

Paolo A. Ruggeri

THE NEW LEADERS

**A LEADERSHIP MANUAL FOR THE
MANAGERS OF THE THIRD MILLENNIUM**



ENGAGE

CHAPTER 1

ON GOALS

What sparks our vitality? What makes us feel more alert motivated and fired up? A goal!

Hundreds of books have been written about goals, but personally, I am still surprised and fascinated by the power of goals in bringing you closer to success. Now sit quietly in a room and imagine yourself experiencing the following situation:

You have just won 50 million Dollars at the national lottery. Yes, you really are the winner! Lady luck has taken you in her arms. After the due celebrations, now is the time when you actually have the 50 million in your bank account. How does your life change?

I would like you to analyze it for a minute with me (please really do this mental exercise):

What kind of house would you go and live in? Try to describe it:

Is it a mansion? Does it have a swimming pool? How would you like it to be furnished? How about a vacation home on an exclusive island in Polynesia or the Caribbean?

What kind of car would you drive? Would you keep the same car?

Imagine you had the 50 million in your bank account today! What kind of car would you drive? The latest Mercedes model? A Lamborghini? A Ferrari?

What activity would you devote yourself to? Would you go on a trip around the world? What places would you love to visit if you had no financial worries? Do you have any hobbies you would like to take up?

Would you like any other “gadget” to have fun with? A boat, maybe? That SUV you have always dreamed of owning, a snazzy motorcycle?

Now let’s take a look at your professional life, that is, if you still mean to have one. What sort of business would you like to embark on, or continue with, that would give you a lot of satisfaction? If you decided to stay in the same line of business, what kind of changes would you make? What kind of investments would you make?

And now let’s turn to those less fortunate than yourself. You surely have a heart of gold and there will be someone you will wish to help. Would you help any friends or relatives? Charity?

Good. Thanks for your collaboration in painting this picture of your wishes. Keep it clearly fixed in your mind.

Now I have some bad news for you: you haven’t won the 50 million Dollars. I would like to analyze the picture you have just painted for a minute and see how your life would change after this bad piece of news:

Is the mansion still there? What about the beautifully furnished house? And the vacation home

THE NEW LEADERS | HOW WE LIMIT OURSELVES

in the Caribbean? What is left in the picture of your life?

How about the latest Mercedes model, or your Lamborghini or Ferrari, are they still there?

Have you still got your scheduled round-the-world trips or have they been cut to size? What about the places you would have liked to visit? Do you still have the hobbies you wanted to devote yourself to?

The boat? The SUV?

What's left of that professional activity you had decided to start?

Are you still giving the same amount to charity?

If you are like 90% of people in society, the picture of your life has been dramatically downsized. Well, in this case I have to tell you that you have **SERIOUS** problems of imagination! But don't let that worry you. Let's see why I am telling you this.

YOU WILL NEVER BE ABLE TO ATTAIN SOMETHING YOU ARE UNABLE TO IMAGINE BEFOREHAND

You see, everything in this world is created twice: the first time around it is created in our minds, and only after it has been created quite clearly in our minds can it be created in reality.

Everything around you has been created in that way. Try to imagine that you are going to build a house. Before you begin to build it, you make sure you are very clear about what you would like to build, the length of the walls, the size of the rooms, the number of floors and so on. Imagine the chaos that

would result from starting the work without having any kind of plan. How much time and energy would be wasted and how many things would be done that would then have to be changed.

The same applies to life. You want to have a plan before you begin to throw yourself heart and soul into building your future. Often you can start a business without a plan, or with a very vague one, just as you could begin to lay the foundations of your house without having totally clear ideas about it. But even if you did that, if you didn't have a plan **VERY SOON**, things would become very confusing.

Look out the window. Look at the houses or buildings around you. Those houses or buildings are there today because someone has created them twice. The first time, he created them in his mind. He had the idea of creating a house or a building in that spot. And once he had the idea, he moved on to the second stage: the bombardment of the idea by the material universe (the surrounding environment) adversities.

This individual probably had the idea of a building and then **HAD TO KEEP IT GOING DESPITE ADVERSE CIRCUMSTANCES**. Perhaps he realized that he lacked the financial resources to buy the land or to start the construction work. Or perhaps he realized that at that time there was no planning permission for the area he wanted to build on. But you see, at this stage, when the first adverse circumstances started to appear before him, he showed an extremely important human quality: **HE DIDN'T LET THE ADVERSE CIRCUMSTANCES OF THE MATERIAL WORLD CANCEL HIS IDEA OF THE BUILDING!**

***THE NEW LEADERS | HOW WE LIMIT
OURSELVES***

He most probably changed it in some way to make it more suited to the circumstances, but if that building is there today, it certainly means that HE DIDN'T LET THE NEGATIVE BOMBARDMENT FROM THE ENVIRONMENT CANCEL HIS IDEA.

Now take a company, any company. The reason why it exists today and why it is so strong, so solid, so imposing, is that its creator one day created it in his own mind and kept believing in this idea despite adversities, despite the apparently negative news from the material universe.

He held on to it despite statements like “it can't be done”. The idea of the leader – the person with an idea that changes the world – is often opposed, fought and ridiculed. But in the end, if its creator continues to believe in it, it invariably materializes.

Let's take Henry Ford, the founder of the famous auto manufacturer and the first man to begin producing cars on an industrial scale. His dream? A car for every American. I once read in a book a quotation from the early 1900's where a banker, in response to Ford's request for funding of his idea, said, “Mr. Ford, I very much doubt that the automobile can replace the horse in the life of the average American...”

However absurd that answer might sound today, just try for one moment to put yourself in Ford's shoes at the time. You have an innovative idea, something that could change the world, but you need funding in order to realize it.

The bankers tell you that your idea will never be successful.

What do you do? Well, Henry Ford kept on believing in his idea.

Or, let's take the person who invented the photocopier.

The first company he approached with his patent was IBM, who rejected it because it was not considered interesting. So he went to another large company, which also turned down the project. Moral of the story: he had to go to thirty-two different companies before he found one that believed in his design and was prepared to invest in it. Today that company is Rank Xerox. How many adversities, how much opposition did this person come up against that might have led him to change his idea? But he, like Ford, and like the individual who had the idea of constructing the building you can see from your window, showed that most formidable of human gifts: the ability to keep believing in one's idea, in one's dream, despite adverse circumstances.

The above examples can only lead us to state the following: all things are created twice. The first time around, they are created inside our heads. Then, once we have created them in our heads, adverse circumstances will arise that could potentially persuade us to give up our idea. But all we need to do is continue to believe in it and to keep focusing on our goal. Then, almost by magic, our idea will materialize. It may take some time, but you and I, my dear friend, if we are reading this book and want to become strong in managing and motivating our staff, have decided that we do have a little time to invest in this.

Life can be compared to a large ocean, moved by all kinds of currents. If you have a goal, if you have an idea that you wish to accomplish, you have the first major ingredient required to take control of what is happening to you: you have the plan, you have the roadmap. Although the currents and storms can at times push you away from what you would like to attain, you, knowing what you want, will always be able set a new course toward your objective.

THE NEW LEADERS | HOW WE LIMIT OURSELVES

Conversely, if you do not have a goal in life, a guiding dream, then you will be at the mercy of the currents, you will drift aimlessly in the ocean of life, you will be subject to many random events that will determine where you go. At times the currents may push you towards a beautiful island where you will be happy; but if you don't have a plan, if you don't know what house you want to build, you will often feel dissatisfied with what life has offered you.

In his book *The 100 Absolutely Unbreakable Laws of Business Success*, Brian Tracy, one of America's most successful writers on the development of human potential, argues that without a goal "life is a series of random occurrences and things just happen by accident". This is so true that if you don't have a goal in life, your life will simply drift in this way, guided by fortuitous events and dominated by chance and fate.

In his book, Brian Tracy goes on to say that, this being the situation, by failing to plan, you are planning to fail. If you don't begin to set yourself a goal and believe in it, your life will simply be the result of the currents, chance events, fortune or misfortune of these accidental events.

A recent survey has in fact shown that 63% of people believe that the only way they can achieve their financial objectives is by winning a lottery. In other words, there are many people who have delegated to fate or luck their ability to achieve success and fulfill their dreams.

Admittedly, fortuitous chances can occur that may bring us great advantages. But would you ever allow your life to be completely entrusted to the hands of chance or fate? Do you really think you could be happy, fulfill your dreams and make those around you happy by relying on luck?

We can therefore see that we can build our lives either by applying the principle that “All things are created twice, the first time they are created in our minds”, or by default, accepting what fate or fortuitous events have in store for us.

Let us then summarize the key points that have emerged thus far:

- 1.** You cannot attain what you are unable to imagine.
- 2.** All things are created twice: the first time around they are created in our minds.
- 3.** Once we have had an idea, a dream or a goal, we have to keep believing in it despite the adversities or contrary circumstances that may arise and, if we continue to do this, sooner or later that idea will materialize.
- 4.** If you don't have a goal or a significant dream guiding you, your life will be created by default and will be controlled by fate.

A STRANGE CASE AT YALE UNIVERSITY

Quite a few years ago during a training course, the conference speaker told us this odd story. At Yale University in the United States, all the final year Economics students were engaged in an experiment. They were all brought together and asked which of them “had a goal in life”. A certain number of students said they did, and when asked “which of them had their goal written down somewhere”, 3% of them answered affirmatively. Twenty years later, all those who had taken part in the experiment were sought out and it may have been a coincidence, but the 3% of the students who had written down their

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goals were earning more than the remaining 97% of them combined! It may be true that money is not everything, but you will all agree with me that financial results are a very important factor in evaluating a person's professional success.

When they told us that case history and subsequently asked us to write down our goals, I thought the story had been made up to impress us and to make us realize that it was important to have a goal in life. I saw it as a nice little imaginary story, carefully devised so as to make us novice salespersons write down our goals and give us a little motivation. Even with that outlook, however, I decided to let myself be drawn into the game and wrote down my goals.

Well, today, twenty years later, my view of that exercise has drastically changed. The Yale students were right and the conference speaker was not just trying to give us a little motivation: he was giving us a vital tool for success. If you write down your goals, look at them and continue to pursue them, you will attain them. Allow me to tell you my own story.

When I took that training course I was in Switzerland, on the shores of Lake Lugano. I drove a rickety car with over 200,000 miles on the clock, and had some serious educational and personal gaps. I had just had an unsuccessful work experience in the United States, had no money and was dependent on my parents for my basic subsistence. On top of this I was a high school dropout, having left school before completing my senior year.

I remember that when I used to travel, I often had no money to pay the highway toll and was having to get receipts stating that I had failed to pay. In some cases, to get gas and go to work I even had to leave

my identity card or the spare tire at the gas station because I was broke.

However exciting the Yale story was, dreaming did not seem to be the solution in my kind of situation!!

Yet that day I let my imagination run free and wrote down some ambitious goals. At the beginning I felt quite excited and felt that healthy enthusiasm that comes of having decided something big. That was in the spring of 1992. I was in Switzerland. Today, as I write this book, I run a leading company in its business sector, I have 80 extremely motivated employees, I earn in one year what an ordinary person earns in twenty years of work, I drive a sports car, I am married to a fantastic woman and am a highly esteemed professional in my line of business. It might sound absurd, and it may be a coincidence, but many of the things I wrote down that day at Lake Lugano have materialized.

Admittedly I have had my ups and downs in the years that followed. At times I felt discouraged and other times I looked at my goals and realized I was not making any progress. But I continued to believe in them, and by looking at them month after month, by constantly reviving them, pulling myself up from moments of despair that had almost persuaded me they could not be achieved and by believing again in my dream, I now find myself having achieved many of the things I had written on that piece of paper. I repeat, it may be a coincidence. But what if it isn't?

THE POWER OF THE IMAGINATION

“When you want something, the whole universe conspires in helping you to achieve it.”

Paulo Coelho

True, you haven't got the 50 million Dollars from the lottery, but why not believe as from this moment in your ability to achieve the things you put in your picture at the beginning of this chapter? It is not the 50 million Dollars that will enable you to achieve them but your ability to imagine them.

Earlier in this chapter we stated that the person who constructed the building you can see from your window managed to do so because he didn't allow the adversities of the material universe to cancel his original idea of it. To be sure, he will have changed it in some way, he will have adjusted it as he gained more knowledge. But one thing is certain, he didn't let the problems arising during the implementation stage alter his view that it was possible to have a building there, in that very spot.

We might therefore say that man, once he has had a dream or has a goal in mind, can act in one of two ways:

a) He can keep believing in the original idea despite being bombarded with negative results or negative news from the surrounding universe. That way, sooner or later he will manage to achieve his dream. He may not succeed within the first year, as in my case, and may have to devote ten years or more to it, but sooner or later he will achieve what he had dreamed of.

Or

b) He can let his imagination be changed, taken over or disrupted by setbacks or negative influences

from the surrounding environment. In this case he becomes “realistic” or even pessimistic.

And this is where we get to the real issue of why you can no longer imagine the fulfillment of your dreams:

The material universe has changed your ideas. You have been taken over. You have allowed your most powerful weapon, your ability to imagine a different, brighter future, to be knocked to the ground by the bombardment of bad news or negative experiences that life has put before you. They have convinced you that it is not possible!

But to imagine, to believe in a brighter and better future is the most important life-giving quality you have. Those who have stopped having a goal, who have stopped dreaming, tend to have a “realistic”, pessimistic, almost defeatist, attitude and feel as if they have little control over their lives. These individuals generally blame others for their problems, they make excuses, their performance is well below their true potential, and they indulge in various forms of “escapism”, such as spending too many hours online, alcohol and drug abuse, or trying to entertain themselves with a busy but aimless social life.

They try to make up for the lack of vitality deriving from the fact that they don’t have a goal by engaging in countless short-term activities. Sometimes they are obsessed by their desire to win new lovers, they want the latest car model, they try in every possible way to “squeeze” the maximum amount of enjoyment out of every activity they are involved in.

But are they truly enjoying themselves? No, they aren’t. Their lives are a constant bore. They have bursts of enthusiasm, this is true, but most of the

THE NEW LEADERS | HOW WE LIMIT OURSELVES

time, when you speak to them, they ask you, “What are you up to tonight?” “Where are we going?” The height of excitement for them is the Saturday football match, where someone else is responsible for providing some thrilling moments in their lives. Or perhaps it’s noticing and admiring the attractive new secretary or the handsome new salesman at the company next door.

They have to delegate their ability to create and live experiences to the football match, their new car, their new lover (who bores them after a while), and live with a feeling of vacuum. Why are they living with a feeling of vacuum inside them? Because they don’t have a goal.

ENTHUSIASM

Enthusiasm is what you feel **WHEN YOU ARE OVERCOMING SOME OBSTACLES TO REACHING A GOAL.**

Imagine the purchase of a new car. At some point you realize you have the financial means to buy a new car. You take the decision to buy it. Now you have a goal.

You go out and buy a car magazine and begin to leaf through. As you do that you feel excitement, strong interest. Note how you look at life in a different way. You have driven along the road from the office to your house hundreds if not thousands of times, but now you are looking at cars in a different way: “I like that model”; “That one looks good too, though”; “Look, that’s the new model of such and such a make...”. Your senses are awakening, you are more alert, more alive. And all because now you have some kind of goal.

On Saturday morning, when you would normally sleep in, you get up early because you have to go and visit some car dealers. You feel a certain inner vitality.

When you have decided what car you are going to buy, you feel excitement and enthusiasm. What do you feel after you have signed the purchase contract? You feel enthusiasm. You are happy, you can't wait for the car to be delivered.

The day you go to pick up the car, what do you feel? Enthusiasm. You like the car, you discover it has lots of good qualities. You go to the café where you normally meet your friends and you park it so that everyone can see it. You would like others to see you and ask you things about your car. Somehow you feel more confident, self-assured, less shy. And all this is because you are aware that you have made progress towards reaching your goal, and this awareness is switching on your vital circuits.

How do you feel after you've had your car for a week? You still feel a certain degree of enthusiasm but, if you are like me, your level of enthusiasm is beginning to wane a little. Now you are simply satisfied. You are not unhappy. The car makes you feel satisfied, you have the odd burst of enthusiasm when you recall the fact that you have reached a goal, or because you realize that the car has some function you had not noticed before.

How do you feel after you've had the car for 15 days? You don't feel anything anymore. The car has become part of normal life, your emotional tone has gone back to what it always was. But listen, has the car changed in 15 days? No, my dear friend, it hasn't. YOU have changed.

THE NEW LEADERS | HOW WE LIMIT OURSELVES

Your enthusiasm has waned because you no longer have a goal.

Having a goal is the most powerful spiritual fuel an individual can have.

ABANDONING YOUR GOALS

I understand that life has also had quite a few failures, defeats and negative news in store for you, as it has for me. However, dear friend, insofar as you abandon your dreams, that will be the end of you. The moment you decide to sit back without a goal, to let your imagination be conquered by negative news, that will be the end. You will begin to die out as an individual.

Equally, if you were one of those so-called “luckier” individuals, you might at some points in your life have set yourself a major goal and worked hard towards it until you actually achieved it. It may be, however, that once you reached it, you sat back, satisfied with what you had achieved, and forgot to write down another goal and strive to attain it.

Without a goal, your life will be created by default as a result of chance circumstances. You will feel no emotional drive, you will feel no enthusiasm. You will try desperately to make up for your lack of a goal by squeezing the maximum enjoyment you can out of futile activities which, after two weeks or a month, will make you feel just as you did before. New clothes, a new car, a new purse, a special weekend, and so on.

When you get up in the morning, do you feel a special drive, knowing that today you will be making further progress towards your happiness, or do you just get up feeling tired and knowing that you “will

have to face yet another of your usual days” or thinking about all the problems that you “will be having to deal with”?

At night, when you go to bed, do you often fantasize silently about all the things you have to do in the following days, until you are so excited that you cannot go to sleep? Or are you too tired to think about tomorrow? Or too worried about what you will have to deal with?

If you no longer fantasize when you go to bed, then, dear friend, you are dead. You are still going through the motions of living: getting up, eating, working, seeing other people. But the life that is within you is dying away little by little. Sad but true.

Decide today to change your life, to take control of what happens around you. Don't allow your life to be created by default, don't let your imagination be annihilated. You, like me, can achieve your dreams.

GOALS

Having talked about it for this long, it is now appropriate to spell out exactly what a goal is. We can say that a goal is **A PRECISE DESCRIPTION OF A PARTICULAR SCENE THAT DOES NOT EXIST AT THIS MOMENT IN TIME, BUT THAT WE WISH TO ACTUALIZE.**

It is like a photograph of what you would like there to be at a future date in the material universe.

“Being happy” is not a goal but the consequence of making progress towards a goal. “Having a lot of money” is not a goal but only part of the goal, and lacks the most important component of the photograph, i.e. what you will build in order to

THE NEW LEADERS | HOW WE LIMIT OURSELVES

produce wealth. The goal might be a store dealing with new products, with a lot of customers buying them, motivated and skilled staff and countless satisfied customers who are even prepared to travel great distances to buy your products.

In my professional capacity as consultant in human resource motivation and development, I have been fortunate to meet numerous successful individuals. What I found most striking about them was the fact that their success was not the result of chance circumstances but had been assiduously pursued. Every one of them had had a dream, a long-term idea of something they wanted to realize, and their lives had been devoted to the realization of that dream.

We cannot realize emotions or sensations. We can only realize the things that give us the emotions or sensations we wish for!

CREATING YOUR OWN DESTINY

Now I would like you to get a sheet of paper and write down the goals you would like to have achieved five years from now.

Take today's date and add five years. Write the new date at the top of your sheet and then write the objectives you are setting yourself to be achieved by that date. Don't write down emotions, write what you would like to have accomplished.

Let's begin from the professional sphere:

How would you like your professional activity or career to be? If you have a company, write down how you would like it to be. Don't write "large",

“expanding”, or “market leader”, however. Describe it.

You see, if you were building a house, you would have a plan with the rooms, the floors and the measurements. The builders would certainly laugh at you if you gave them a plan that simply told them you would like “a big house”, “a comfortable house” or “a house where you would be happy”.

Go into detail. If you own or manage a company, how many employees you would like it to have? What would your sales be, what industry would be it in? What kind of customers would you like to have? How many branches? Let your imagination run free.

Of course, you can be a little realistic too. Remember, however, that a study conducted in the 70’s analyzing the common characteristics of geniuses (Leonardo da Vinci, Einstein, etc.) revealed that every one of them “had their feet on the ground but their head in the clouds”. So, dream on, give free rein to your imagination.

If you are the manager of a company division, how would you like that division to be? How many members of staff, what kinds of people, what kind of tools would you like to have? What kind of innovative work would you like your staff to do?

Then describe yourself, what education, experience and skills would you like to have by then? How would you like your financial situation to be? How much money on account? How much would you like to earn every month? Etc.

Then consider your family situation. What kind of family and what kind of relationship with your partner would you like to have. Describe in detail this area of your life too.

THE NEW LEADERS | HOW WE LIMIT OURSELVES

To sum up, write the photograph of your life in five years' time:

- a)** At the professional level
- b)** At the personal level
- c)** At the family level

Be realistic. Don't write completely unattainable objectives. At the same time, however, **KEEP YOUR HEAD IN THE CLOUDS**. Write something that **TRULY MOTIVATES YOU**. Don't hold back your imagination.

You will notice that, as you do this, you may have some negative thoughts entering your mind: "No, what I want to realize is impossible", "I'm too old", "I don't have a college degree", "The market situation is too difficult, it's unthinkable that I would be able to achieve all this", "I have to be realistic, I can't accomplish the targets I've set for myself" and so on. These are all negative thoughts that underrate yourself and your potential.

You must realize that these thoughts are the result of the environment that **HAS PERSUADED YOU** to think that way. They are not the product of your own mind. If you were to analyze them carefully one by one, you would see that these are thoughts that **YOU WERE TOLD BY SOMEBODY ELSE**, perhaps in the television news, perhaps your parents, perhaps a business partner. People, in fact, eventually begin to belittle themselves when someone else has been belittling them and underrating their skills for some time.

Heeding these irrational thoughts will turn you off and leave you feeling demotivated. Instead of that, pay attention to what is left of your real **SELF**.

Perhaps somewhere inside you there is a feeble voice saying to you, "Perhaps I *can* do it! Damn it, why shouldn't I too be able to realize my dreams?"

Let yourself be driven by that voice, nurture it, reinforce it, because that is the great strength that will enable you to realize your dreams. That's the truth! That's what is left of your essence, still uncontaminated by the negative thoughts that your surrounding environment has thrust against you.

Recognize that essence, protect it, fuel it, rehabilitate it. If you lose it, that will really be the end.

Don't allow your surrounding environment to destroy the last remaining bulwark of your self-defense.

Write down your goals. Even the fact of just writing them down sometimes has magical effects.

**THE NEW LEADERS | HOW WE LIMIT
OURSELVES**

“The moment you commit and quit holding back, all sorts of unforeseen incidents, meetings and material assistance will rise up to help you. The simple act of commitment is a powerful magnet for help.”

Napoleon Hill.

**FURTHER PRACTICAL APPLICATION
FOR THOSE WHO HAVE DIFFICULTY
FOCUSING ON THE NEXT FIVE YEARS**

A number of entrepreneurs, particularly those heavily overloaded with work, are sometimes unable to “truly focus” on the temporal horizon of five years, or they do it with a great deal of uncertainty. I am introducing this exercise for their benefit. It can also be done by those who have already written the goals they would like to achieve in five years’ time:

Get a sheet of paper and write down 10 goals you would like to achieve over the course of the next twelve months.

However simple this exercise may seem to you, it can generate a MAJOR change in your life and your job. If you do the exercise and keep your sheet of paper with you, in a year’s time you will be surprised. Seven, sometimes eight, of the goals you wrote on that sheet of paper will have materialized. You yourself will experience an immediate boost in your enthusiasm and effectiveness. Sometimes, even just the fact of having identified some goals will literally get things moving around you.

Write your goals putting the word “I” in front and as if you had already reached them (not “Delegate sales management” but “I have delegated sales management”, not “Find three new capable workers” but “I have added three capable workers to my workforce”, not “Profits + 15%” but “I have gotten profits to grow by 15%”. You will discover that written in this way, they will have much more of a hold on you.