holy places on my vision board.

Written by Ahmad-Shah Duranai on January 1, 2014

B. **Goal Achieving Requirements:**

As mentioned earlier, goal setting is a rational exercise, while goal achieving is mostly emotional. Different parts of the brain are involved for each. Table 11.1 shows that the requirements for Goal Setting and Goal Achieving are different. Based on that table the three requirements of Goal Achieving are:

1. **Commitment**
2. **Attention and Focus**
3. **No Tension**

These requirements are described in the following 12-step process which is a proven recipe for success as far as Goal Achieving is concerned.

1. Consider your Goal as a Promise

If you ask 10 people in your network to explain the difference between a goal and a promise, you will discover that a promise is a much stronger commitment than a goal. People will do their utmost to fulfill their promises, but goals . . . maybe, maybe not. Goal is a shall, but promise is a must. When promises are not fulfilled, people lose their credibility which is a huge price to pay.

So when you set a goal, make it a promise to yourself. At the same time, when you tell others tell it as a promise rather than just a statement. That way you will have a double

promise which will compel you to take a much stronger action. Achieving that goal (promise) becomes a sure thing.

2. Develop the required Habits

Goal setting is by itself, one of the success habits. Achieving goals, though, requires a series of other success habits too. In the process of overcoming the six barriers that are identified in the beginning of the book, you would have already found out which habits are required to reach the leadership zone. You need the same habits for goal achieving. The most important of all is to nurture the PAR habit – being proactive, accountable and responsible. That is the habit of overcoming the Language Barrier. Self-discipline is another habit.

3. You must believe that you can achieve it

Henry Ford once said, *"Whether you can or you cannot, you are right."* So if you believe that you can do it, then you are right and you can. However, if you believe that you cannot do something, you are right too and you will not be able to do it because you have convinced yourself that you are not capable of doing it. This wisdom is applicable to goal achieving as well.

In order to get into the habits and beliefs of achievers, you need to work on your self-confidence and self-esteem. This book is full of tools that can help you to do that. Any tool that can help to enhance Your BEING and Your DOING will do the trick.

Creating some excitement around achieving your goals will also be a good stimulus in improving yourself.

4. Find Your Motivators

Motivators are great emotional drivers in achieving goals. They are also important for the outcome of any other activity in which people are engaged. A motivator can be positive or negative in nature. In many instances, negative motivators are more powerful than positive motivators. An example of a negative motivator is when a colleague, friend, relative or family member expresses to you (directly or indirectly) that you are a lesser person than you think you are, or not being capable of achieving something or deserving it. It will be a powerful motivator to show them that they are wrong.

There is always an emotional dimension to goal achieving. Part of the reason for setting a goal is to satisfy a particular need. It may be a need for contribution, security, adventure, significance, etc. Hence, a positive motivator will be to visualize how you will feel when the goal is achieved and that need is satisfied.

5. Develop a Plan of Action

Whether it is a personal or a business goal, you will need an action plan. In either case, the action plan must take into consideration the following:

1. What? You must be clear about what you want.
2. When? You must have a set time for achieving the goal.
3. Where? You must be able to visualize where you will be when the goal is achieved.
4. Why? You must be clear about why you want it – clear/strong motivators.
5. Who? You must know whether achieving this goal is an individual act or if you need other people to help you. If you need other people to be involved, then include that in your plan.
6. How? Your action plan should include how this goal is to be achieved. What strategies, tactics and processes are needed?

If the action plan is about goals that require more than one year to achieve, then the plan must also take into consideration how to break them down into smaller chunks so they can become part of the monthly goals.

6. Acquire the Needed Skills

Here the principle of CANEI – Continuous and Never Ending Improvement - applies. Independent of whether you have a goal to achieve, people who live on purpose keep learning new things, acquiring new skills and expanding their comfort zone. They work consistently on becoming a better and bigger version of themselves.

In the context of goal achieving, while preparing your Action Plan (item 5 above) you may discover the need for specific skills to achieve your goals. If so, then you must be open to search for and acquire those skills in order to succeed. Never give up for lack of skills. Here are some tips.

1. Educate Yourself in new ways of doing things
2. Think outside the Box
3. Have Mentors and Coaches to help you
4. Get an Accountability partner

7. Focus on the Goals

Chapter 2 on the subject of the Passion Test identifies 7 principles of passionate life. One of them is the principle of Attention - what you put your attention on will grow stronger in your life. That principle also applies to achieving goals. There is a common saying: *"Whatever you focus on expands."* This saying not only applies to focusing on the goals but anything in life. We are surrounded by a universe that is filled with all sorts of people, things and events – good and bad, useful and harmful, pleasant and painful, things that take us to a state of expansion and those that create a state of contraction. So, if you focus on the good, the useful, the pleasant things, you will find them. If you focus on the bad, the harmful and the painful situations, you will find them too. The choice is yours.

As for your focus on the goals, here are some tips that you can use.

1. Review your goal sheet daily. Best time to review them is early morning before your work day starts. Reviewing them at that time will refresh your memory and send a message to your subconscious mind, which will guide you throughout the day to take actions towards achieving them without even being aware of it.

2. Dedicate 15-20 minutes of your time daily for this review. Some of you may complain that you don't have that much time. My answer to that is a question: how much time do you spend preening in the morning to prepare for the rest of the day which is, at most, 16 hours of your life? Research has shown that most people spend 40 minutes to one hour every day preparing for the remaining 15 hours. Is it then not worthwhile to find and spend 15 minutes reviewing your goals and preparing for the next 5 years of your life or even a lifetime?

3. Put your written goals in a place where you can see them often, to be reminded of them when you look in that direction.

4. Write the main points of your goals on a small pocket-sized card and keep it in your wallet, close to the credit cards. Whenever you use your credit cards, you will see your goal card, which will focus your attention on them.

8. Visualize

Regular visualization exercise is used by all highly-successful people, some of which they may not even be consciously aware. For Olympians, professional athletes and other high performers, visualization is part of the normal routine. Visualization is the process of imagining the activities and outcome of an event in your mind before it occurs. You can make visualization into a daily habit by imagining ahead of time how your day is going to unfold, see the outcome of achieving a goal and how you will feel when it is done, or how a meeting with a client is going to progress and what the outcome will be.

A powerful tool for helping in visualization is the creation of a Vision Board. A vision board can be physical or virtual. In the case of a physical board, you can use a foam board or Bristol board and attach to them, pictures and statements similar to the successful outcome of your goals - for example, the picture of an ideal vacation spot, an ideal soul mate, your ideal career, or the house you want to live in.

A virtual board will contain the same, but it's created in virtual space. Mine is a PowerPoint slide.

When you look at the board daily for a few minutes and focus on the imagery, you will experience the emotion of you being in those pictures. Those emotions will send a powerful message to your subconscious mind that will in turn prompt you to take actions in the direction of those ideals.

9. Delegate to Your Power Team

Delegation is a powerful tool in any of the human achievements throughout history. In Chapter 3, item 6 – the Barrier of Creative Cooperation, it states that when two self-reliant persons come together and work for a common vision or goal, the resulting synergy MAKES THE WHOLE BIGGER THAN THE SUM OF THE PARTS. Delegation works successfully only when people overcome this barrier of cooperation and when a high level of trust exists. The book deals with both issues, so when delegation is needed you have plenty of tools.

Your action plan will show if you need the help of others to achieve your goals. If that is the case, then you need to assemble your team and delegate the various tasks to your team members.

All tasks can be delegated, and some can be delegated fully. Some tasks cannot be delegated fully, but they can still be done partially. I recommend you find way to delegate all your goals either fully or partially in order to free your time to do the most important things in which you excel.

10. Take Action

All of what has been said about goal setting and achieving so far is great, but it means nothing until you take action to implement it. It is taking action that results in physical

manifestation of your goal and it is then that you will harvest the fruit of all your previous steps.

For goal achieving you need to develop special habits and rituals such as:

1. Take daily action.
2. Divide your Goal into bite size tasks so they are not overwhelming.
3. Tell yourself that you will succeed.
4. Collaborate with others and delegate as much as possible.
5. Ask people for support.
6. Be open to change and adapt when some actions do not get the desired results.

11. Evaluate the Outcome

All successful people learn from evaluating their outcomes and learn lessons from their experience. That is how they enrich their 3 Es toolbox that was discussed in Chapter 1 - the Reality Loop, Fig. 1.2. Once you have created a plan of action for your goals and start taking actions, it is important to regularly assess and evaluate your progress. There will be times when your action plan is not producing the desired results. Be prepared to change the plan and adapt to the new conditions.

12. No Tension

If perchance you have done the Passion Test as advised in Chapter 2, you will already know how powerful the concept of No Tension is in living a passionate life. I am using the concept for goal achieving as well.

The concept of No Tension as applied to goal achieving is as follows:

1. You follow all the steps described above for setting goals.
2. You follow all the 11 steps for goal achieving meticulously.
3. You do your best to use the numerous tools identified in the book.
4. You make sure to prevent any kind of self-sabotage.

Despite all that, however, your goal can still manifest itself differently than you had envisioned. What to do now? The concept of the No Tension is the answer to this question.

The No Tension tells you to:

1. Not agonize if your goal is manifested differently than you had envisioned.
2. Accept what you got with gratitude.
3. Remember that everything happens for a good reason.

If you use the goal setting steps described in Section A above and follow these 12 steps for goal achieving in this section, you can be sure to get miraculous results in a short period of time.

I want to finish the goal setting and achieving exercise by a quotation from Arnold J. Toynbee the famous British historian to give you his insight and perspective. *"It is a paradoxical but profoundly true and important principle of life that the most likely way to reach a goal is to be aiming not at that goal itself but at some more ambitious goal beyond it."*

Perhaps next time when you set your goals, you should remember this insight.

C. **From Corporate Mission Statement to Personal Goal:**

A major challenge that most corporations face is how to translate the organization's vision, mission statement and strategic plans into personal goals of management staff and employees. As part of designing the Leadership DARE™ program at Duranet Enterprises Inc., I studied the issue and came up with an answer that has two parts.

The first part is a simple way to translate the high-level mission statements and plans into concrete personal goals, complying with the requirements of Sections A and B above,

using the Marker method that Duranet has adopted for this purpose from the Passion Test.

The second part is that it cannot be done without collaborative effort and the willing participation of each staff member within the organization. Staff members should feel ownership of their turf in the organization and that can happen only when they are fully engaged.

Unfortunately, my research indicates that most organizations do not have a forward-looking policy on engagement and I could not find many organizations where an engagement system is in place. As a result, these organizations are not using the full potential of their resources, which impacts their bottom line significantly. Duranet's DARE™ program is designed to address the issue of engagement in a systematic way.

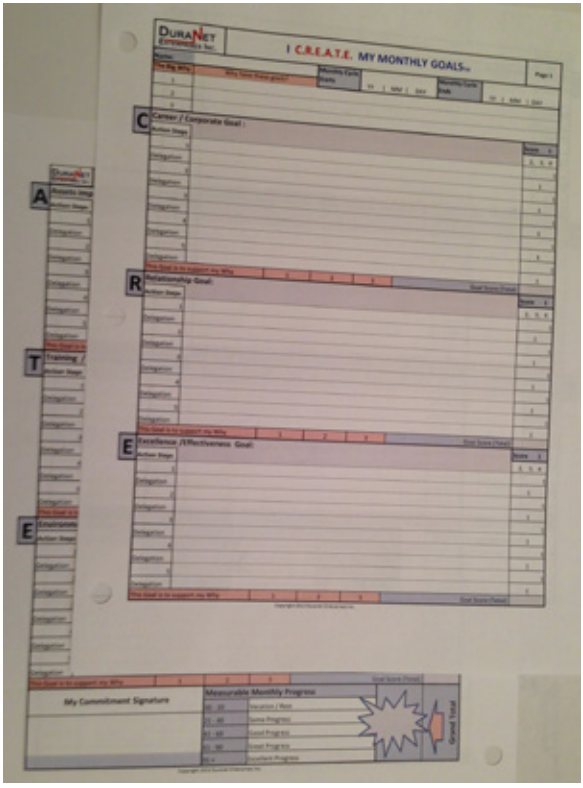
The Staff engagement was also discussed at the end of Chapter 5. Both sections should be reviewed together. Only engaged and willing employees can easily establish personal career goals that are derived from organizational visions, missions and strategic plans which will lead to personal fulfillment and achieve corporate objectives.

D. **The CREATE™ Goal Setting Form:**

The CREATE™ form was developed to help the three groups that we serve at Duranet Enterprises:

1. Those individuals and groups who enroll in our Success 101™ program
2. Those individuals who join The Inspire Club Membership
3. Those organizations who take advantage of our Leadership DARE™ program[1]

The CREATE™ monthly goal form is designed to comply with the requirements of goal setting and achieving that have been described in this chapter and follows the principles of the Law of Attraction. I want to share it with you.



Here are the most important features of this form:

- The 6 pathways of this form were described earlier in the goal setting section. These pathways provide an opportunity to look at life goals in a holistic way and create a balanced system of personal growth.
- The form starts with your name
- It has a start and an end date
- It has space to provide three answers for the question, "Why have these goals?" You get your "whys" for the goals of the month.
- You can measure your overall success by the scoring system integrated into the form.
- Each goal is tagged against one or more of your "why" answers to give more clarity for each goal.
- Each goal has space for 5 action steps that bridges the gap between the current status and the desired outcome.
- Space is provided to assign delegation for each action step.
- Each action step and its delegation are scored separately.
- After the goals are written, you sign in the commitment box to change the goal into a promise.

- At the end of the month you score yourself, assess your progress and celebrate.
- A separate form is provided with the CREATE™ to distribute/schedule the 30 action steps throughout the month so that you are not overwhelmed to do all of them in the last week. It is a powerful tool for implementation of the action plan.
- For people who enroll in the Leadership DARE™ program through their organizations, we provide mid-month accountability and coaching support which increases the chances of success by several folds.

This form is designed to ensure success.

.....

I congratulate you for reading the entire book and I look forward to hearing how this book has benefited you. Send me your comments at *ahmad@duranet.ca* .

Now that you have at your disposal all the tools to reach your peak potential and lead your life from The Leadership Zone, if you are not on your way of doing it, it means the major barrier between you and your ideal life is YOU. In that case, I suggest that you get out of your way so that you can reach your Zone of Excellence and lead a life that you were meant

to live. I recommend that you use this book as a manual and keep it nearby for easy access and reference. You will benefit more from the book if after initial reading, you review a section or two every day and put into practice the ideas and insights that you gain. That way, you develop new skills and supporting habits around them.

You may also check some of programs that we offer to the public as seminars and workshop where we explore the insights, tools and concepts in the book in more depth. We announce such programs from time to time on our website and if you find them interesting, you may want to register for some of them to gain maximum advantage.



1. To know more about these programs, you can contact the Author at *ahmad@duranet.ca* or visit *www.duranet.ca*

PEOPLE INDEX

People who were interviewed for the book and gave me permission to use their Quotes herein:

Aceto, Peter is the CEO of Tangerine (formerly ING DIRECT) a growing financial institution in Canada.

Ali, Sh. Abdallah Idris is the Secretary General of the Islamic Society of North America.

Attwood, Janet Bray is the Co-Author of the New York Times Bestseller, *The Passion Test*, and co-owner of Enlightened Alliances.

Billou, Nicky is Fitness Coach and owner of CEO Coach and Corporate Wellness Program in Toronto, Ontario

Buck, David is the CEO of CoachVille

Crone, Kevin D. is Chairperson of Dale Carnegie Business Group in Mississauga, Ontario

Covey, Stephen M. R. is the Author of the New York Times Bestseller book *THE SPEED OF TRUST*. He is a cofounder of CoveyLink and the FranklinCovey Global Speed of Trust Practice, and former CEO of Covey Leadership Centre.

Domodossola, Robert is Vice President of Engineering and Business Development at Husky. Husky Injection Molding Systems is the world's largest brand name supplier of injection-molding equipment and services to the plastics industry.

Fiehl, Frank is the Market Manager for 7-Eleven Retail Outlets in Ontario Canada

Habib, Tariq, Ph.D. is former Group CEO of VoiceTrust. VoiceTrust provides biometrics enabled identity, authentication and Proof-of-Life(R) technology and services, to governments, businesses and individuals globally

Ibrahim, Naela is an Image Consultant and owner of Global Image Strategies in Oakville, Ontario

Kouzes, Jim is the Co-Author of *The Leadership Challenge*. He is Dean's Executive Fellow of Leadership, Leavey School of *Business*, at Santa Clara University.

Kutcy, James B. is Managing Partner of the Toronto, Ontario Based Law Firm, Mills & Mills

Lynch, Suzanne is the owner of Bare Bones Marketing. Bare Bones Marketing specializes in providing marketing services for start-ups, small, and mid-sized businesses.

MacNeil, James is Author of *The Guru Builder* and President of EQ Communications Inc.

Manzoor, Naveed is the CEO of Strata One Inc. and former CEO of TVOne Canada.

McVie, Donald (Don), BA, MBA is CEO and Co-Publisher of Mississauga Media Inc.

Sher, Dr. Bryan, BSc, D.C. is Chiropractor and owner of Rosedale Wellness Centre in Toronto, Ontario

Smith, William (Bill) J., B.A., J.D. is Partner of the Toronto, Ontario Based Law Firm, Devry Smith Frank LLP

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THE LEADERSHIP ZONE

There are thousands of books on leadership in the market, so why write another book? This is the question Ahmad has asked himself several times and has come up with the same answer: "Yes, there are thousands of books on the subject of leadership, but the books that look at leadership in a holistic way are very limited in number. The focus of most books is either too broad or too narrow . . . hence, the need for *The Leadership Zone* - a holistic manual that deals with the inner challenges of leaders and those who aspire to be leaders. It is a manual that consolidates all the tools of personal and community leadership in one location."

The Leadership Zone is a treasure trove of tools that will lead to Happy, Healthy and Wealthy life for anyone who takes it seriously.



Ahmad-Shah Duranai is a Leadership Coach, Author, Public Speaker, Architect, and Project Manager. He is a member of the Ontario Association of Architects (OAA) and the Toronto Branch of the International Coach Federation (ICF). He is the holder of an MBA Degree, a Bachelor of Architecture Degree, Certificates in Breakthrough Coaching and Passion Test Facilitation.

Ahmad was born in rural Afghanistan 120 km south of Kabul, where people lived in poverty and education was scarce. He was among the lucky few to receive an education. He attended Kabul University before gaining a full scholarship to the American University of Beirut in Lebanon, where he earned his degrees.

The continuous wars in Lebanon and Afghanistan prompted Ahmad to immigrate to Canada in 1985.

It was Ahmad's work in architecture, which gained him valuable experience and exposed him to a diversity of cultures when he was leading and coordinating projects with several international firms and which exposed him to a diversity of cultures....

Ahmad sought further knowledge and skills in leadership and personal development from leaders in the human potential movement in order to develop his unique perspective on leadership, peak performance, team synergies and group dynamics.

His interest in community activism and the work of non-profit organizations, resulted in Ahmad holding several leadership and advisory positions with various organizations, as well as featuring on radio and television talk shows. He is also the winner of the 2013 Lieutenant Governor of Ontario Award and Medal in Humanities/Social Justice.

He is the Author of *An Outside-The-Box Look at Afghanistan: New Ideas for Lasting Peace and Stability.* The paper was published in 2009 as a peace proposal to all stakeholders in the Afghan conflict, and which has since served as a reference to other researchers on issues related to Afghanistan.

As Founder and Head Coach of Duranet Enterprises Inc., Ahmad designs and facilitates seminars and workshops in Leadership and Personal development. He has designed the Leadership DARE™ Program for corporations and Success 101™ for groups of individuals. For more information on these programs, see: www.duranet.ca . Ahmad's email address is: ahmad@duranet.ca

"*The Leadership Zone* will be the next 'go to' manual for leaders and those who aspire to be leaders."
Jean-Guy Francoeur, Author of *Messy Manager*

"The Leadership Zone gives you the tools for a holistic approach to leadership, whether you are leading a multinational corporation or leading a private life of fulfillment."
Angelina Chng, Author of *Crash Course In Making It BIG (This Year)*

"If you want to lead from your zone of excellence, this book is a must-have! The Leadership Zone is not just about leadership, it is a guide to a balanced corporate and home life."
Gary Fleming, Author of *Forget The Den*

"If you want to be happy, healthy and wealthy, you now have a roadmap to use and give to everyone in your home and workplace."
Kenneth Low, Author of *Family Legacy*

"The Leadership Zone is a must-read for leaders, executives, managers and entrepreneurs. It offers a great mix of practical tips and theoretical background, revealing the value of a multi-disciplinary approach to leadership in the 21st Century."
Daniel Hanzelka, Author of *Financial Reset*

"This book will unleash the leader within you from the inside out and from the bottom up."
James Tong, Author of *Ignite*

"Leadership is an important ingredient in our journey to success and excellence. The Leadership Zone will provide you with the strategies, tools, examples and illustrations to help you grow as a leader and create the results you want."
Jim Pagiamtzis, www.21connections.ca

In addition to insights from great leaders such as **Stephen M. R. Covey**, **Janet Bray Attwood**, **David Buck**, **Jim Kouzes**, **Peter Aceto** and many others you will learn how:

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- By becoming consciously aware of these barriers, you can break through the cycle of mediocrity and victimhood;
- To get rid of the paradigms of scarcity and live in a state of abundance;
- To take control of your life and unleash the leader within you;
- To use Your Reality Loop and design your environments to inspire and support you;
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- To inspire trust and extend trust to others;
- To differentiate between Leadership and management skills;
- To discover your passions and live a passionate life;
- To learn and use the formula of Your BEING x Your DOING = Your OUTCOME;
- To complete your past and deliberately design your future;
- To be responsible for a Happy, Healthy and Wealthy you;
- To manage stress and priorities;
- To set and achieve SMART goals;
- In becoming a better and bigger version of you, you become the leader you are destined to be;
- To become the person who leads from the zone – **THE LEADERSHIP ZONE** , where you thrive rather than strive;

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