



Alex
Reinhardt

#1 YOU ARE NUMBER ONE

How to become a leader in 30 days
and remain one

Soft skills training manual for life and business

I YOU ARE
NUMBER
ONE

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The famous Irish writer James Joyce was once asked, pointedly, “What did you do during the war?” As an Irishman, he was neutral and so answered, “I wrote Ulysses, what did you do?” In the same way, one day this question will be very common: “What were you doing during the coronavirus epidemic?” I already know my answer to this question — like James Joyce, I was fervently finishing my book.

At the beginning, the book was supposed to be about business, the path to financial freedom. It seemed to me that people need that — simple ways to make money and learn how to earn. And while a book like that will be definitely written, for now my partner and my publisher said the same thing, “First write about leadership. This book, which you started compiling from the materials in your workshops — that is what we need now. Soft skills, the ability to manage any situation — this is something everyone needs.”

So I got my old notes, exercises, training materials, charts, tables — everything that helped me to make my way to the present day. This is the path I walked from a child of immigrants, who had only one prospect in life, to a worker at a construction site, to a businessman, an investor, or a multimillionaire. I'm flipping through these materials and I understand clearly that is what I want to share because it makes sense to do something useful for others. I know a lot about how to act and get results, how to train every skill to make it a part of you. So, if you are willing to learn, then I am happy to teach so you can get more than usual, even in very difficult times. I was able to walk this path, so can you. I wish you good luck!



Today, I, Alex Reinhardt, am a venture capitalist, economist, and expert in crypto technologies and business development. In addition, I continue to help entrepreneurs as I did in my student years when my consultations allowed me to start new businesses. But I did not inherit a fortune and a business, and life did not bring me anything on a silver plate. I am no stranger to both fear and despair. I didn't have a step-by-step guide like this — I learned how to win and overcome myself. I fell painfully and more than once but never gave up. One of the people close to me in spirit and thinking is Elon Musk, and his favorite quote is, "As for me, I will never give up, never at all." Ultimately, it is important not how many times you fell but how many times you got up and moved on. It is crucial always to continue working on yourself.



Friends, this is a training manual. You can and should write, make notes, cut out pictures, and the more information you can apply in practice, the better. Once I came up with this format for myself, and now I am sharing it with you. I am one of those people who need everything at once, simply because time is too valuable a resource. Finding something useful and putting it off for later is not for me because this "later" may not come for another twenty years. Therefore, I use the time according to the principle "The length of the day is the same for everyone — 24 hours, but its width depends on you." Then, having found something useful, I act to the most significant degree possible. I invented it, mastered it, pumped it up, and included it in my lifestyle. So, this is how this training book came about — it has vital information followed by diagrams and tables for quick understanding, exercises, case studies, checklists for verification, life hacks for immediate use. This method helps me and has helped thousands of people who work with me on their personal growth. It works great in my tutorials. So let it be helpful for you too.

If you have ambitions and big dreams and understand that leadership qualities are essential to achieve these goals, this book is for you. It is not for reading in your free time, but something which requires constant work and focus. After all, information alone will solve everything. You need to shape your leadership skills so that you can apply them at any level – both create an excellent team and lead like-minded people.

What do you need for this? Willpower, strategic thinking, a winner's demeanor. Then, the art of diplomacy, the ability to convince and achieve whatever you need in any situation, authority, and excellent reputation, when followers believe that their leader is wise, enlightened, deeply knowledgeable, and understands what is good and bad for the team. In a word, we need what we call soft skills – communication skills, organization, self-presentation, the ability to make the right impression and gain broad recognition as an expert, and present information in the most convenient and coherent form.

These are the skills we shall develop. I know first-hand how important they are in life and business. It is crucial to develop these qualities, and they can indeed be acquired through study. I know how to teach them, which is confirmed by thousands of people who have completed my training programs and applied their new skills. So start right away – read, work, and put nothing off. Follow the logic of the training: knowledge – practice – boosting – turning into a habit. Our goal is to make soft skills and leadership thinking habitual. Hone your body and mind into tools that will innately know the right decisions and act accordingly. Perhaps one day, you will realize that your will is faltering. Or maybe you lose focus and find that you spread yourself too thin, trying to achieve numerous small goals instead of striving for one main goal. Perhaps you have become less convincing, and you are losing confidence in your authority or your actions. Then you should return to the corresponding chapter and once again go through the set of exercises, review the analysis of successful case studies again. Trust me – it works. I know that for sure.



You Are Number One

How to become a leader in 30 days
and remain one

- ✓ Leadership
- ✓ Character and habits
- ✓ Charisma

Soft skills training manual
for life and business



You Are Number One

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01

Part 1

How to become a leader

02

Part 2

How a leader forms their character

03

Part 2

Leadership Charisma

How to become a leader

Have you ever noticed how many people want everything their way, but how few real leaders are among them? The thing is that most do not have the necessary skills to manage the people around them, nor perhaps even their own lives. Developing leadership qualities in yourself is the only way to achieve your goal, whatever it may be. Then why is this not taught in daycare and school the same way as they teach, for example, reading and writing?

There are indeed many more people who want to become leaders than there are real leaders. Hence the misconception that leadership qualities are innate. Therefore, the belief is that if you are not lucky to be born a leader, you will be led all your life. But I boldly declare to you: to think like this is like admitting defeat at the start of the race. There are many more athletes than Olympic champions, but no one says that a champion should be born. Yes, a lot depends on inherent qualities. And yet, not the person with the longest legs or the strongest muscles who rises to the podium. The winner is the one who trained more, worked, polished every movement, and constantly improved. The winner is the one who was focused on a single goal — to win.

I know for sure that leaders become the same as Olympic champions. And the purpose of my book is to give you all the knowledge and tools to practice the skills you need to lead you to victory.

We will train your consciousness, perception, habits, and reactions so that you can ascend your personal podium. And we will start with a simple question “What is a leader?”

Chapter 1. What is a leader?

You can be all alone and still be a winner, even if no friends or enemies are nearby. Because it's about you and what you are willing to accept, this is perhaps the first thing I realized about leadership. I was still a child and did not use the word “leader,” but I understood what qualities you need to win. I didn't ponder if I had them, but I needed to find such traits in myself. Because I had to become a leader, this was the only way to get out of the circumstances in which I found myself as a child. I had to work hard on myself, often to be ruthless to myself. In fact, I have built a new personality in myself. But only after many years did I realize that I am a leader.

The beginning of this stage was my acquaintance with cryptocurrencies. I was delighted with this idea, fell in love with blockchain, and started building my own platform. I assembled a team of enthusiasts, very talented people. The development of the platform took about a year. My idea caught on to many — tens of thousands of people around the world. On the first day of the platform launch, we all gathered in a festive atmosphere, with champagne and a videographer, to celebrate the fabulous launch solemnly. And so we launched the site and then watched it fall in real-time. The system was working, but it couldn't handle the flood of many users. There were tens of thousands of them; they were waiting for us and wanted to work with us, hackers, haters, everybody. And all this extravaganza with champagne eventually turned into such a strange situation when everyone looked around, was muttering something, and went home.

We began to restore the system, and in the meantime, a wave of negativity, ridicule, mockery, as well as videos about us popped up on the Internet — in one of them, I was portrayed as Hitler, where I shouted, “Register everyone on paper.” In a word, haters celebrated our difficulties.

But after three months, we completely restored the system, made it ten times more robust, and improved the product. When we launched for the second time, the information wave rose even higher. There were tons of articles about how nothing would work out for us. But we covered ourselves as much as possible, we managed to block hacker attacks, and the second time our system failed.

We were fighting with them all day and night, forgetting about sleep. They changed the network, IP addresses, attacked from different countries under the guise of some universities or special services. We had to block them with whole countries until they apparently ran out of budgets, and then we went out into calm waters and started working. As a result, by the end of the year, we already had two hundred thousand users. The platform became profitable in the first month of its operation.

Today I already have about 20 successful business projects. I manage highly professional teams in different countries of the world and teach the skills of successful business, leadership, and entrepreneurship to more than 700,000 people worldwide. Now, others can say whatever they want, but I firmly know that only my opinion is important to me. Until I say that we have failed, we have not failed. This is the golden principle of leadership. So I started learning, growing, and moving forward. After that incident, I already began to systematically put all my leadership qualities and tools in perfect order, and I knew for sure that I had them. This experience showed me that only by taking responsibility for yourself and others – your family, friends, colleagues, you can be called a real leader.

So if you also dream of being one, ask yourself: are you ready for such a big responsibility? Leadership is by no means celebrations or compliments. This is a hell of a job, perhaps the hardest in the world because you will be responsible for the well-being of others and the overall result of the work. If you are entirely confident in your desire, then go ahead – everyone can become a leader! But this will happen not when other people call you a leader but when you notice what a colossal responsibility you bear. What matters is not what people say but that you can protect and support others and bring them out of hopelessness.

Many are familiar with the “voices of internal critics” that make them doubt every decision they make. And I have them in my head too. “Alex, maybe you are too full of yourself? Maybe you decided

that you are stronger, smarter, faster, more experienced than others? Mauve, you are wrong? Perhaps, everything you do is completely wrong, and as a result, you will let yourself and others down?" There is always fear. But there is also always one voice that says that you can. And I listen to it and understand that it sounds in unison with other people who stand around me and say, "Alex, you can do it." This voice gets louder and louder, and as a result, I begin to believe that I can. And I understand that this is my voice. It is real, it is mine, and not someone else's. It is clear that an inner critic also lives in me, and I doubt and fear something, like everybody else. But the desire to succeed, create, help people is stronger.

Right now, my inner critic is unhappy that I am talking about leadership for everybody. It, like many people, assumes that to pump leadership, you need to be a president, CEO, or founder of the company, or at least some kind of leader. Otherwise, why would other people suddenly listen to you if you are not a leader? If you think so, I have news for you. People who can be your team are already near you. And it doesn't matter to them what position you occupy.

There are leaders of different levels or ranks, but not all of them are leaders. Yes, each of them has to manage their team, but managing does not mean leading. Even experienced bosses do not always have enough strength to rally people to implement a large-scale idea. And I sincerely wish you to build your inner leadership first and then manage people.

A leader is, first, a well-respected person. A leader can influence people, effectively coordinate them and lead everyday activities to culminate in a result. Leaders are not appointed; people feel their inner strength and follow them of their own will. Even if no one formally "put" you in command over a group, you can still be their leader.

The thoughts of real leaders are listened to, even if they sound strange or crazy, like it was with Martin Luther King when he voiced the idea that all people, regardless of skin color, should have equal rights. His influence overcame public opposition and made almost everyone accepts it unconditionally. But there was once a time when the idea of equality seemed crazy to everyone, both privileged and marginalized! Elon Musk's dreams of space flights sound no less crazy now. But investors believe him. Why? Because he, too, is a leader by the same criterion as King.

What prevents you from inspiring people in the same way? Perhaps you think that you do not have enough knowledge, skills, or even resources for this. Drop these stereotypes, as I once did: leadership is primarily a style of thinking. You can educate a leader in yourself. It allows you not to lament about what you do not have but to focus on what you do have. Who doesn't know Colonel Sanders, the founder of the beloved KFC today? Previously, no one would have believed that his chicken dishes, which he cooked at his gas station, would bring him worldwide fame.

This rule is also proved by the Pareto principle 80:20, which carried some weight regarding research into leadership. Vilfredo Pareto is a talented Italian engineer, economist, and sociologist at the turn of the 20th century. In one of his works, he proved, using as an example Italian households, that 20% of enterprises receive 80% of income. In his honor, sociologists also named a general principle, which was formulated later. According to this principle, 20% of the effort gives 80% of the result, but the remaining 20% requires 80% of the total effort. This is also true when applied to leadership: 80% of people become leaders through accumulated experience, and only 20% of people are born to be leaders, inheriting leadership traits genetically. So, we can see once again that leadership qualities can be developed. But only on the condition that the person is motivated, ready to make efforts, and train. Everything is like in sports.

A recent study by the University of Illinois found that new leaders' most crucial success factor is the desire to grow. If the newly minted bosses are not interested in growth, they either ignore their role and get lost against the team's background or begin to play it according to the "standard" pattern. For example, they adopt an authoritarian management style, which ultimately does not lead to anything good. Therefore, you need to come to terms immediately that it will not be an easy journey. Likewise, it is not so easy for athletes to become Olympic champions. The road to a gold medal is long.

Besides, future leaders need flexibility. After all, the role of a leader is multifaceted. It requires loyalty and tolerance. Sometimes you will have to revise the usual ways of interacting with the team and consider their opinion. Sometimes this leads to a profound inner transformation. That is why leadership does not tolerate conservatism. Self-observation and an honest assessment of your actions, both successful and unsuccessful, are also important.

You may not be ready to lead people yet, but that's ok. This willingness comes with time. I've been going through this too. So first, admit this to yourself, and only then start transforming your fears into motivation. Next, soberly assess your strengths and weaknesses: think about which qualities you need to strengthen and which ones you need to acquire. To do this, answer three questions. The first question is: what qualities do I consider to be leadership traits? The second one is: do I have such qualities? And finally, the third question: how can I acquire the missing characteristics or enhance those I already have?

You have the right to ask me, "Suppose I develop these traits — who will I show them to? I am not a leader, and I have no subordinates. How and where will I become a leader?" To think like that, my friends, is a common mistake of so many. It often seems that you need to find a group of people and influence them to follow you. And then you supposedly become their leader. In reality, it is not quite so. First, you become a leader not for someone else, but for yourself, in your head. And then, when leadership traits have been developed, wherever you go, people try to stay close to you and follow you towards the goals that you show them. In general, this is how it works. However, if you read clever theories about leadership, they will tell you that there are something like three steps, which differ in the scale of the tasks and the environment. The household leader is highly respected in the family, school, university, in spontaneously formed groups (for example, in the company of friends). This leadership is of the narrowest scale, and often it is feebly expressed. That is why the one who was once the main ringleader in the class cannot necessarily influence the processes in the work team seriously. However, the household leader still has more influence on collective decision-making than the rest of the participants.

At work, in sports teams, and in creative communities, social leaders set the tone. And finally, political leaders, such as public and authority figures, have the maximum degree of influence with a clear hierarchy.

Check yourself: are you, or perhaps, were you as a child, a leader of any of these levels? Think about the leaders you know personally. What do you think helps them lead people? Use the note sheets at the end of chapters to jot down your observations. There is a connection between these three types of leadership: with good

perseverance, a household leader can grow to be social or political. Most likely, it will not work to become a leader of a political scale right away. This structure is like a ladder: you have to climb higher and higher from one step to another. But before you start your journey, you must certainly understand what is going on in your head. We are beginning a comprehensive work on ourselves, and so you won't forget something, write down the training program for the day, using the Calendar at the end of this chapter.

Checklist for 31 days



Goal _____

1	2	3	4	5	6	7
8	9	10	11	12	13	14
15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30	31	 The goal has been achieved? Yes/No			

Notes

Chapter 2. Think like a leader

What makes a leader different from other people? Above all, it is what the leader thinks about themselves and the world, their mindset. No circumstance will force the leader to give up. And yes, I mean what I say: there are no unsolvable problems for a leader. There is no such moment to admit the situation is hopeless and stop the struggle.

“Yes, yes, it is easy to say this to a millionaire!” cries the inner critic. Well, I can say that I have not always been wealthy.

Why you can do the same as me

Has it ever happened to you when everything you knew, understood, were able to, suddenly disappeared from your life overnight? For fifteen years, I learned how to live in one reality, and then I ended up in another, and I must add, also not too cheerful. I was born into a German family who lived in one of the world map's coldest and most remote spots.

Once upon a time, my German ancestors settled in the Russian Empire and began, as they say in Russia, “to make good money.” And during the political calamities of the twentieth century, they were not too gentle toward Germans, and even wealthy ones were exiled to the north.

So, the distant and gloomy village of Mizonovo in the Tyumen region became my first home. My first vivid impression and favorite activity were fishing on the river. The river was probably the most lovely thing that was there. And along it stretched farms, poor and unkempt, though still requiring enormous daily work. All our neighbors worked there: they were straining in gray cowsheds or growing something on cold and not too generous land. We, the children, also helped with the housework. After school, so many of my classmates were supposed to have the same life as their parents; none of us knew better.

Was I a child prodigy who could be rescued from this reality by winning school competitions in physics or young talent contests? No. I was good at exact sciences and music lessons, but I was not a genius. My prospect was working all my life in these barns, whether

as an engineer, livestock technician, and someday, perhaps, manager till my retirement.

Was I canny enough to run away from it all at the first opportunity? Also, no. Remember yourself as a child — did you have long-term plans? I was an ordinary child with ordinary childhood dreams of having plenty of tasty food and happy parents.

Money? There were practically none of it: neither our family nor any of our friends were wealthy. My father worked as an engineer, and my mother worked as a doctor. Although these are professions that require serious education and qualifications, in those days, their salaries were only enough for a very modest life in a rented room where my family consisting of my parents, me, and my two younger sisters lived. In general, in my childhood, there was no land of milk and honey in my future and not much hope that I would ever be able to go in search of a better life. My life seemed hopelessly predetermined for many years to come.

I was already fifteen years old, the Chechen war was in full swing, and my friends returned home in zinc coffins one by one. My parents were worried that I would go to the army and meet the same fate in a couple of years. So, being Germans, they decided to move to Germany. I didn't think about it then. I just drove to my historical homeland.

"Here it is! From the cold and uncomfortable Siberia of the nineties to a prosperous country — isn't it a gift from fairies?! Few are so lucky!" well, my critic may be partly right, but only partially.

When I went to school, it turned out that my German is not the one they speak in Berlin, and no one understands me. I thought I knew the language because I had straight As in German in my Russian. We spoke German at home, but not with the people living in Germany.

In this new reality, I could not hold the simplest conversation. I did not understand the teachers, and almost no one understood me. Back in Russia, I knew exact sciences well, but it did not help because I did not know how to answer questions, and no one could evaluate my knowledge.

Soon they told me that I would not be able to study in a regular school, and by the end of the school year, I would be expelled. There was no one to protect me, and my parents could not help me.

They were as confused as I was — my dad always carried a phrase-book to learn German words. So, I was cut off from communication, and I could not study like others.

One of the teachers who once studied Russian felt sorry for me. He remembered all the Russian expressions that he knew to calm me down, to cheer me up: there are quite a lot of such “mute” immigrants in the country, I can somehow survive, for example, working as a laborer at a construction site.

The prospect of a cowshed on the bank of a familiar river from my childhood melted away, and it was replaced by a construction site in a foreign country, leading the life of an eternal immigrant, a person with an incomplete package of rights and opportunities. After this conversation, I came home and looked at myself in the mirror for a long time, got angry, even cried with despair, “Is this my life? Do I really have to be like this?”

They say that childhood leaves subtly. Do you remember how it happened to you, or do you feel that your childhood years flowed like a stream until they disappeared into some unknown place? I remember precisely the day and even the minute when my childhood ended. I asked myself, “Is this truly my life?” The carefree kid from Siberia was gone. Instead, there was a guy I didn’t know very well yet, Alex from Germany.

Children sometimes create imaginary friends. For example, adults fantasize about millions of dollars falling into their hands so they can buy whatever they want. As for me, I came up with Alex.

This Alex was not the strongest or the smartest, and he was not the luckiest either. If there was something of a superhero in him, it was desperate obstinacy. Someone may give up, feel sorry for themselves, be afraid of difficulties, but this Alex was able to act like a machine, and it was impossible to stop him.

I made a firm decision to learn the language and pass all the exams. College was my goal, but, first, I had to stay in school. And I went ahead. I promised myself that I would not give up. I learned 300 words a day, but that was not enough — I needed speaking practice. Finally, I was ready to talk to anyone, even drunks on the street. I asked my parents for money so I could treat other children to ice cream, invite them to a pizzeria, hockey, bowling, the movies, and talk to them. In six months, I completely mastered the language.

Now I needed to pass exams in all major subjects. I was given only a month to prepare. Alex just nodded. They said that all eight tests would have to be taken in one day. Eight! Alex clenched his jaw and nodded again. Out of the kindness of my heart, I was warned that the examiners would treat me with a bias — after all, I am Russian “without a language,” these exams are just a formality, I was supposed to be “put down.” At the exams, they tried to put me down, as promised. But I was not just ready. I knew the chapters of the textbooks almost by heart. And so, I ended up in a gymnasium, which is comparable to the preparatory school in the US — a school with an additional class that lets you go to college. I overcame this step as well. And now I know for sure when exactly I already possessed leadership traits. It was the moment when I refused to accept the reality that I did not choose. Millions found themselves in this situation. Many agreed with the circumstances, deciding that their efforts wouldn’t be enough to change something. And I decided that I would work as long as it takes. I would give up regular rest and sleep, strain myself, but I would not accept this miserable minimum that someone decided to outline for me.

So, initially, I had no special abilities, no support from influential people, no money. There was only a stubborn desire to get out of the hole, the realization that I would not stop until I did this, and a mental plan of how I would do it. None of these three ingredients is rare, and they are available to everyone. If you don’t want to put up with your current situation, just focus on how you can change it. And that is what will make you different from most people.

Leader vs most person

Most people are no worse or better than leaders; they just value other things. For example, some people prefer a carefree lifestyle without unnecessary responsibility, watching TV shows, and not thinking about business. They do not want to fill their heads with business matters and prefer keeping the plots of soap operas there. On the other hand, leaders constantly think about business and look for the right way out of any situation. An ordinary person says, “We have a problem,” the leader will call it an unusual situation. Where the majority gives up, the leader will continue to seek

solutions. When the glass is almost empty for hundreds of thousands, it is at least a little full for a leader. And even when absolutely everyone around says, “This is a complete failure,” the leader will still climb out of the hole and continue to fight.

I decided to show you this in the form of a table. You can save or copy and hang it on your wall. I promise you it will come in handy more than once. Because on almost any day, you can find a thought from the left column that is on your mind and slows down your progress. Do you still want to be a leader? But who will follow you if you cannot go anywhere if doubts and fears slow you down? So, here they are, on the left. Then what should you do? Find the answer in the right column. It will not be easy, it will require strength, but this is the correct answer.

Let's compare the thinking of an ordinary person
with the mindset of a leader:



Now, do you understand what makes a leader stand out from others? Take a close look at the table again because you can use it to compose a specific set of leadership qualities. First of all, leaders perceive any problem as a challenge and willingly accept it. They focus on finding practical solutions, not panic and self-flagellation. Also, leaders see everywhere growth opportunities. And, finally, leaders have adequate self-esteem and see things realistically while being optimistic. Failure for leaders is not the end of the road, but only a reason to rethink their strategy and become even better.

Thinking like a leader means looking for a way out of difficult situations on your own and coming up with an action plan. Leadership is a willingness to take responsibility for your actions and decisions and those who depend on you.

Do you have an idol that you consider to be a real leader? If you close your eyes now and think about your example, who will you see? Famous actor, politician, public figure, or scientist? Or maybe your parents or a loved one whose accomplishments you admire? Whoever you see, the important thing is: looking at this person, and you understand that they are strong and have achieved mastery in some area or field of business.

If you can see inspirational traits in someone, they are also in yourself, at least in their embryonic phase. Because we, as people,



Thinking of an ordinary person	Thinking of a leader
<input checked="" type="checkbox"/> We have problems	<input checked="" type="checkbox"/> We are faced with a non-standard situation
<input checked="" type="checkbox"/> It's useless	<input checked="" type="checkbox"/> We have to adjust our actions to achieve the desired result
<input checked="" type="checkbox"/> Niche is 80% occupied	<input checked="" type="checkbox"/> 20% of the niche is free
<input checked="" type="checkbox"/> I am too young (old) for...	<input checked="" type="checkbox"/> My age is the best time for...
<input checked="" type="checkbox"/> A competitor's product is better than ours	<input checked="" type="checkbox"/> Of course, a competitor's product has advantages, but nothing is perfect
<input checked="" type="checkbox"/> It was a mistake	<input checked="" type="checkbox"/> It was a valuable experience
<input checked="" type="checkbox"/> I lost	<input checked="" type="checkbox"/> I was wrong this time, but the battle is not over yet

are psychologically arranged in such a way that we look for and choose those individuals in whom we see our reflection. Sometimes more successful and sometimes less. Has it ever happened to you that you look at, say, your colleague, admire their analytical mindset, and wish you had the same? If so, then I have good news for you: you are also analytical. Otherwise, you would not even have noticed that your colleague has such an advantage.

Now that you know what separates leaders from ordinary people, it's time to get started! Namely, to find in yourself the same traits that you see in those who you admire. Indeed, "to find them within you," because I have already proved that you have these traits. But then why aren't we all leaders? We should consider the mistakes many people do not even notice, but which nip our leadership potential in the bud. Allow me to address them.

Mistake # 1

| Distrust of your feelings, senses, and intuition

People will perceive you as a leader only if you see things that others do not notice and offer non-standard solutions to problems. Remember, have you ever had a desire to do something that no one else in your environment would have dared to do? If fanciful ideas have ever occurred to you, then you already know how most react to them: everyone begins to dissuade you and convince you that this will not end well. And only something inside you continues to gurgle, "Do it! You will not regret it!" This inner voice is your strength, and it will help you make the right decision. A real leader listens to it, not to others, and has a developed self-trust.

Mistake # 2

| Leadership as the only goal

People choose a leader to help them achieve a goal that they cannot reach on their own. Perhaps they lack the strength, skills, or just self-confidence. No one will choose a leader who wants to derive only personal benefit from the situation. Your task is to help others to achieve the result that you desire.

Immature approach to life, the inconsistency of actions

Think about whether you always do what you say you do? Do you keep your promises? Do you feel confident when you take certain actions to achieve a goal? The easiest way to find out is to ask yourself the question, “Would I do it just like that, even if no one appreciated my efforts?” If the answer is yes, then you are on the right track. If the answer is negative, you may be following someone’s lead or trying to prove something to someone, which will not lead you to the goal, but only into the jungle far from it.

However, I must warn you that there is a downside to admiration for others and their accomplishments — envy. This is admiration, only taken to an extreme. We begin to envy when we believe that we are not able to achieve the same. Due to the inability to get what we want at the snap of our fingers, we envy the “property” of another person (both material and non-material).

Admiration and envy are the most common and natural responses to human achievement. But, do you often catch yourself thinking that other people are better than you in anything? We will discuss how to deal with this in the chapter on the competition. Briefly, I will say it right away: everyone has their background and starting opportunities, so this envy is meaningless. You can’t be sure that you would like to live your idol’s life without knowing all the circumstances. The only life that you can improve indefinitely is yours. And it makes sense to compare yourself and your achievements only with what you were yesterday. But to not forget about it, you need to adjust your thoughts in a certain way. The best of the best have a certain mindset. So if you want to become an authentic leader, start developing a leadership mindset right now. Several exercises will help you with this, which once helped me.

Exercise “My Leaders”. It allows you to borrow effective models of behavior from other people. Here is what you need to do for this.

Name at least three of your idol leaders. These can be both people you know personally or someone well-known. Rate their leadership style as good, fair, or bad. Now identify the three main personal qualities of each of them. Finally, select only three qualities, those that once changed your worldview or made you act.

Exercise “My Victory”. It is aimed at developing personal integrity and increasing motivation. It takes three steps. First, recall your most significant victory and write it down. You can choose an example from absolutely any area: sports, study, work, or personal life. The achievement scale is also unnecessary: the main thing is that you tackled the task better than others and are proud of it. The next step is to try to understand what exactly it was that you did better than others. What made you succeed? Maybe you found the right information in time, paid attention to some work principles, or connected professional skills. Please, write down the answer. Finally, the third step. Imagine that you are invited to an interview, and the host asks, “How did you manage it?” Tell in your head how you achieved this result. Imagine that you are the center of attention, and the entire population of your country or even the planet is looking at you. You can help them succeed in your field right now. What do you tell them?

That’s it! You are already a leader for a particular group of people. At least for those who once could not experience the same success. If you can win once, you can win again.

Exercise “The Elastic Band” is a technique for developing self-confidence. It also has three steps. First, think back to a moment in the past when your self-confidence was at its peak. Perhaps it was a successfully passed exam, your best performance in a sporting event, or loud applause after performing on stage. In general, confidence is the feeling of a task that you have done better than others. Second, relive that situation again, as fully and vividly as possible. Experience it and then try to characterize it. What physical and psychological signs of confidence can you highlight?

Next, put the medical rubber band on your left wrist. The next time you feel anxious and insecure, pull it back and let it go right away. The point of the method is to cause unpleasant sensations in oneself for any signs of uncertainty – roughly speaking, discomfort. So, your brain will begin to associate this state with negative consequences, and you will become much less insecure. After tightening and releasing the elastic, recall the confidence signs that you identified in the first step. Try to feel them, that is, enter yourself into a state of confidence on your own. Reinforce this with positive emotions: drink a glass of automatically freshly squeezed juice, eat

a piece of chocolate. Or do something else that you enjoy. Over time, you will learn to enter a positive, confident state, and then the need for an elastic band will go away.

Whatever your goal, whatever you want to achieve, you cannot be a winner if you are deprived of three crucial qualities: **confidence, concentration, and composure**. And they need to be pumped deliberately, using exercises and practices. So, for example, here's a quick and easy way to get rid of insecurities.

Think of a situation when you felt confident in yourself. It doesn't matter what it may be: the victory at the school competition, the moment you won the cup in a sports event, or the most successful date you have ever had.

You need to remember to the smallest detail everything that you felt and experienced at that moment. It's nice, isn't it?

Remember and feel it again. Then mentally "pack" those memories and return to the present moment, preserving and holding in your memory happy memories. Let yourself remain in this state of euphoria for a few minutes. Repeat the exercise 1–2 times a week.

There will be many exercises in this book that I have tested or created myself. The main thing is to remember that you and only you are responsible for your life. When people begin to blame someone else for their failures, I remember the parable of the monk and the mirror.

Once upon a time, there was a monk who dragged a mirror with him everywhere. The priest noticed this and thought, "Since he does not part with the mirror, he probably only uses it for Narcissistic purposes." Then the priest, consumed with curiosity, approached the monk and asked directly, "Why do you always walk with a mirror?" hoping that he would be proven right. The monk replied, "I need it when trouble comes. So, I look into it and see the source of trouble and along with it — the solution."






In this chapter, you learned about the mistakes that can get in the way of your path to leadership. Are there any that you make? Write them down. Save a table that illustrates the difference between the mindset of an average person and a leader. Place this table somewhere, so you would quickly see it. Let it help you with your leadership thinking. Go ahead, try all three exercises: My Leaders, My Victory, Elastic Band. Remember to write down your

feelings. Do all three activities regularly, or choose one that works best for you. Dedicate to them at least 15 minutes every day.

Remember the main thing: anyone can become a leader. Yes, this is a long process, and it is worth starting with increasing personal motivation and developing leadership thinking. Your feelings, such as envy and admiration, will help you understand what you still lack to reach a leader's status. We admire and envy what we have a predisposition for but are not yet as good as anyone else. Just do not fall for the tricks of the mind, which loves to save resources and therefore whispers, "You are ok, and you don't need to change." Instead, train your thinking in the same way as muscles. Make it more flexible and multipurpose to become one of the main tools for your future victory. And I will give you a diagram that will allow you to assess how relaxed your consciousness is now and how flexible it still has to become.








Flexible thinking

	Views	Complex tasks	
 <p>Rigid type</p>	<p>Are sure that their views are constant. All their lives, they are in a permanent search of themselves.</p>	<p>Deliberately avoid complex tasks, seeing them as something dangerous.</p>	
 <p>Low type</p>	<p>Are extremely limited in growth because of their prejudice. They think some areas of activity are not for them.</p>	<p>Start working on only simple tasks that can help them to reach their goals fast.</p>	
 <p>Mixed type</p>	<p>Think that they can develop only in a limited number of areas.</p>	<p>Prefer familiar and clear goals that don't require much effort to achieve.</p>	
 <p>Confident type</p>	<p>Are sure that they can develop in most areas.</p>	<p>Are not afraid of challenges that require a lot of effort and time.</p>	
 <p>Flexible type</p>	<p>Can decide where they want to grow and to develop the needed skills.</p>	<p>Are ready to tackle complex tasks that will improve their skills.</p>	



	Obstacles	Efforts
	Give up right away facing any difficulties.	See the effort as a failure. They think that their wishes should come true by themselves.
	Try to overcome difficulties, but give up if it is still hard to achieve the result.	Have a negative attitude towards efforts, but realize that sometimes they are necessary.
	Can try if they see the progress. They create strategies to achieve results.	Can make efforts but don't enjoy doing it.
	Aim for the results and believe they will manage problems.	Know that efforts lead to growth. They try as hard and succeed thanks to it.
	Try hard and make the effort, even if they fail again and again. As a result, they achieve their goal.	Keep working on self-improvement. They try as hard as they can to reach their goal.

»

	Feedback	The success of others	
 <p>Rigid type</p>	Are prone to ignore criticism and any comments on their actions.	Feel threatened by comparisons, avoid any competition.	
 <p>Low type</p>	Take positive reviews well. They accept criticism if it's easy to fix the mistake.	Think others succeed because of their luck or talent and not thanks to their personal growth and efforts.	
 <p>Mixed type</p>	Accept criticism if it's constructive and can be applied in practice.	Compare themselves with others, are not afraid of competition if they feel that they are better.	
 <p>Confident type</p>	Accept criticism and make conclusions. They value feedback.	Find motivation in the success of others. They like competing.	
 <p>Flexible type</p>	Look for evaluation by specialists. They see criticism as motivation.	Consider competition as a way of rapid growth and improvement. They search for a guru to learn their secrets to success.	



Mistakes	Help
Hide their mistakes, thinking they make them look weak.	Don't ask for help, considering it as their sign of weakness
Always find excuses and reasons for their mistakes.	Don't ask for help but accept it.
Know that they can make mistakes and are ready to fix them.	When offered, they accept help but don't insist on it.
Remember that mistakes teach. They are not afraid of them.	Consider help useful and sometimes necessary. They are not afraid to ask first for help.
Perceive mistakes as a way of learning. They test opportunities and learn from their mistakes.	Are open to any help from professionals.

Chapter 3. Act like a leader

Once, during an interview with a German magazine, I was asked what it means to be successful. I remember then I replied, "Everyone wants to be successful until they learn from personal experience what it is and what their life will be." Now I can say the same about leadership. So many are willing to think of themselves as leaders until it is time for them to act.

Do you remember that I told you in the last chapter how I learned German and was accepted to the gymnasium? Do you think this is where my hard times ended and the good times began? Not at all. They were not happy to see me at the new school, and the very first day, they boycotted me as many believed immigrants had nothing to do in the prestigious gymnasium. I went to my class teacher for advice, and he replied, "You know, in general, this is life. It will be the same when you grow up. You need to deal with this situation." And his words helped me a lot.

When you find yourself in a difficult situation, what help do you expect? Do you expect that someone big and powerful will come and solve all your problems? But we know that nobody can help us forever. There are always problems, but you can persuade someone to intervene, protect you maybe once at best. Don't whine, don't complain as nobody will hear you. Pull yourself together, see where you are strong, and use your strengths to get out of problems and that was the main point of this lesson.

Hi Alex! It's time for you to grit your teeth again. What are your strengths? Do you know mathematics and physics well? Go ahead and show that you can be useful. Help out with a difficult homework assignment — it is easy for you. And on the test, you can solve not one problem, but three at once, and your classmates will be grateful for the help. Yes, I no longer paid for someone's ice cream so that they would speak to me. But I searched again and found which of my abilities and skills would help make the situation different. And I acted. So, whatever the circumstances, you always have a choice: you can accept them and be content with what you have, or you can say to yourself, "I don't want this. What can I do to make things different?" You know, sometimes one thought gives the right impulse for the right action. In essence, thinking directly affects lifestyle.

How do you think a person begins to act when they take responsibility for their lives and become a leader? Good question! Let's see what the life of a leader looks like.

Imagine

You've probably already imagined the ideal version of yourself more than once, the one who has achieved everything that you are still planning to achieve. Don't deny this! Everyone does it, even me, because it's ok to strive for something bigger. Just imagine yourself as a new, "improved" person right now. What is your best version? How is the "new you" doing? I want you to answer a few more questions:

What are you focusing on? We are often overwhelmed with tasks and try to grab onto everything at once. It's even worse when we do not have time to do something and allocate additional working hours for this. This is fundamentally the wrong approach! To be productive, plan for the day and prioritize. Do not try to complete all tasks at once, especially at the expense of rest, as then you will constantly be stressed. Before you start any business, ask yourself, "Does this task require my attention right now? Or is it worth focusing on something more important?"

How do you think? What do you think about more often: what you have or what you lack? You may be thinking about everything at once. Analyze your thoughts and answer honestly to the question, "are they predominantly positive or negative?" Our brain is like a radio: if you tune in to the negative, then the negative events will be broadcasted into your life.

How do you react to problems? You must perceive difficulties as latent opportunities. Without the past, there would be no present. Analyze your past experiences, learn lessons and let go of any situations that bother you. The ability to part with resentment and other negativity will quickly change your life for the better.

What are you doing for your development? It doesn't matter how many diplomas you have and what training you have completed. Knowledge without action does not lead to results. Take concrete steps! Just reading books is not enough — try to apply the knowledge in practice.

What tools help you achieve results? So that your efforts are not wasted, avoid short-term decisions and remind yourself of long-term goals. So, for example, if you need to pay off a loan for a car, write the amount on a sticker and hang it on the refrigerator. This will constantly keep you on your toes and keep you from wasting money.

These are not rhetorical questions. I hope you will answer them at the end of this chapter. Chances are when imagining a picture of an ideal life, you never think about its background. For example, let's say you dream of becoming the CEO of an international corporation and managing thousands of employees. Then, imagining yourself as a master of life, you see yourself as gorgeous and successful. Then, imagine the life you are now living – money, power, luxury goods, travel. Here is your beautiful home, and here is your fast and expensive sports car.

But all this is too general. What preceded your status as “master of life”? In reality, you cannot become one overnight. There are sure to be intermediate achievements. Let's say, “almost-master” goes to the “master of life.” You need to be specific about the goals you are striving for. Ask yourself, “What do I want to achieve in a year in each area of my life?” Take a piece of paper and write down these goals in detail and in simple language so that even a six-year-old can understand and explain them to another six-year-old.

Set goals in at least five areas of your life, namely:

- 1 Finance.
- 2 Business and career.
- 3 Training and development.
- 4 Family and personal life.
- 5 Health and fitness.

I recommend that you take advantage of a handy technique like the visualization board. Do not hesitate, fill it out right in this book, it was created as a convenient tool for your personal growth

and leadership development. Allow yourself to see the whole picture of your future success, every detail you can imagine.

What you don't see is the flip side of success. I also did not see it until I got out of difficult life circumstances. Now I can say that I am a successful businessman, a very wealthy person, the owner of 18 businesses worldwide. When I drew a successful future in my head with this visualization board, I realized that it would take a lot of hard work to make it true. But I had no idea that I would work 17-18 hours a day and take 180 flights a year, depriving myself of sleep and even communication with my family. I realized the actual price of success when I just started launching one business project after another, and my lifestyle became what it remains to this day.

What price are you willing to pay for success? And do you want to become a champion badly enough to give up something? This is the first test.

Imagine your future self again, but this time don't cycle on the attributes of success. Imagine, instead, how the new daily routine works. What time do you wake up, and what time do you go to bed? How much time do you spend at work? What is your stress level? How much time can you devote to your family, hobbies, leisure? What is the cost of any mistake you make? How much responsibility is on your shoulders?

As an example, I will show you what my typical day looks like. Not a workday or a day off, just an ordinary one — after all, the leader asks nobody for a day off or vacation, right? True, I will say right away that I am glad when I can spend the day this way, and I do not need to waste time on flights to different parts of the world.





Alex Reinhardt's Standard Day



05:30

Wake up and jogging



05:30–06:00

Breakfast + getting ready
for the day (watching
training videos)



06:00–08:00

Work*



08:00–10:00

Workout



10:00–13:00

Work*



13:00–14:30

Lunch + business
meetings at lunch



14:30–18:00

Work*



18:00–18:30

dinner



18:30–22:00

Work*

* The word “work” means only those actions that result in the completion of tasks. **Only results count.** Working without results is wasted time.

Evaluation

Success is not eternal, resting on our laurels and swimming in champagne. If you only focus on pleasant things, you will get bogged down in fantasy and frustrated by harsh realities. In addition, there is a risk of being so into a fantasyland that you stagnate and no longer take any useful action. If, on the contrary, you focus on the routine, then there can be two outcomes: either you will be frightened and realize that this is not for you, after which you will go astray at the beginning; or you will understand in which direction to act for your fantasy to become a reality. And there will be nothing terrible in the routine for you.

When you see the less pleasant side of your new life, you can soberly assess your strengths. Now try to understand what prevents you from starting to act right from this minute?

There could be different reasons. For example, it could be that you are moving in the wrong direction. Yes, that could be other people's goals, not yours. Some of us strive for ideals imposed on us by the environment, such as our parents. Usually, these goals are: going to college, getting a job you don't like, finding yourself a boyfriend/girlfriend just to be like everyone else.

Another reason to put off your start could be fears. They are different, but most often, two of them interfere with us: fear of the unknown and fear of repeating our mistakes and failures. Also, there is an obstacle to development in a lack of necessary knowledge and skills. Often, people do not understand that to be successful in any field, and you need to constantly study, train your skills, and change your personality according to the goals set.

Another hindrance could be our character traits, such as excessive scrupulousness or some habit, which may interfere with your development. Remember that success is not necessarily career and money; this is what you consider important. You are ready to make sacrifices, for example, for the welfare of your family. So, Stephen King was afraid to give up alcohol and drugs because he believed that he would not write without them. But he decided on this because his wife delivered an ultimatum: fight the addiction or leave home forever. For his family's sake, King was willing to put even his gift as a writer on the line. But nothing terrible

happened — King continued to work no less fruitfully and in a tie. Of course, he will not be able to write a book in a state of unconsciousness without alcohol, as was the case with “Kujo,” but he will no longer torture his family, like Jack Torrance from “The Shining.” Everything has a price, and you need to know how much and in which “currency” you pay.

Get started!

Think about what is holding you back in life the most, and get rid of it! Of course, you probably won’t be able to do it in one sitting — and don’t try to be perfect in one day! But, you don’t want to run out of steam at the first stage and not make it to the second? You must distribute your forces rationally. Work gradually, but work. Start eradicating bad habits, stop being lazy, and, for example, being late for meetings. Whatever your stop factor is, you must root it out in yourself — slowly but surely.

And if you want quick results, work to improve your productivity. Here is a simple algorithm you can use right now. Find some time, take a notebook, and review your goals in writing. Prioritize and discard ineffective steps by asking yourself three questions:

- 1 What am I aiming for?
- 2 How do I try to achieve this
(what actions do I carry out, and what does it lead to)?
- 3 Are there any better ways to achieve this?

Calculate your hourly income: anything that brings little money and takes a lot of time should be delegated to someone else.

Choose the three most important tasks that can bring you closer to your main goal, and focus on them.

In the evenings, make a to-do list for the next day, identify the most critical task, and devote 90% of your time to this task.

Focus: Until you solve one problem, don't even think about another! Do only one, the most important thing. No multitasking! It reduces your productivity.

One of the frustrating moments you may have to face is saying goodbye to your weakness. People tend to feel sorry for themselves, indulge in failures, and ignore their mistakes. I myself was guilty of this. Your task is to understand that you feel sorry for yourself more than is necessary. Everything needs balance. But what you definitely can't do is sacrifice your future victory for the sake of momentary convenience or pleasure.

So, what do you ultimately need to do?



Program yourself for success in all areas of life.
Say no to pessimism!



Work through your limiting beliefs we use to respond to the question, "Why haven't you reached your goal yet?"
Stop making excuses.



Analyze the reasons (your favorite excuses) explaining why you still haven't reached your goal. To do this, ask yourself, "What would I have done if not for my excuse? Assuming that I'm just making excuses, what should I change in my actions or myself?"



Gain confidence in achieving your goal. Take action against your fears and limiting beliefs. Otherwise, you'll be stuck in one place.

Choosing between "I don't want to, but I have to" and giving in to your weaknesses and habits is a crucial fork that shows whether you can become a true leader and achieve your goals.

It's hard to get out of your chair and start exercising right now. Or to give up another cigarette. Sacrificing time for fun for learning is even more challenging. But, as I said, the responsibility for all the successes and failures lies solely on your shoulders. And the future depends only on you. You can live as a leader and ultimately become one, or you can choose the path of the least resistance. The decision is yours.

It's never too late to change your life. The main thing is not to give up, even if you look strange or stupid. For example, Ruth Flowers (Mamy Rock) began her career as a DJ at almost 70 years old when a nightclub security guard hinted that he considered her too old to visit such places. This remark angered Ruth, as a result of which she decided to prove that she belonged in the club. And who lives a club life if not a DJ? So she set a goal — to become one by all means. But, unfortunately, club managers refused to invite her to any loud parties for a long time because a grandmother-DJ is non-sense! Ridiculous! Still, Ruth did not give up, and by some miracle, her manager managed to get a performance at one of the parties of the Cannes Film Festival. The success was tremendous — Ruth became world-famous.

The beginning of the way

According to the principle of perception, the only way to learn to think like a leader is to start acting like a leader. Volunteer to lead new projects, participate in events, and be afraid to meet new people and experiment with previously unfamiliar technologies and strategies.

Why is it imperative to act? Because it is essential to move from theory to practice. Theorists fail in life, just those who act. If you dream about something, if you want something, start doing it right here and now. I have a seventy-two hour rule. The bottom line is that if you make a decision but don't take action within the next seventy-two hours, you will never do it.

It's not easy to work with me. My team goes crazy sometimes because I bring some idea and tell them, "So, guys, I have this idea, when can we implement it?" Sometimes I hear in response, "A month, two, six months, a year." And then I say, "This is unacceptable. I have this idea in my head, which means that it should already be implemented." I taught myself to discipline, which, sure, is not always possible, but I also taught the team that vigorous, extensive, fast action is the key to our success. And precisely because I am a person of action, my products are in demand and very profitable — this is my superpower because I act faster than everyone else. Decide to act and then act — this is the key to your success. When you have

made a decision — do not procrastinate. To update your perspective on many things and develop leadership qualities, follow my action plan.

Rethink your daily routine and work methods. Find three new solutions to your problems that can open up new prospects (both in your personal life and career). For example, sign up for an unusual creative course (public speaking, design). Do not try to improve the existing principles you adhere to at work, but form new ones.

Expand your network of professional contacts. Attend three business events that your friends and colleagues won't attend. In addition, you can join a discussion club or sign up for specialized conferences. The main thing is to make business acquaintances actively!

Experiment. Try different leadership styles until you find yours. So, for example, you can delegate basic responsibilities to an assistant or let employees make their own decisions regarding project development. Constantly analyze your actions and feedback from colleagues and subordinates: this way, you will understand which management style is closer to you and the most effective in the conditions required by your work and team.

Remember the simple exercise I mentioned earlier. Think again about what you are doing, how the future “successful you” feels and behaves. This person may still seem an unattainable ideal for you, but you already clearly know how they will look. Imagine their average day and make a to-do list. What do they listen to, what do they learn, what do they talk about? What do they do to become even more successful, even better? Imagine their routine and tasks, and then make it a rule to behave like the future you every day for several hours.

Let's say you start the day with a healthy breakfast of fresh vegetables and work out and then devote two hours to learning a new language. You also work hard, are never late for appointments, and follow a plan. Introducing your new successful life in detail is the first step to making it a reality. The main thing is to imagine its pros and cons: what will have to be abandoned and what to sacrifice for the fairy tale to come true. Well, you remember we already talked about this. First, you need to give up minor weaknesses: the habit of constantly checking Twitter or drinking too much is not characteristic of your ideal you, am I right? A clear goal will help you overcome the temptation and give it up altogether. You can change habits gradually, starting small.

Finishing this chapter, let me remind you that you need to answer several questions: “What do you think about more often — what you have or what you lack?”, “How do you react to problems? Can you let go of everything negative?”, “What specific steps do you take for your development?”, “What tools help you achieve results?” Write your answers at the end of this chapter.

In addition, I suggest that you set measurable goals in at least five life spheres right now in the same place:

- › finance
- › business and career
- › training and development
- › family and personal life
- › health and fitness

Then, visualize your future results, the visualization board that I offer you will help you with this.

The visualization board

The visualization board is a guide and illustration of your success. On it you should visualize the achievement of all your goals to track your own development and how your dreams come true. Place it in the most prominent place so that you have it in front of your eyes every day. Let it inspire and motivate you. Think of the board as almost a work diary. It will help you prioritize, decide what you want, and maybe even give up on false goals.

To make the visualization board you'll need magazine clippings, scissors, scotch tape/glue, and approximately 2 hours of time.



Wellness



Finances





Love



Career





Travel



Spirituality





Family



Free Time



Chapter 4. Live like a leader

Day after day, each of us is faced with tasks to solve, situations that we need to either accept or change. Most people agree with the circumstances while leaders change them and choose their reality. What helps them in this? Dreams. If you know how to dream about something big, if you dare to dream big, despite any problems, then you already get an additional resource, a reserve of your strength.

“Alex, I’m an adult. What dreams are you talking about?” My inner critic simply forgot that my dreams could come true, even if they seemed unattainable. I am always fascinated by everything new. I am a fan of hi-tech, the latest remarkable technologies, virtual reality — all this inspires me and energizes me, so I started working with start-ups when I was still a student. I helped them find funding, and within a decade, I helped hundreds of startups raise more than half a billion euros. And I dreamed of increasing these numbers many times over, a crowdfunding project that could help finance hundreds of thousands of fantastic, innovative projects. At some point, I realized that I was ready to create my crowdfunding platform and started working on it. My platform was in the final stages of development when Germany passed a law making crowdfunding a licensed activity. Of course, it was a punch to the gut. I had to put away my idea for some time. I soon fell in love with blockchain, switched to cryptocurrency, but never abandoned the idea of crowdfunding. It took me five years and dozens of products to create my dream crowdfunding platform running on crypto without any licensing, essentially the perfect product.

It was not easy not to give up and not quit. But I know: no matter how unachievable a dream may seem, no matter how much and often it eludes you, this is not a reason to abandon your dream. On the contrary, there will be an opportunity to lead you on the right path. The main thing is to look both ways and not to miss it! I think turning a dream into a goal and moving towards it is a great plan.

Change

The person hiding behind the idea that adults don’t change just doesn’t want to budge. How can you live your life and stay the same at 50 as you were at 20? But what about the experience, new

knowledge, skills? Finally, a sober look and self-assessment. Understanding that you **can** get better, and sometimes you **should**.

Successful people change, and they do it all the time. Every day, every new event, every person you meet on the way is an occasion to reconsider your current “I” and correct it if something goes wrong.

Take a look at how Jeffrey Life did it. Jeffrey has worked as a family therapist all his life. Then, at the age of 59, he began to have problems with obesity: he could not even tie his laces on his own. The doctor felt unhappy: he had a big belly, pains in muscles and joints. Then Geoffrey pulled himself together and set a goal: to save himself. After all, no one but him could do this. He developed a system of training and proper nutrition, and after a while, he regained his shape.

As I write these lines, he is 74 years old, and he believes, looks, and feels even better than in his youth. Jeffrey works out in the gym five times a week and is fond of Taekwondo and Thai boxing martial arts. Dr. Life was named the Athletic Man of the Year by Men's Fitness Magazine. He was the oldest athlete on this list. The rest of the men are young athletes no older than thirty.

The essence of becoming a leader is not to “reshape” yourself completely and utterly. And in becoming yourself and entirely using those unique qualities given to you by life – skills, gifts, and energy.

Let's try to change ourselves and unleash our leadership potential. I am going to tell you what steps will help you.

Visualize your ultimate goal. Write it down, sketch it, hang it in a prominent place, set up reminders, and remember why you are doing it every day. Also, describe your inner feelings and possible obstacles. Then, for each of them, create an “If ... then” action plan.

Think of others. Sounds weird? But no! The story of leadership is not a story about a lone wolf. You can only strive to understand whether you are the first or not when there is someone else around you. You should always be mindful of the people around you and not demand from others what you do not want to do yourself.

Learn to achieve your goals. Do not back down and do not give up what you started until you get the desired result.

Learn to stand up for your rights. Practice: Have your friend play, for example, the role of an unscrupulous employee who wants to evade their obligations. Your task is to get the employee to do all the necessary work and to the appropriate standard. In addition, you need to build a constructive dialogue: do not resort to complaints,

accusations, or, conversely, do not try to please and “talk.” The exercise is complete if you put the interlocutor in a hopeless position and they can no longer continue the argument. This is one of the main exercises to help you influence others without resorting to sanctions and psychological pressure.

The success of Steve Jobs’ speech to Stanford alumni confirms the usefulness of these tips. During his speech, he shared his memories of dropping out of college. Jobs emphasized that he did it not because of laziness but because he cared about his adoptive parents, who found it too difficult to pay for his studies. But in the end, he became the man we came to know because he didn’t give up: for another 18 months, Jobs continued to attend exciting lectures for himself, although that meant that he had to sleep on the floor with friends in the dorm and return empty bottles to earn money for food. It is no coincidence that Jobs’ Stanford speech is so famous – it is about the path of a true leader who stubbornly moves forward but does not forget about their loved ones.

Don’t run away from change! If you could become a leader with the inner baggage you already have, you would become one. You wouldn’t be reading my book now. But you are, which means you agree that change is necessary if you want to grow into a healthy and prosperous person. Such a person certainly influences others and achieves goals.

A leader is, by default, the one who leads others. A leader understands the value of their success and the success of the people who follow the leader. It is a story about mutual responsibility.

One simple exercise will help you take responsibility.

Exercise “List of Responsibilities”

Get a pen, notebook, and create a list of statements. Start each phrase with the words “I am responsible for...” Continue the phrase in any way you want. Write whatever comes to your mind, even if it seems absurd. You should have at least ten statements.

Do not be afraid to write too much – tomorrow or in a week, you will be able to make a new list.

Remember: to be a leader. You need to take responsibility for yourself and those who see you as a stronger person. A leader

does not exist without an environment that is willing to follow them. You become a leader only when others recognize you as such and not when your loving mother calls you so. If I suddenly begin to think that external circumstances hinder me from leading people, I remember famous leaders with serious health problems — for example, Stephen Hawking. Even using a wheelchair, he made a considerable contribution to the popularization of science. And Nick Vujicic, who has no arms or legs, has become one of the most famous motivational speakers in the world. Do we then have the right to blame external circumstances because our life does not inspire other people? Of course not!

Plan

You can achieve the result only by everyday work. If your story is a story about laziness and constant putting off things “until tomorrow,” then I have bad news for you. Every new 24 hours is a unique opportunity to become better and more successful. And you have to grab it with both hands!

But how can you stop procrastinating? Sometimes it is much more challenging in reality than in theory. So, I offer you a step-by-step algorithm.

Start with **admitting to yourself that you are procrastinating**. When you give up small and unimportant things, it is not procrastination but prioritization. If you deliberately postpone a meaningful task and instead devote time to proper rest, this is also the right approach. But if half a day has passed, and you are still flipping through social networks or texting with friends, but cannot get to work in any way, then yes, this is classical procrastination. And the first step you need to take to deal with it is precisely the same as in dealing with any other problem — admit it and say it out loud.

Find the reason for your procrastination. Think about why you are postponing a vital task? Maybe you just don't know how to make decisions and follow them? Perhaps, the task seems too tricky or unexciting, so you don't have any motivation to work on it. Or maybe you are working on several tasks simultaneously, and as a result, you just strained yourself. Other reasons can be the inability to organize your working hours, as well as perfectionism.

The good news is that you can quickly eliminate all these problems by boosting your skill training — time management, for example.

Increase your motivation. A great way to defeat procrastination is to make positive changes in any area of your life. Any good news will do, but if it still doesn't, make the news yourself! Praise and reward yourself often. Ask your colleague or friend to supervise your work. Think about what may happen if you miss the deadline.

Count how many hours you are wasting away due to procrastination. How much money do you lose? Then, calculate how much this amount will grow in a month, six months, or a year if you continue in the same way.

Learn how to manage a heavy workload effectively. Break an enormous task into several subtasks. Start with simple steps that require a minimum of time and effort.

Finally, the best thing you can do is to **enjoy what you are doing**, even if you find it unpleasant at first. Find motives that will make you like the job. After all, you know yourself perfectly! For example, think about what will happen if you don't complete the task. Or treat yourself after finishing the job.

Even if you do not like the task, you still need to complete it. **So get down to it immediately!** The more you procrastinate, the more it puts pressure on you and drives you into stress. In addition, the sooner you get the job done, the sooner you can rest with a clear conscience.

Analyze

Does it sometimes seem that time rushes at a breakneck speed, and you are not doing anything? It is because you are not doing anything. It has been scientifically proven that the feeling of wasted time is caused by our brain processing information too quickly if we live on the same schedule every day. Our brain is not challenged by anything new. There is no need for it to slow down and look around. You follow the same path, so there is a feeling that life is running past you.

Instead, your every day should be filled with change and new meaningful emotions, and you will advance to your goal. After all, as I said, every new day is an opportunity to become better because

tomorrow's result depends on today's efforts. It is difficult only today — as soon as you get used to the process of changes and they become an integral part of your life, you will enjoy a challenge.

Finish each day with an honest answer to the question, "What have I done today to get better?" Start each morning with the question, "What will I achieve today?" Better to do it in writing. Start a notebook where you will write down plans for tomorrow and take stock of the day in the evening. And at the very beginning of the notebook, on the first page, write down your big goal — a dream in red marker. Take time to analyze it daily. Planning will give you energy and focus. Also, be sure to track your results — you can do that with my special monthly goal tracker.

Of course, all my recommendations do not mean that you should harness and drive yourself like a horse and can't take a break until you get the result. The best effect is achieved by maintaining balance and a reasonable assessment of yourself and circumstances. For example, sometimes you understand that you need to gather all your will into a fist to make the last leap, even if you don't want to. And sometimes you may feel that you are working on your last breath — then you can and should give yourself a break. Get some rest, but only a little! Get to work right away.

Are you frightened by the thought that now your whole life should revolve around reaching your goal? Then it means that, alas, you don't need it. Perhaps this is not your goal at all. I like the saying of one anonymous author: Let your life revolve around a dream and watch it come true. Your goal is your dream. If working on it brings you only experiences and nervous exhaustion, then the goal is chosen incorrectly. Take a few steps back and re-decide what you want.

When you find your actual goal, for which you are ready to make sacrifices and feel sorry for yourself less often than usual, you can start working on yourself.

Make the list of responsibilities that I talked about in this chapter. Check yourself for procrastination and, if necessary, integrate anti-procrastination techniques into your daily practice. Continue to do the leadership and motivation exercises: Elastic Band and My Victory. Track your progress towards your goals with the checklist I give at the end of this chapter. Finally, I will show you my working strategy for planning goals. It will be helpful when you work on the next chapter.

And I would like to remind you of two rules, which you must follow from now on: organize your time and calculate your strength. Having spent 90% of the energy at the start, you will not even reach the middle of the way. Yes, enthusiasm is great, but it will not last long. A plan out of touch with reality is doomed and will only lead to self-disappointment. So, be objective at every step. It is ok if you can't do much for your goal now. Over time, you will be able to do more. The best way to rationally distribute your energy is to make to-do lists and plan each day.

A true leader sees the goal that they want to achieve. For the sake of this goal, the leader is ready to change and is constantly improving. The ability to follow a plan of action is essential for the development and survival of a leader. Otherwise, your path will lead to nowhere.





Top 3 goals for the week

| Monday

1 Goal _____

2 Goal _____

3 Goal _____

| Tuesday

1 Goal _____

2 Goal _____

3 Goal _____

| Wednesday

1 Goal _____

2 Goal _____

3 Goal _____

| Thursday

1 Goal _____

2 Goal _____

3 Goal _____

| Friday

1 Goal _____

2 Goal _____

3 Goal _____

Chapter 5. Train like a leader: warm-up

Leadership in life and business is like leadership in sports — you can't do it without regular practicing. And, like any quality muscle development exercise, character and leadership training should be strictly planned and repeated regularly.

What are the stages of a leader's warm-up? When training the body, the warm-up performs one of the most important functions — it prepares your body for the coming load. If you don't do a good warm-up, the risk of injury during your main workout increases dramatically. In addition, a stiff “unheated” body will not allow you to exercise optimally.

The psychology of leadership is the same: training the mind begins with warming up and preparing oneself for work “with heavy-weights.” The warm-up in the case of mind training consists of three exercises:

- > setting a goal
- > imagination
- > internal dialogue

I have already casually talked about each of these points, but now let's take a closer look at them and learn how to perform these exercises correctly.






Solve and write: goal setting

It is impossible to achieve a goal if a) it is not formulated right and b) you have no idea how to achieve it. Therefore, your first task is to work out your main goal qualitatively. What do you want to achieve in the end, and how will you come to this?

Ask yourself five questions that will help you identify your current needs and values that will form the basis of your goal and the way to achieve it. Think during the day: which activity gives you the most satisfaction? What achievements are you proud of? What

work were you most praised for in childhood and now? How do you want to see your life in a year, three years, five years? What do you need to make your wishes come true?

Write down the answers to these questions and analyze them. Now you should better understand what you want from life and the main criterion of success for you. I will give an example of what your goal might look like based on this:

-  Make a career and become a top manager of a large company by the age of 35.
-  Become a famous blogger with a community of 500,000 subscribers.
-  Write a book before you turn 30.
-  Create a source of passive income of 20,000 euros per year.
-  Retire a millionaire.

As you can see, there are a lot of options. Use my goal-setting checklist to help you formulate your goals.

It is essential not to rush but to spend as much time as you need on this analysis when performing this exercise. Understand that the steps that you now recognize and write down are not final – you can always correct them or replace them with new ones. It is now time to think that you need to do a, b and c to achieve your goal. Once you take action, the plan may change. And that's okay!

By the way, about the plan. First, let's talk about how to make a plan for success. So, I start by concentrating on one, the most important goal, then I think over several ways for achieving it. Then, I choose the tools that will help me reach my goal: I believe in what skills and tools I already have and what I need to acquire. Now it's time to write a comprehensive plan of action. In the end, I try to limit each step to a time frame (as realistic as possible). However, it will help a lot if you place intermediate ones on the way to the main goal to track your progress easier. In addition, when you know how to notice them, small victories motivate and help you keep moving forward.

Imagine realizing: imagination

I believe that the goal should be so large that it will take your breath away and send shivers down your spine. The goal should seem frighteningly unattainable. And then it needs to be broken down into not scary realistic goals and reach them one by one. Where to look for your purpose? I will tell you about my practice in three steps.

- › Step one is to recognize.
- › The second is to accept.
- › In the third step, you are ready to change something.







If something happens, I must first understand what and why. Then I accept that it happened, I can do nothing about it, and then I think about how to change it. If you apply this rule to almost any area of your life, you will very quickly get a map that you can use to achieve results very quickly. For example, you must acknowledge that all the rules in the world about money, success, and achievement are already there. Now that you have realized this, you must accept that people like Tony Robbins or Grant Cardone have already written and applied these rules. People who ignore these rules or do not know about them do not achieve success. Unfortunately, you are also among those who get passed by. You need to change that – you should change your wrong beliefs and work through your fears, prejudices, and negativity. And start living by the rules that work for thousands of successful people.

Visualization not only helps you to see the ultimate goal better but also contributes to its implementation. What are the stages of visualization? First, complete relaxation of the body and serenity of the mind. Then the creation of a mental image. Finally, focus on the emotions and sensations that this image evokes.

How can the images that appear in our imagination help us achieve our goals? It's all about the importance we attach to them. You should make them as authentic as possible and connect all the senses for this. Imagine more than just a picture – try to hear sounds, taste, smell, and physically touch your dream. So, your images will become much more robust, and therefore they will begin to act quickly.

For training, I suggest you do a simple exercise that I often devote to my lunch break.

| Exercise “Feelings”

-  Imagine holding a large orange with a rough crust in your hand.
-  Imagine cutting a green apple into slices, tasting it, and enjoying the slightly sour taste.
-  Imagine sliding your palm over the smooth surface of a wooden table.
-  Imagine your feet stepping on the warm sand and it seeping through your toes.
-  Imagine walking barefoot in the cool morning dew as soon as the sun rises.
-  Imagine a piece of chocolate ice cream melting in your mouth.

Do this exercise as often as possible: this will not only help you visualize your goals more fully, but you will also develop your senses, which is never an excessive effort.

Indeed, you have come across a situation where you replay the situation in your mind after a tense dialogue or quarrel and imagine other possible outcomes. You realize that you could have done something: maybe you could have said something witty, restrained yourself, or brought a clever argument. Yes, when a fight is over, you can't change its outcome. It may seem that such deliberation after the event is a pointless exercise. But, by modeling a situation (albeit a past event), you are preparing yourself for similar scenarios in the future. And the next time, faced with such a conflict, you may manage the situation much better.

Our brain cannot always distinguish reality from vivid mental images — the same area of our brain process both of them. So, for example, when you have a vivid, detailed dream, your brain is not aware that

it is just a dream and sends signals to the body to physically react to the dream as a reality. Therefore, we may find ourselves laughing in our sleep when we are having fun or waking up screaming with a racing heart.

By visualizing success, you are fooling your brain a little. Therefore, regularly imagine yourself smoothly and surely moving towards your goal and achieving the perfect result. Be sure to complement the picture with physical sensations! Smells, sounds, feelings, emotions, and sensations — everything that you would experience and what you would be surrounded by, having already arrived at the goal. Can you imagine a year from now sitting in the garden of the house of your dreams and soaking up the sounds of birdsong? Then try to smell the flowers you want to plant. Try to think positively, and you will not notice how life will begin to change for the better, “raising the bar” to your new, improved vision. There is a cheat sheet at the end of the chapter to help you learn positive thinking faster.

Over time, the images will become brighter and more detailed. So, it is important to try to make them voluminous. Present everything in the first person, and you must live your fantasy. There are three rules for a successful mental rehearsal that I always try to follow because it is both valuable and pleasant, I won't lie. So, it would help if you saw your success by presenting it in every detail.

Feed the good wolf: internal dialogue

Surely you know an old Indian parable about two wolves. If not, its essence is as follows: two wolves live in every person from birth — a good one, which benefits the owner, and a bad one, which destroys everything around. Thus, two wolves are constantly fighting for control over a person's personality. The one that is fed will win because sooner or later, this wolf will become stronger than the other and prevail.

In my life, there are enough difficulties, and challenges, and temptations. It is undoubtedly more manageable for me than for many others to feed a bad wolf, but it is an absolute taboo for me. I don't think in terms of negativity. I do my best to remove from my life all harmful and destructive thinking, whining, weakness. I try to surround myself with people who are free of negativity. I try to feed only

a good wolf because it makes me stronger and builds my environment to have solid and motivated, positive people around me who look in the same direction as me.

How do you start feeding the right wolf that will help you be effective and achieve your goals? First, I will show you a special exercise explicitly designed for this.

| Exercise “Dialogue with Your Inner Critic”

You have met my inner critic. Now, find yours and start a dialogue with this annoying inner voice, and your task is to resist. After all, most likely, there are often critical remarks that relate to you or your environment in your head. You must be aware of this process and stop it. You must allow yourself to experience unpleasant emotions from criticism of the inner voice. Then, ask yourself the question, “How do I consider myself when this voice remains silent?”

To curb your inner voice, start keeping a diary and write down all its remarks: any criticism, comments, and even meaningless phrases.

Do not try to stop this process right away. Instead, ask your inner voice to speak in the second person: don’t use the pronoun “I,” replace it with “you.” You should write down the words of your inner voice the same way. For example, instead of “I cannot work in a managerial position,” write, “You will not be able to work in a managerial position.” This way, you will avoid self-flagellation and evaluate criticism in terms of its validity.

You should treat your inner voice as you would with someone who wants to offend and hurt you, yet who is also afraid. A good answer to such a remark maybe, “And then what?”

Remember that we are responsible for everything in our life. And if we want to thrive, we should feed the good wolf, obviously not our inner critic.

Thoughts determine your feelings, and your emotions influence the physical results of your work and aspirations. Love yourself and what you do. Carefully observe what you think about yourself and your achievements. Even if something doesn’t work out right away, it doesn’t make you a failure. This attitude makes you a person who fails occasionally but will succeed later when you try again. Always feed the good wolf.

| Exercise “Pros and Cons”

Honestly, admit your strengths and weaknesses — write down both. For a technique to produce tangible results, you need to be sincere with yourself, which is not easy. You can ask a few friends or family to help you. But choose only those who are sincerely ready to help you and whose opinion you trust and respect!

Ask them to answer the questions in writing. For example, why do they care about you? Why do you make them sympathetic? Why do they love you? Which of your character traits do they dislike?

Explain that they should not just focus on jotting down your strengths or weaknesses: the number of your positive and negative sides should be approximately the same. Now analyze the lists that you receive from your friends.

What reaction did you have? Did you calmly read these lists and make valid conclusions for yourself? Or were you shrunk with shame and resentment? If your response was balanced, you have already managed to eliminate most of the internal obstacles.

Yes, people are complex and imperfect creatures. You will hardly be able to get rid of absolutely all character flaws and achieve complete Zen (and if you suddenly succeed, then, most likely, the dilemma about leadership and success will cease to interest you at all). Our task is to learn how to replace negative thoughts with more pleasant and useful ones. Stop thinking thoughtlessly! Evaluate each of your thoughts. Every “will not work,” “I cannot,” and “unworthy” are aimed to subdue your mind.

So, now you have to outline your primary goal, and the guide “My goal” at the end of this chapter will help you. You will also find a motivational list with the benefits of positive thinking and tips on reaching it. Remember to do motivational leadership exercises, and don’t quit working on procrastination if you started it yesterday. Try the “Feelings,” “Dialogue with Your Inner Critic,” “Pros and Cons” exercises. Choose what will be most effective for solving your problems, and repeat in the future every two to three months to track your progress. This concludes our warm-up.

The main tasks of a leader’s warm-up are to present their goal, focus on positive expectations and get rid of negative ones. Warming up is relatively easy to do. The main thing is to do it regularly. After you’ve warmed up, it’s time to start strength training!



How to achieve your goal?

1 Formulate your goal correctly. It must:

- › be without any “not”
- › be realistic
- › be achievable
- › be beneficial for you
- › depend on your efforts only

2 Answer these questions:

- › What do I want?
- › Why do I set this goal?
- › What am I ready to do to make my dream come true?
- › What will I get when I reach my goal?

3 Define the following:

- › your strengths and weaknesses
- › ways to enhance your strengths
- › things that distract you

4 Create an action plan that would include:

- › detailed action plan
- › deadlines (you can set sub-goals with specific deadlines)
- › the result you will get by reaching your goal (profit, satisfaction, etc.)

Sign at the end of this document as if you concluded a contract with yourself and from now on, you simply cannot break it.



Benefits of Positive Thinking

The way a person perceives the world directly affects the quality of his life. In other words, a person with a positive attitude is much happier and more successful than those who live their lives with a burden of problems and frustration. Many underestimate the positive mindset, which is a big mistake.

The benefits of positive thinking are as follows:

Long life



According to research, pessimists are 50% more likely than optimists to die prematurely. If you aim to live a long life, start thinking positively now.

Stress reduction



Constant anxiety is one of the forms of negative thinking. In this state, a person gets tired quickly; he suffers from emotional exhaustion and starts to develop health issues. Moreover, stress will take away all the energy you need for the happy moments of your life.

Healthy sleep



The less a person is worried, the better he rests and sleeps. A positive mindset provides a sound and calm sleeping experience, after which a person feels fully revitalized.



Immunity boost



People with a positive attitude resist various viruses better and recover faster.

Higher satisfaction with life



When a person thinks positively, he notices nice little things around him and truly enjoys them. He is grateful for everything that happens to him. He notices the birds singing, his breakfast seems more delicious and his coffee has a stronger fresher aroma.

Ability development



A positive mindset helps to see your own potential and to develop it. Such people are more confident in themselves and they succeed more often.

Fast career advancement



Positive people are usually more proactive and responsible. They accept criticism well and overcome the fear of trying something new. Such determination helps one to become successful and to gain a leadership position more quickly.

Chapter 6. Train like a leader: the strength part

Get ready — we're moving on to the power section. We will train three essential leadership qualities: firmness, focus, and resilience. Here is the first exercise I came up with for myself, and I recommend it to you too.

Boosting

Imagine that you are in a boat with no seats — you can only make progress while standing. And you start rowing. At the same time, try to breathe in the rhythm of the strokes. Breathing is vital if you don't want to fall into the water or get stuck in the middle of the lagoon.

We may survive if we do not eat for five days, drink for three days, or even sleep for days, but try not to breathe for 5 minutes. Just imagine: scientists have proven that when we breathe in our usual rhythm, our body does not take up 25 to 50% of available oxygen. We seem to breathe deeply, but the body still lacks oxygen. Therefore, we may find ourselves gasping for breath from time to time. But do not despair: I came up with an exercise that will fill you with three times the energy!

Your task is to invigorate the body and program it to remember this SUPERSTATE at the physiological level. It's like saving mid-game so that you do not start over later on. So, it is here. So, we can preserve our condition for a long time.

Now you need to create an “anchor of strength,” that is, the gesture that will summons a superstate in you. To do this, slowly make downward-facing fists: one, two, three.

Now turn your hands over and clasp them tightly in the same manner: one, two, three! And now — boosting!

The first step: we breathe 20 times like rowers — deeply. For the 20th time, we breathe deeply, as if we are absorbing the last oxygen in the atmosphere. As long as we take a breath of air, we will live as long as possible. And slowly breathe it out into the atmosphere. Feel it. Put your hands down. You are the king of this world. Remember this state.

The second step: Think back to your first glorious success. It can be anything: you beat your father in chess, learned to swim, or ride a bicycle. Any win will do! Choose the one with the fondest memories. Close your eyes and feel now what you felt then. What sounds have you heard, what have you seen, who was with you? What time of year was it? How good and great you were!

And the final step, **the third step:** now we turn on the anchor of power — clap your hands: one, two, three!

We repeat the exercise. The first step: we breathe 20 times again like rowers. For the 20th time, we inhale the last oxygen on the planet. And exhale slowly, as if we are pumping oxygen to the entire world, like a balloon. Let's put our hands down.

The second step: the brightest success in your life — imagine everything that you felt then. If you could then, you can do everything now! There are no barriers for you!

The third step: Now, the power anchor to program yourself — one, two, three!

And we repeat the exercise the third time. **The first step:** we breathe 20 times again like rowers. For the 20th time, we inhale the last oxygen on the planet. And exhale slowly. Let's put our hands down.

The second step: now imagine your goal, your cherished dream. Imagine it as if you teleport into the future, and your goal has become a reality. Jump out of joy, throw your head up like a winner. You did everything, felt the energy, challenged the Universe, and achieved your goal.

Where are you now? Perhaps on stage in the spotlight, and thousands of people shout with delight and applaud you. Close your eyes and feel this moment with all your senses, as I taught you. What sounds are filling up the space? And the smells? Who is standing next to you? What is the weather like outside the window? Feel how incredibly your life has changed and how beautiful it is now.

The third step: now the anchor of strength to program yourself for this success, and SUPERSTATE — one, two, three!

And at the end — the secret and most crucial ingredient with which you will feel like an invincible Superman. This little thing will pump so much energy into you in a second that it will be enough to fly to the moon! So, what is it? Mirror the movement of the hand with a clenched fist like an athlete celebrating their victory, "Yes, I did it!" Repeat it at the end of the exercise — and now you are ready for great things.

Train your confidence muscle: firmness

In reality, making a decision is complicated; it is an emotional process that requires being ready. There is a difference between “I am changing my path” and “I am giving up my decision to go forward,” do not confuse these two calls. It is possible and sometimes essential to clarify the direction or order of actions to realize the goal. But the overall path to the goal should not be lost. You need to train yourself to resist the opinions of others, and this is the most challenging skill you need to master. Someone constantly says something, and people convince you that you are not capable, that you are too small, too old, too ugly, poor, or stupid, and that this is how our world works. And you just need to start training your muscle that will help you to resist it.

If your mind is not trained, it is almost impossible for you to fight. This practice, in three steps, will help recognize, accept, change. First, you realize that you are being manipulated, that they do not believe in you, that they wish you bad luck. Second, you need to understand that they are not your friends and you need to accept this. Do not get angry, upset, or freak out, or blame yourself for naivety and blindness. Just accept that this has already happened. Now your task is to change everything. Tell yourself, “This is their subjective opinion, not mine. This is my goal, and I feel it is good.” Then, start growing even faster: motivation, personal growth, work on your strengths and weaknesses, on habits. You have to become the world champion in training yourself to resist everything.

Self-confidence plays a huge role in achieving success — you can’t argue with that. Believing in yourself means believing in your abilities, preparedness, potential, and knowing that you deserve more. A successful person and leader are distinguished by a strong will, steadfastness under challenging times.

But it is not only willpower that leads to success. It is also essential to use your knowledge and skills appropriately. Think about what kind of activity interests you. What truly excites you? Passion for what you love is what helps to achieve success. But, unfortunately, most people work automatically, without even thinking about such things.

I've already talked about self-confidence and character. Now I mean consistency and perseverance in the implementation of the plan. But to understand why you should create a system of consistent actions, it is crucial to clarify your goals. Then, constantly focus on the desired result: do not lose touch with your true aspirations, so you do not get lost on your way.

Building self-confidence is not easy. Especially if you have just decided to finally build it into your persona after decades of self-doubt. After this, the belief that you really can do something can indeed prove challenging to achieve. However, you really can, just like every other person on the planet! To realize this and raise your self-esteem, you can try one of the following tricks:

Remember that failure does not negate your aspirations. Moreover, in any loss, the possibility of victory is hidden! After all, you at least gain new experience and improve your skills. Learn to see these opportunities. Never think of yourself as a failure, and never say it out loud. Our attitudes and thoughts determine who we are. Anyone who considers themselves a failure is doomed to fail, even with the best cards in hand. Think about it: in the US, 80% of people who win a million dollars in the lottery lose that money in just six years. And they had a chance to change their lives! You just need to resist a momentary whim and evaluate all the prospects. For example, you can create your own company and reach a high-income level (constant, too, as opposed to a one-time lottery). So why did those people just squander a million with nothing to show for it? It's simple: they used to think of themselves as losers and did not see the tremendous opportunities that winning opened up for them.

Failure is just a stage. It didn't work today, but it will work tomorrow. I often repeat this to myself. And if it doesn't work again the day after tomorrow, you will probably succeed in a week. It is normal to fall and rise. To achieve the desired result, it is worth remembering victories well and quickly forgetting failures. You may not like to lose, but you should not be afraid of it. Don't make disasters out of mistakes, but create new experiences out of them. Analyze, learn and move on.

From my personal experience, I learned that most often, on the way to the goal, three simple things can become hindrances: demands, requirements, obligations. You seem to be moving in the right direction, but now and then, you shift to little things

because your loved ones demand attention from you. Or your partners ask to finalize a document urgently, but it has 200 pages, and this is a week of work that will not get you closer to your goal. Or you are involved in some seemingly insignificant process, such as the improvement of your neighborhood. At first, it seems that you just need to sign the petition you and your neighbors send to authorities, and then it turns out that you have to drop everything and gather some papers. Yes, this is life. Yes, not always some things will go according to the plan. But I tested it on myself, and I assure you that you need to focus on your primary goal to succeed. It is so important to allocate your time and prioritize tasks properly. Otherwise, you will continuously have to respond to demands, requests, and obligations, not noticing anything else around you. What should you do then? These simple strategies help me. There are also three of them: ritual, routine, and schedule.

Do not be afraid to repeat the same actions. It is not dull or monotonous. It will help you restructure your life, save resources, and achieve high results. So try it — it is not hard.

Review your schedule. Set aside time for strategic action. Plan daily. In unforeseen circumstances, your usual chain of actions can be interrupted: do not worry and do not even attach too much importance to it. The main thing is that there is no neglect of business due to banal laziness or disorganization.

Do not let failures obscure your eyes, otherwise sooner or later, and it will begin to seem that there is nothing in your life but losses. But this is not true, and it is just that your life is filled with what you focus on. So instead, get yourself a mental eraser and learn to erase negative experiences from your book of life. Then, remember and think about what you have done, continue to move forward firmly and confidently.

Getting started on achieving a global goal, start your journey with simple actions. First, increase the load gradually, making it easier for you to get involved in the process. Second, break down large tasks into smaller ones — after all, eating an elephant whole is much more complicated than piece by piece. Third, follow a strict daily routine. Set aside at least eight hours of sleep. Try to wake up earlier and go to bed earlier, but always at the same time. This way, you will live according to biological rhythms. As a result, you will feel better, and your productivity will increase.

Keep yourself in good physical shape. Choose a sport that you enjoy, such as swimming, jogging, yoga, or Pilates. Once you start exercising regularly, you will immediately notice improvements in all areas of your life. After all, you will constantly train your willpower and, in addition, take care of your health.

Leaders don't procrastinate: focus

Selectivity of attention, that is, what we call focus, is concentration on the current activity or task, during which a person is not distracted by extraneous factors. If you want to be successful, you must be able to focus. Concentration is the only way to hit the target.

Your results are where your focus is, and you can only develop what you are focused on. It's like growing a flower: if you water it, it grows. If you forget about it, it will die. There is an old saying: out of sight — out of mind. It is true — if something gets out of our focus, it gets out of our passion. When emotions cease to feed our activity, it simply withers, like a flower without water. Therefore, you need to revive your attention regularly, direct your goals — am I going in the right direction, are my focus, energy, time, and strength in the right place?

Our attention is capable of holding only a limited amount of information. In addition, our brains like to switch from one task to another. You have probably caught yourself out looking for unnecessary distractions during moments of intense work. For example, you check your mailbox, visit social networks, or think about plans for the weekend. You've probably noticed the following that much more often, we disconnect from major tasks. An urgent order from the boss, listening to a lecture, planning a working day.

Our attention is often scattered. But we can learn to focus on it. How? Try to establish the rhythm of thinking with my simple exercise — it requires two minutes of concentration.

For example, play a movie or an exciting program and put a clock in front of the TV. For two minutes, you should concentrate only on the movement of the second hand and in no case look at the TV screen. Then divide your attention into two parts. At the same time, focus on the movement of the second hand and your hands (but still not on the TV!).

Continuing to follow the second hand, mentally go over in your mind all even numbers up to 10 and back, that is: 2, 4, 6, 8, 10, 8, 6, 4, 2, 4, 6, and so on. Make sure that your attention is divided between these two tasks. As soon as something starts to distract you or you lose count, do the exercise again. Start with two minutes, but gradually increase your concentration time.

By focusing your attention, you solve any difficulties more effectively because at that moment, nothing else matters. Developing self-confidence and discipline trains your brain not to go beyond the present and not waste resources on idle memories, fears, or fantasies. How much time do you spend aimlessly in the clouds? It's time to redirect your energy to work and learn to enjoy what you are doing right now.

Build inner strength: resilience

Strength of mind is not constantly overcoming oneself, gritted teeth, knocked knuckles, persistent exercises, and everyday stress. The true power of mind lies in the ability not to give up what you started, even in the most challenging circumstances. Overcoming obstacles time and time again, even when you want to give up simply because of "I can't do it," "laziness," "I did it yesterday, today you can rest," and a million more excuses. I have tried three techniques to help myself develop spiritual resilience, and now I suggest you try them.

Find out what you mean by spiritual endurance

For example: Endure a month without missing a single morning run. Completely give up fast food. Avoid using social networks for several days during working hours. Meditate ten minutes before bed for two weeks. Visit the pool every weekend. Spend a few hours a week learning a new language. Be sure to outline for yourself what goals spiritual resilience will help you achieve.

Small wins on the rise

When doing your morning exercises, do eleven repetitions of each exercise instead of ten. For example, discard a cup of coffee in the morning — replace it with a glass of freshly squeezed juice.

When calling your list of potential customers, make one more call than you planned. This way, you will constantly pump the “strength of mind” muscle and gradually increase the results.

| Correct habits

Some actions are easier to do when you are in a state of heightened motivation. But over time, motivation can decrease. To prevent this, you need to support it with willpower, and willpower helps you to set goals. Nothing trains your will better than cultivating the proper habits, such as a healthy lifestyle and the habit of starting the morning not with news but with a new online lecture.

Spiritual resilience is all about developing productive habits that help you overcome difficulties and move faster towards goals. A leader and a successful person do not know words like “I don’t want” or “inconvenient.” When we want something, we don’t stop until we get what we want. If you are not committed to your goal after a week, it may not be your goal. All successful people have a dream they are willing to sacrifice for and sacrifice a lot, sometimes even their lives.

Such was the dream of Chef Grant Ashatz, who had to survive tongue cancer. Choosing the treatment methods, he was guided by whether, after recovery, he could continue to do the work of his life. Unfortunately, traditional treatments for this disease would ironically rob him of his sense of taste. For a chef, this means the end of the career. Therefore, Grant agreed to an experimental practice that assumed the preservation of taste buds but did not guarantee one hundred percent results. As a result, Grant managed to overcome the disease, and his restaurant, Alinea is among the top restaurants in the world. Does your goal inspire you enough that you, too, will not give up on it, even in such dire circumstances?

■ Remember breathing

Correct breathing is directly related to concentration and helps in training firmness, focus, and stamina. You need to breathe calmly, deeply, and evenly — this will make it easier for you to concentrate on what is happening and see tasks through to fruition. An old Zen parable also tells of the importance of breathing. At one time, it made

a strong impression on me. Here it is. After a year in a monastery, a Zen monk began to complain, “I have not learned anything but correct breathing!” After spending another five years in the monastery, he again continued to complain: “I have learned nothing but correct breathing!” And when the monk had grown old and attained enlightenment, he smiled and said, “Finally, I learned to breathe correctly.”

When we are nervous or angry, breathing becomes shallow and ragged. A person becomes a reflection of this “ragged” being: it is difficult for you to analyze the situation and react to it adequately. You should always exhale slowly, relaxing your stomach and lowering your shoulders. Also, at this moment, it is necessary to relax the face and jaw muscles (we often do not even notice how much we strain them in the process of work!). Try breathing in and out slowly right now. Relax.

Pay more attention to how your breathing is structured. Try a simple exercise, and it should help you catch and get used to the correct breathing rhythm.

| Exercise “Deep Breathing”

Breathe in through your nose, mentally counting to five. Hold your breath for one or two. Then, exhale through your mouth, mentally counting to eight. The exhalation must be longer than the inhalation. Take your time, and it will only take 15 seconds of your time. Do this breathing exercise when you feel anxiety, stress, or bad thoughts. Repeat it at least four times, but if necessary, do more. This breathing rhythm fills your body with oxygen, helps to lower your pulse and find inner balance.

Train yourself to notice how you breathe. Sit down calmly several times a day and breathe without being distracted by anything else. Listen to your breathing. Concentrate in these moments only on it. A clear and calm mind becomes sharper since the breath drives out all distractions, and you begin to see your goal and the steps to achieve it more clearly.

During the warm-up, we did exercises that helped build confidence. In strength training, you need to see this confidence in yourself and look for opportunities to show it in everyday life. Our main task now is thorough working on your qualities, which are essential for a leader, such as a self-confidence, concentration, and resilience.

Use the recommendations in this chapter to level them up. Write down the practices you will choose to work on each of these three qualities. During mental training, visualization. It, and the day, I recommend using deep breathing, especially in stressful situations. Every working day begins with the “Boosting” exercise for me. It helps to find and activate the internal reserves of energy. Also, I do it before speeches, complex negotiations, meetings. Just try it! And I also give you a plan on how to develop self-esteem.

How to increase your self-esteem

Low self-esteem often is the cause of psychological complexes and isolation. Fortunately, with the right approach, you can fix it, love yourself again, and be proud of your success.

Use the following techniques to improve your self-esteem

| Wish list

Make a list of wishes you want to realize throughout the year. It can include both the material and spiritual. Understanding your dreams motivates and doesn't let you get distracted by smaller impulsive desires.

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| Social circle

Thoroughly evaluate your social environment. Perhaps there are people who reduce your self-esteem. Minimize the time you spend with them. They may even be your close relatives or friends. Analyze your feelings after interacting with each of these people. Think about who, on the other side, brings you joy and motivates you.

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Appearance

Look carefully at yourself in the mirror. List everything you like about yourself. If you can't write down up to 100 things at once, add some daily. Remember the list when you feel insecure because of your appearance.



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Smiles and laughter

Don't be afraid to smile or be funny. This makes people like you and boosts your self-confidence. Learn to be genuinely happy and laugh not just at someone else, but also at yourself.



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Achievements

Write down everything you are proud of. It could be something like a completed course or how you make a delicious cake.



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Affirmations

Often people have a negative attitude that prevents them from seeing beautiful things around them. Change it. Choose affirmations that will be right for you and repeat them in moments of fear or uncertainty.



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Compliments

Don't be afraid to give honest compliments to your friends. You will make them feel happy as well as yourself more confident.



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Chapter 7. Fight like a leader

You already regularly train and work on yourself, but something still constantly interferes with achieving your goal. Are these your natural psychological reactions? Luckily, I know ways to outsmart my brain and make it work for your purposes, not against them.

I always had a dream to run a business, which is why I strived for Humboldt University. I entered the economics faculty and enthusiastically swallowed knowledge, applied it in practice right away, helping startups prepare business plans and documentation, and I dreamed of the day when I would launch my own business. But, I admit I lost my first project because my friends – my partners let me down. And it was a crushing blow.

I came up with a great idea – to create one of the first online marketplaces for repair services. The companies that came to this market after we are now worth hundreds of millions of dollars. And our company could be the same. But it ended differently: as soon as the project began to bear some fruit, my partners decided to do business without me for reasons they didn't tell me. The business had to grow, and there were advertising campaigns, salaries needed to be paid. In addition to all expenses, I got into debt. I went home to Germany for some time, not knowing about my partners' plans. Once I took my two children to the music class and sat on a bench waiting to pick them up. And while I was sitting and enjoying the excellent day and the sun shining, I got a text message. It said I no longer had the business.

The next day I received a call from the bank, informing me that my accounts were being closed and that I had to urgently repay hundreds of thousands of euros of the loan I took for business development. And my apartment hadn't even been paid for in the last two months – first I didn't have time for that, and then – no money. A few weeks later, social workers showed up at my house to see how my children were doing. By default, this meant that they were going to take my children. They made it clear that I had four months to repay this loan. If I do not pay it off, I become bankrupt, and my children are taken away. I had no choice but to go all-in and repay this vast, overwhelming, crazy debt in a few months.

I just came to the bank, sat down in front of the teller, and said I would sit like that until the bank manager received me. They threatened to call the police. I promised that then I would resist and very loudly

explain to others why I was kicked out, “Your clients will hear that the bank is now closing my accounts, that you are now pushing me into bankruptcy and having my children taken away. I don’t think your clients will like it.” And they let me into the manager’s office. So I went in and explained the situation. But he is just a man; what can he say? He needs money. And I made a bet with him: “Give me four months, and I will repay everything! After four months, you can still destroy me. And if I succeed, you will receive your money in 4 months.” The manager said, “I will give you this time. But not because I feel sorry for you. I am just curious how you do it.” I left the bank happy, pleased. I thought I got relief, four months. The joy lasted for five minutes, and then the thought came over me: where was I supposed to get this money? How would I repay? And my account was closed. Saving my family, not being on the street, and paying off the debts in four months — it could seem unrealistic in that situation, but this was my life, my family, and I had no choice. I said to myself, “Alex, work is your best friend. Only this can save you.” I just started to take on any job I could find: moving, transporting, selling, making websites. I hardly slept and worked like a dog. But I managed to earn this amount, and after four months I brought it to the bank, a suitcase of crumpled bills because I didn’t even have a bank account.

I collected the required amount because I had an important goal — to save my family, so I had no doubts, I couldn’t afford to be capricious and pick what I wanted to do. Other activities that I had to try were network marketing. Some people winced at the mention of word of mouth and MLM, but I couldn’t be picky — there was not much choice. So I had to take a chance.

In this field, you can start small, earning a little at first, but that option would not save me. So I went into battle with my circumstances and fought to the death. I worked as hard as I could, gave all my best for 300%. Fortunately, in this area, no one puts a limit on how much you can make. If you want more, do more. I became the best seller, put together a large team, and earned my million euros. Do you know how long it took me to do this? Only four months! This was a fantastic result. Someday I will tell you in detail what steps led me to it. Perhaps this will be another training book or a guidebook on quickly making a million euros in MLM business. Now I want to reveal only the main secret of such success — never giving up and never stopping.

Everyone has to fight in this life. Someone is fighting for a piece of bread and someone — for the right to live casually and serenely.

But the truth is nobody will be able to exist for a long time without going through some difficulties at some point. Some laws will change, you will get new troublesome neighbors, relatives will get tired of taking care of everything, or your health will require serious investments. It is impossible in this world to settle down this way that you are not bothered at all. But leaders do not wait for the circumstances to be favorable and when it is possible to act. Leaders respond to calls immediately, without complaining or breaking furniture in a tantrum. Learning to do this is our task in this section of the book.

Many partners and team members are surprised at how I am always calm and calm in absolutely any situation. Of course, crises also occur in my life, when it seems that in 10 seconds, there will be a nuclear explosion, and subordinates fly into me screaming: "Chief, everything is gone!" But even in these situations, I maintain a clear mind and remain peaceful.

I cannot be provoked or unbalanced — it is simply impossible! And this is my strength. A cold mind allows me not to lose control and be as collected, attentive, and efficient as possible. I was not born with this skill; I have been practicing it for a long time. Here are some psychological tactics and tricks that can also help you stay steadfast no matter what.

From panic to fuse: tame your nerves

Doctors have a funny saying: goosebumps should run in formation. This means that fear can be under control and used as a tool. Yes, it's not easy. I was terrified of the situation I was just talking about, mainly because it happened so unexpectedly. Just a moment ago, I was sitting on a bench and enjoying a wonderful day. One text message — and my world began to collapse before my eyes. First, I felt pain, resentment, shock, and then the feeling of a catastrophe, which draws into a nightmare funnel not only me and my life plans but also my children, my family. I dropped my kids at the music class an hour ago, and everything was fine. And now my children are leaving the class, and I already live in another world, where I have nothing but a debt of hundreds of thousands of dollars. That is, it was a second, and you are in a different reality and powerless to rewind these changes. Scary? You bet! So dangerous that you want to lie face down on the bed,

get drunk, and just go crazy, but this is not my principle. I am a person who acts. If there is a problem, I look for its solution: to realize, accept, change. What saves me in such moments is that I do not run. I face this fear, and I understand that this is fear; I grow in it and overcome it. That is, fear is now just a moment of growth.

People tend to be afraid. Fear is a natural defense reaction of the body due to biology and the instinct for self-preservation. Fear is designed to shield us from potentially dangerous and destructive actions or events. The only problem is that our intuition is not always able to assess the danger realistically.

It's one thing when you're on the plane getting ready for a parachute jump. In this case, the fear is due to the visual impression — you stand on the edge of the abyss and see it. Here is also where experience comes in — you know what happens to people whose parachutes do not open.

However, in the case of fear of change, the story is slightly different. The body is trying to protect you from recklessly leaving the conditionally safe zone. "Why change something if it's good here? You don't know what will happen there, stop!" Indeed, you do not know. But this "I don't know" is the crucial difference. If in the case of a parachute you see the cost of failure with 100% accuracy, then in the case of nervous tension before a responsible conversation or performance, everything is different. Yes, your body is still subconsciously simulating all possible outcomes, but in reality, there are many times more of them than you can imagine.

Moreover, any negative result among the many possibilities is not severe enough to justify not even trying. Did it not work out? We remember that this is only a stage. We take away the lessons learned — and move on.

The fear of change is irrational because it is not justified by anything. Excitement causes an instinctive desire to hide, to run away, because of which, we become distracted and wind ourselves up, imagining unreal outcomes. All this affects our condition negatively.

What to do? Rethink physical responses to stress. Imagine that your boss called you, and you did not have time to pick up the phone. What's going on with your body? Rapid heartbeat and breathing, dizziness. You perceive it as something negative, something that can harm you. But in fact, this is how your body helps you get started faster — and nothing more. With a faster heartbeat, more energy is produced in the

body, and with speedier breathing, the brain is filled with oxygen. With this approach, the body's response to stress ceases to be negative. It is needed simply to mobilize your resources. Now it is no longer a weakness, but our additional source of strength, helping to cope with the task.

The main task is to turn it to your advantage in any situation in which you are experiencing anxiety. Don't try to get rid of it! Instead, turn the potential of any strong emotion to your advantage. Are you losing heart? Think of strength exercises for the mind and switch the internal dialogue from minus to plus — feed the good wolf again.

Is your brain trying to scare you with pictures of an unpleasant future that will come if you make a mistake? Drive them away! Instead, focus on the here and now because nothing is a foregone conclusion. It makes no sense to think about results before they are announced, even more so before you start doing anything to achieve them.

A proper technique that I use to this day is “Counting to five.”

| Exercise “Counting to Five”

Yes, counting helps to stop the running of thoughts. But it is better to combine it with physical activity. Let's say you inhale for 5 seconds, hold your breath for 5 seconds and exhale for 5 seconds. And then repeat this five times. Or take five steps. Or go up to five steps. Breathe comfortably, move comfortably, and concentrate on counting and feeling. This will help the brain switch from panic to working mode and get back on track.

There is one more important piece of advice from me. Be sure to talk to loved ones during times of stress, whenever possible. Even if it's just a couple of minutes on the phone, it can help you feel supported and look at the situation differently. You will realize that your stressful situation is only part of the general course of life. It will be resolved, and the world will not cease to exist. If no one is around, you always have you. Talk to yourself in front of the mirror. Show yourself with facial expressions and gestures that you are confident in success. Support yourself and say that you are great!

In any difficult situation, my inner monologue turns on. An inner voice tells me, “This is your life, your rules. You and only you make decisions and hold the wheel. Whatever happens, you have you. You are a vehicle! You can accomplish everything!” And now — the internal resources warhead is activated.

Don't forget about breathing exercises. If you're feeling nervous right now, it's time to take a slow breath in and out.

Humor. Even when you achieve your goals, your life will not consist of only positive moments: get ready for it right away. And, as corny as it sounds, a sense of humor is the best way to withstand any negative twists of fate.

Humor does not mean taking the situation lightly. Instead, humor is a way to defuse the situation, find the strength for a new leap of faith, and not take what is happening too tragically. Once you defuse the situation and relieve some of the tension with the help of humor, you can begin to consciously analyze and correct any problem that arises in front of you.

Body language. It's not just about impressing others — your job is primarily to inspire yourself. Body language is non-verbal signals, that is, postures, gestures, facial expressions, eye movements. All this reveals your thoughts and feelings to others. Body language can be positive. It can have the following “statements”: smile, raised chin, shoulders back, chest out, straight back, confident gait.

The body can also set you up negatively, inhibit your coping with a bad mood. Here's what will keep you from quickly mastering your emotions: frowned eyebrows, shaking the head, looking at the floor, drooping shoulders, braided legs.

Mastering body language will allow you to understand in a couple of seconds what is going on in the soul of the person standing in front of you, what they think about, and what you can expect from them. It is a handy skill that will surely come in handy on the way to your goal. But for now, your job is to help yourself.

It is essential to keep in mind that your mood and energy depend on how you walk, how straight your back is, how back you keep your shoulders. At training, I often tell people, “We will work to ensure that you have a smile on your back.” A progressive muscle relaxation exercise will help you better manage your body. Try it right now.

| Exercise “Muscle Relaxation”

Lie down comfortably. Close your eyes. Begin to alternately tense and relax all muscle groups. Frown and hold this expression for 10 seconds, then relax — also for 10 seconds. Squeeze your teeth, tighten the chewing muscles for 10 seconds. Relax all muscles

without exception. Soon you will feel relaxed in every part of your body, and you will naturally refocus your thoughts towards action.

Incredible, but true: when you stand in a confident posture, you begin to feel secure. Willingness to take risks, self-confidence increase, a fighting spirit arises within.

You look like a successful person and a leader, and you will become one. The principle of body language proves this. Moreover, when you look confident, you broadcast that confidence to those around you. Therefore, when communicating with people, it is vital to train four main aspects — eye contact (focused gaze, not wandering!), posture (straight!), speech (clear!), and voice timbre (confident!). Practice in front of a mirror and naturally bring your non-verbal cues automaticity into practice.

Self-hypnosis. Another psychological technique, the brother of visualization, is self-hypnosis. It is not for nothing that they say that “repetition is the mother of learning”: by repeating certain statements from time to time, you root them in your mind. They are also called affirmations. Over time, they develop into a belief that cannot be shaken by anything.

What beliefs do you want to instill in yourself? Most likely, the ones that will help you become a leader. Indeed not the thought that you will not succeed and all this is stupid and meaningless. You need thoughts that set the right tone and attitude.

French psychologist Émile Couet has developed a “self-hypnosis formula.” It looks like this: if you repeat the same fact to yourself every day, it will begin to manifest itself into your life. Think of those people who say the same thing over and over, for example, “I’m a failure.” And for this “loser,” everything in life is going head over heels. The subconscious “I” eventually believed this fact and began to put it into practice.

According to Coue, you can reprogram yourself to make positive changes in your life. For example, start your morning with the phrase, “Every day, my career is going uphill.” Or “Every day I get more joy from life, I am happy and successful.” Our subconscious “I” is very trusting and believes any information. So why surround yourself with negativity?

Tell yourself that you are intelligent, confident, and healthy. Repeat this to yourself every day. And every day, your subconscious

mind will look for confirmation of this from the outside world or for ways to realize what you want.

Create a list of positive affirmations that can cheer you up and build your inner confidence. They will be helpful to you when you need to remember why you are doing all this and what you are. Tip: When composing phrases, use the present tense. Remember that there is only now — “I am becoming” and “I have” instead of “I will become” and “I will have.”

The more often you repeat affirmations and the more seriously you approach it, believe in their truthfulness and reality, the better they will settle in your head. And the sooner they will begin to influence your life and your decisions.






















My favorite affirmations are: “I’m handsome! I am a machine! I can do everything! I can do anything!”

So, what do you need to remember to outsmart your brain and feel more confident? First of all, pull yourself together and be ready to face what you fear. Second, treat any situation with humor. Finally, create the appearance of absolute self-confidence with appropriate posture, facial expressions, and body language. This is how you start to feel. Self-hypnosis will also help you feel more confident: regularly repeat to yourself that you will succeed, and so it will be. If coming up with phrases is difficult, you can start from the list that I compiled some time ago at the request of the participants in my training. And since this is the end of the chapter, you will see this list here.





Affirmations that will help you to succeed and get rid of your fears

-  I am unique.
-  I am worthy.
-  I look great.
-  I am smart.
-  I trust myself.
-  I can do everything.
-  I control my feelings and myself.
-  Today is the best day!
-  I am grateful for everything I have.
-  I have the power to change myself.
-  I can achieve everything I want.
-  I have everything.
-  My possibilities are endless.
-  I have a talent.
-  I am above stupid thoughts.
-  I am brave and can stand up for myself.
-  I act.
-  I deserve the best.
-  I am proud of myself.
-  I accept myself for who I am.
-  I am strong.

Chapter 8. Leader. Reboot

If you were serious about the advice and exercises I gave you, you are probably now at the pace you need. You want to act, break down walls, and surprise the world. Well, it's time to stop! More precisely, take a break for reflection, look around, and honestly answer a few questions.

As far as I can remember, winning was always important to me since childhood. I never knew how to lose. I fought to the last second, always and everywhere. It helped me be the best in sports: I learned how to focus at the right moment, put in the right effort, and always reach the finish line. Believe it or not, I have never lost an argument!

Once, my father and I argued that I could throw a stone right into the trash can from a long distance. The opening of the can, so you understand, was no bigger than the neck of a bottle. I made 30–40 shots but never got it. Then my father laughed at me and told me to give up; it would work anyway. Well, I suggested a bet on 100 euros. And as soon as my father agreed, I got it on the first try! Competition is excellent motivation. Note, however, that I only succeeded after 40 failed throws. Everything comes with experience.

A similar story happened when I had just moved to Germany. Once I went outside, there were teenagers playing tennis. I had never played and had no idea how to hold a racket properly. As a result, the teenagers, of course, beat me very quickly. Then, the girls came up, and I was so ashamed that I just sat down on the bench and kept sitting, feeling defeated. But suddenly someone from the company offered to play for 50 euros. I had no money, and I was unfamiliar with that company, but I immediately raised my hand and said I was in. I had to compete with the best player there, and everyone was just shocked when I beat him! This story is further proof that nothing is impossible when there is the right motivation.

When it is about competition, I give all of myself to do things right. I take control of the situation, catch up, then overtake and win. This system works for absolutely any purpose. But striving for a result to ensure victory is not enough to live as a winner, as a leader. No motivation lasts forever if you do not enjoy the process if you are not sure you are doing something essential. You can and will prove that you are better than your competitors, no doubt. But in any

competition, it is necessary to remember that your main goal is not to prove to someone that you are better but to be better.

There is always competition, and this is normal. Competitors can turn society and your partners against you, go through your dirty laundry and try to slander to seem better in comparison to you — this was the case with the company I am building and with me. There is nothing you can do about it since it is the essence of competition. Be prepared for attacks as they will try to destroy you if you are worth something. Overcome the attacks and advance while your opponents are stuck in one place, too busy to interfere with you.

Among people who systematically conquer new heights, there are two types. The first is reward orientated, material or otherwise. They are looking for recognition and reward. The second are those who conquer for the sake of challenging themselves. They want to understand what heights they can still reach and the limit of their capabilities (sports interest in success).

The first category of people flatters self-esteem with their achievements, they like to cause admiration, and they are depressed when it is not there. Such people deal with failure poorly. The second category of people are masters of their craft. They value the process itself, self-improvement, the pleasure that development brings, and the awareness of their growth. All the accompanying external attributes of success are just a pleasant bonus to them.

Your goal is to choose a skill and teach yourself to enjoy the movement, not its final point. By developing this attitude towards everything you do, you will be of invaluable help to yourself.

First, by making skill development a top priority, you will deal with failure more quickly. Secondly, your daily routine will become easier for you. You will not feel that you are doing something small and insignificant, but a great result shall begin to materialize somewhere on the horizon. Finally, you will come to realize the value of every step, even the smallest, and forever get rid of the feeling that you are wasting energy. Look back at yourself yesterday and compare this image with what you have become today and what you can do now to become even better tomorrow. Are you ready? Then get a second breath, and Godspeed!

Focus on the process

Have you ever set a goal for yourself (for example, “I will run every morning”), but at some point, begun to feel tired, overwhelmed and completely unmotivated? Sound familiar?

I will tell you what will help you stay on track and enjoy the pending victory and the process itself.

Intermediate goals. When we set ourselves a global plan, the achievement of which can take many months, if not years, it is difficult for us to experience pleasure through the process. In this case, we live in the future: “That’s when I have a million, I’ll be happy” or “When I can run ten laps without stopping, then I can praise myself.” The pleasure can wane now and then. To fix this, break the big goal into several smaller ones in between. I advise you to track even the smallest of successes. Let’s say you had a successful negotiation today. As a result, a contract was signed not for a million but a hundred thousand, but you successfully solved all the issues and completed the task. Or you ran only one lap instead of 10, but without a break. Next time you run two laps, it shall count as another victory for you. Defragment the target, and it will cease to be unattainable and distant.

Concentrate on the sensations. How often do we do things automatically? We go to work, go for a run, and at this time think about what we still need to cook dinner, prepare for exams, etc. How do you expect to enjoy the process if you don’t notice it? Make sure you are only focusing on the task at hand. Listen to yourself, to your physical sensations. For example, if it’s a run, concentrate on how your muscles move, how the pleasant feeling of warmth spreads over them. Pay attention to those positive experiences that accompany you on the way to the goal, and then you will want to experience them again and again.

Regular rest. Work to a schedule and take lunch on schedule! Do not forget: to achieve the result. You will need a lot of energy. Accept that this is a long and energy-intensive process. You have nowhere to rush, but it does not mean that you should postpone everything until the last moment, no. It means that you must allow yourself to rest. Restore energy. Think about what serves as an outlet for you? Maybe going to the movies with friends? Or spa treatments? Or perhaps some exceptional food? Do not forget to praise and reward yourself because you are great.

Improve the process. In your opinion, is the process of achieving the goal conveniently arranged? For example, maybe you should shift your class time or double the time you devote to your studies. Or transfer the course to another day of the week. Or perhaps you are torturing yourself by not replacing old running shoes when they have long worn out? Always consider what you can do to make the process more enjoyable.

Results are essential, but there is more to it. Perhaps your parents instilled in you the habit of focusing only on the outcome. For example, they praised you only for excellent grades or paid attention only if you won prizes. Then your desire for results will be unhealthy, too hypertrophied.

And most importantly: get ready for the fact that changing your attitude to the process will also be challenging. Because your brain has been working in the same mode for many years, repeating the same actions, thoughts. They are firmly entrenched in neural connections. And creating new ones will also take time, regular training, and a positive experience. But when the approach to the process is changed, you will not regret it!

You should be driven by curiosity and pleasure: people who prefer the process reach great heights. There is a lot of sense in enjoying the actual race and many benefits in doing so. For example, Ursula Burns rose from the position of an ordinary trainee to the head of the Xerox Corporation because she was highly interested in working. She enjoyed doing her tasks so well that she was not afraid to argue even with her boss if she thought her proposal was more effective. After one such dispute, she became acquainted with a top manager, who eventually recommended Ursula to the company's CEO as an assistant. Largely thanks to this appointment, she later managed to stand at the head of Xerox and enter the list of the most influential women in the world, according to Forbes.

Get to know the main opponent

Look around: who are you competing with on the road to success? With a colleague, family member, friend, or acquaintance who is better at something than you?

Leadership is a competition, which means there will be rivals on your way to the top job. When playing the race of life, it is very

easy to get into head-on competition. However, the habit of competing with others can quickly turn into a new obstacle because you risk losing your peace of mind and will never be satisfied with yourself because you will always find those who seem better and more successful than you. This is how the human psyche works.

To find out if you love to compete too much, answer a few questions. How often do you compare yourself to others? How often do you want to look better than others? Can you be content with just winning? Was your day well spent by winning yet another competition concocted by yourself? How often do you fall into the trap of being provoked and enter into meaningless arguments just in order not to seem like a coward or a fool? How often do you feel that you are underestimated? If you answered “yes” three or four times, it’s time for you to change your perception of your rival. I know from my experience that it is not enough just to say to yourself, “That’s it, from today on, I am competing only with the ideal version of myself.” You will walk a long way, but you must walk it to become successful and happy.

First, you struggle with an inner critic who tells you to drop everything halfway and stop. Then, after going through this stage, you begin to fight with your past (to be better than yourself of yesterday). And after a while, there comes a struggle with the future (to reach the level of an ideal one). José Silva well described this path of leadership. He cited the example of the story of Charlie B., who was a carpet layer. Charlie decided to compete with himself. With the help of a timer, he timed how long it took him to lay the covering in the living room, on the stairs, etc. The next day he tried to get the job done faster, then even faster. When Charlie became the fastest employee in his office, he began to work on quality in the same way: to finish the job neat and seamless. Thanks to this “self-competition,” Charlie became a highly qualified professional who eventually opened his carpet selling company. Two years later, it became the largest in the country.

Rivalry with your best self is a significant step towards success. Therefore, it is vital to do visualization and have a clear idea of the person you want to become. Do you think you are worthy of victory and the result you are striving for? Here we revert to the idea of positive beliefs, motivating phrases that need to be repeated regularly to become part of your reality over time.

Overcoming your belief in the limitations of your capabilities is the most challenging thing. That very internal dialogue, that is,

feeding a good wolf will help you do this. Forget that everyone has their limits. Just do it and have fun, even if what you are doing no one believes it is possible. The more pleasant it will be to realize that these people were mistaken about you. The world is full of those who consider themselves (or even are) experts in any field. And there are no fewer specialists in the world who turned out to be wrong, regardless of their authority and unshakable confidence in their knowledge. It is easy to find sarcastic doubters willing to mock your aspirations and actions or simply devalue them. There are a lot of such people, but are they so important to you?

I know what I'm talking about — I have been the target of haters more than once, and also, more than once, I faced obstacles that seemed impossible. And each time, gritting my teeth, I promised myself that I would not give up. I did not estimate my chances, did not look into obstacles — I just fought and proceeded.

Now it is impossible to imagine what would have happened if I had believed those who predicted my life on a peasant farm in the village of the Tyumen region. Or those who advised me to go to work on a construction site after school. With the belief in myself, I can overcome everything, find strength in myself. I advise you never to lose this faith. Believe in yourself even if no one else believes in you.

Compete with your future self

So now we are familiar with the main rival. Now, the time has come to compete. After all, we have found out that if you genuinely want to grow, you must compete not with others but with yourself. Easy to say, Alex! But how exactly do you do this? Of course, now I will share with you some of the methods from my practice.

Do not be afraid of “failure”. I have already spoken about the so-called “failures,” which are actually “good luck,” only in disguise. I hope you remember that they are given to us not so that we give up everything and doubt ourselves, but so that we can learn. Make mistakes repeatedly, get angry with yourself for failures, collect your willpower, keep going, and you will succeed. Failures and misses are a natural part of growth. The good news is that any failure is temporary. Work on yourself, analyze why something didn't work out for you, adjust your methods, and over time, failure will be replaced by a win. After all, hitting a target with just one arrow requires you first miss

a couple of hundred times. Mistakes are a sure sign that you are moving towards your goal. The more there are, the closer the success!

Learn to love risk. Do you constantly use the services of the same service provider? Do you go to the same cafe? So, ask for a discount as a regular customer! Yes, this situation can indeed be awkward, but not only for you, for service staff too. It doesn't matter if you get this discount or not, and it will boost your confidence and help overcome inner inhibitions.

Be open to strangers. Look passers-by in the eye, sit in a half-empty bus next to a stranger. Perhaps this is how a new business relationship will startup. Or, maybe you will meet your future friend. You will feel more comfortable in any situations involving strangers and will stop perceiving them as a potential threat.

Share your goal with others. Do you have ambitious plans for the future? Do you want to start your own business? Learn a new language and go to graduate school in another country? Tell your friends and family about this. Yes, you risk that if you fail, everyone will know about it, but at the same time, you will understand that even if you do not succeed, your friends will not turn their backs on you, and nothing terrible will happen.

Share your thoughts and feelings on social media. Tell us about your childhood in a Facebook post or share your opinion on a new Netflix series. Tell us about your favorite book. Not for the likes, no. Switch off comments to your post; this way, you will get in the practice of opening up to the world. The goal is not to get attention, praise, or approval. Learn to share simply because you have something to share. Sharing will not only give you self-confidence, but it may also enable you to meet like-minded people.

Say out loud what you don't like. Whether it's your boss or the waiter, give feedback. Many people are embarrassed to ask the hairdresser to tweak their haircut a little and go home sad, frustrated by their new image. You cannot carry on this way! Be as open and honest as possible; talk about everything that does not suit you. Also, demonstrate understanding and willingness to solve the problem together. The main thing is not to keep it bottled up.

Take an example from yourself tomorrow. Remember earlier on in the book how you tried to determine who your role model and leadership role model is? Now you know what this person looks like and what you need to be the same. Tomorrow you are your accurate

role model and motivation. You must no longer compare yourself to an idol! Compare yourself to yourself, but as you were yesterday, and note how far you have progressed. Comparison with other people about whom we know almost nothing often makes us feel insignificant, regardless of the reality.

Your idols have the right to remain in your thoughts, soul, and heart, but you need to eliminate their idealization. Rejoice and admire what they have accomplished, but don't put them on a pedestal — this will lead to underestimating yourself. Remember that you should not focus on them but yourself from the future.

Never belittle your abilities and achievements. Instead, respect both the people around you and yourself.

Ask for help. The moments when you can pause active steps towards the goal you should devote to rest. In addition, however, I advise you to periodically alternate your usual entertainment activities with a beneficial habit such as meditation. This is a great way to calm your mind, make it more flexible, and ultimately be happy. And a happy person is capable of so much, as I am sure you are aware. It is no coincidence that at the suggestion of Chad-Meng Tan, who himself meditated regularly, Google is now teaching meditation techniques to its employees.


A free mind is a calm mind, and that is why in ancient times, samurai learned meditation as an integral part of the sword technique.

It is difficult to achieve results without a sense of internal harmony. Thoughts will scatter, and your level of concentration will plummet. Therefore, it is crucial to learn to direct your mind to one point. Ideally, devote at least 30 minutes daily to meditation. If you have never tried meditation before, I can provide you with a separate list of recommendations.


I hope I have explained to you how to rethink your life attitudes to become a leader. First, do what you love. The work itself should be enjoyable, no matter how successful you are at the moment. Secondly, only compete with yourself. Do not create an idol for yourself because you, only more professional and more self-confidence, is already an ideal that you need to be. To understand this, believe in yourself and acknowledge that there is indeed a better version within you — and you can help it grow from within.




Challenge: Learning to Meditate

 Focus on your well-being. Say a few words that describe your state most accurately. For example, “composure”, “happiness”, “anxiety”, etc.


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 Spend one minute with just yourself. Turn off all gadgets.


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 Concentrate on your inner state, on the silence. If you feel discomfort, try to think why. Find the reason. Gradually increase the time until you find yourself in silence, just on your own, without becoming distracted


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 Breathe in and out peacefully. What do you feel? It can be warmth, a surge of energy, or any other feeling

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 Learn to focus on the most important. For example, when climbing stairs, feel your weight, the pressure on your foot, speed of the movement. Listen to yourself when you cook, exercise, or work. Where are your thoughts?

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 Each time, you need to make an important decision, pause. Don't rush. Think about what you want exactly and if you really need it

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Order your favorite meal or make one yourself. Be mindful when you eat. Sense the aroma, texture, and the taste of each ingredient. What do you feel?

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Say to yourself, "I am here now." Think about what it means to you. Feel aware and alive. Feel the life in the moment.

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Focus on your body. Where do you feel discomfort? Try to "release" the stiffness, massage the cramped area.

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Stretch your arms up. Relax. Find what annoys you and take care of it.

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How to meditate?

1

Find a quiet place

where nobody will distract you and you can be alone.



2

Sit comfortably

You should have a straight back and at the same time, your arms and legs should be relaxed. If it's comfortable for you, sit on the floor.



3

Focus on your breathing

Pay attention to how often you breathe in and out. Live this moment. Take slow breaths.



4 Become aware of your thoughts

What are you thinking about now? What is bothering you? What is your attitude? Constant thinking is in human nature. The most important thing is to take control of your thoughts



5 Focus again on your breathing

Concentrate on it if controlling your thoughts is difficult for you.



6 Dedicate at least a couple of minutes daily to meditation

Set a timer, gradually increasing the time.



7 Be patient with yourself

Learn to be observant of your thoughts.



8 You must enjoy the time you spend with yourself

During meditation, nothing should distract you.

Chapter 9. Win as a leader

Victory – desired, bright, powerful – is accomplishing the goal, a success, the moment of the most memorable joy. The champions, standing on the highest step of the podium, do not hide their tears. Because years of painful training, pain, work, tension, and self-denial are behind this minute of triumph, this is a brilliant moment when everyone looks at you as a winner. Though, you know, now and then it happens that everyone regards you as a loser, but you can still be a winner.

That once happened to me at school, that's right, in the same school where I argued that an immigrant child can speak German like a native, study on the same level with others, and pass exams with As. You can imagine how worried I was about the result of every test, every quiz. And then one day we wrote another test and the teacher, standing in front of the class, handed out the papers to us. When I saw my sheet in his hands, my heart sank. My entire work was crossed out with red. It seemed that every other word was underlined, crossed out, or corrected, gloating giggles were already heard throughout the class... The teacher raised the sheet, and it became clear that it had an A. The teacher explained the rule: a repeated mistake counts as one, no matter how many times you make it. In my work, there were many mistakes, but they were the same, which means there was only one mistake. And I wrote the best piece in the class and got the best grade. I was shocked, and so were my classmates. I remembered this lesson for the rest of my life. It doesn't matter what others think. There are certain rules. If these rules are used right, you can achieve any result. So this is how I try to build my life, company, and products – everything I do. And I do not believe in absolute failure – even if the test is crossed with red, it can still be “excellent.” And this was a valuable lesson to me.

My biggest battle in life happened in 2018. Then PLATINCOIN first came to the stock exchanges. The project, which I founded and considered my brainchild, was supposed to be a great success. Any crypto coin must be on the exchange; it's like reaching maturity for a person. But, we just got to the stock exchanges when we received a serious blow in the gut. Regulators organized a colossal audit, blocking all of our accounts. We were in desperate need of money. Literally: there were two hundred thousand euros on our accounts,

and we had obligations for six hundred thousand – rent, salaries, commissions to sellers.

Meanwhile, not only our sales collapsed, but so did the entire crypto market. I sat down and asked myself: what to do, what to do, how to be? On the calendar, the New Year is coming on the thirtieth of December, and everything was dire for us. I kept repeating to myself that this was my biggest defeat. And then I just decided that I would make it the greatest victory instead.

I went to our leaders and said, “Friends, this is our great chance. Everyone is falling now. We must show that we are growing, that we are the coin that exchanges and traders will want to work with, and we can survive in any situation. We are indeed cut off from the stock exchanges, yes, the whole world has attacked us, our accounts are blocked, they want to tear us to pieces, but we are invincible, and this time we will prove it. In this crisis, we will grow at least ten times, and nothing will happen to us. We will withstand the crisis together.”

They supported me, and we acted with so much passion that everyone was shocked how much energy we had. This is power. This is motivation. And, of course, the coin skyrocketed; we headed all crypto charts for almost a month because we grew by five hundred percent, with no even gateways to the exchanges. We became a mega-sensation as the exchange rate rose from three dollars to sixty-seven per coin. And I realized that it is impossible to defeat us as long as we are together, as long as we are strong, no one can beat PLATINCOIN: regulators, haters, any hustlers on the Internet, blocked accounts – none of them can’t.

It is because we have a purpose. Someone from above is protecting and leading us – I suddenly realized that. From that moment on, I know for sure that I am capable of making the most impressive victories out of the biggest downfalls.

What happened then gives me every reason to tell you now: don’t accept failure, don’t accept failure. Instead, fight for better conditions, better prospects. Ask yourself why not you and why not today? You are a talented person; you have already done a lot and will do more – and you deserve to win. You have worked hard, achieved results honestly, and have a right to be proud of your accomplishments. It doesn’t matter how important other people think they are. For you, any of your achievements is another step towards your ultimate dream. Remind yourself of this often.

My example proves that there are life-and-death battles in the life of a leader. Think of them not as the end of your path but as the beginning of your victories. This is a test of your strength that will help you. There is a reason they say that steel gets tempered in the fire. Walk through the fire and remember that it will make you stronger. Of course, it is essential to minimize losses, so this “fire” won’t burn you, at least emotionally. I learned to fight and win. And this book is for you to learn that too.

Love perseverance

Very often, we don’t want to do what needs to be done. Fortunately, there is a way to overcome this reluctance, albeit a difficult one.

If you are not ready to complete the entire task today or give your best, this does not mean that you should not do anything at all. Instead of giving up right away and rescheduling all tasks for tomorrow, think: is there at least something that you can do right now? Let this business be a small and insignificant part of the global task – the main thing is that it brings you a little closer to your goal.

Where you can choose between inaction and small action, always choose action, whatever it may be. And so that persistence does not turn into its distorted version of “stubbornness,” you must never forget what you are working for. After all, when we acquire something, it always has an opportunity cost, such as investing energy, time and sacrificing other opportunities (for example, the chance to go on a spontaneous journey). Therefore, constantly monitor the relevance of your goal to accurately calculate your strengths and correctly set the most pressing priorities.

I never make excuses and do not lie to myself, and I do not advise you to do so either. Yes, this is a natural psychological defense – self-deception but at least something can be done even when you are not in the best shape or circumstances are not on your side. Any skill is primarily an effort to change the existing state of affairs. To prove this, psychologist Anders Eriksson conducted an interesting experiment in Berlin. The music academy students were divided into potential stars, promising musicians, and mediocre ones. Considering that all students started playing at about the same age (at the age of five), and knowing how many hours each of them studied per

week, Ericsson found that every mediocre student had devoted no more than 4000 hours to classes in their entire life, a promising student – about 8000 hours, and future stars – over 10,000 hours. Thus, it is only when a person has at least 10,000 hours of practice that they become a master of their craft. You can make excuses for yourself a thousand times by claiming lack of talent, that bad luck prevents you from achieving success, or you can improve yourself and win despite everything. Choose for yourself.

Remain number one

Always see yourself as a leader, do not try on any other roles. Maintain the right attitude. If you have already become the leader, do not return to the slave position. Whatever you do, don't confuse leadership and tyranny. A leader leads forward and inspires others to do things but understands that mistakes and lessons are learned from them. And the tyrant is a story about "I know better, listen to me and keep quiet." Think: Who can you be a leader for right now? Who would you like to be for? Finally, what kind of leader would you go for? Imagine such a person in detail and morph yourself into this person.

Your leadership will be most effective only if you earn a certain amount of trust from your team. A leader who is obeyed because they are afraid will never achieve their goal. Unfortunately, these leaders most often destroy teams and nip their full potential in the bud.

"Alex, it's too hard: lead, but don't be a tyrant, enjoy the process, but lead everyone to the result. It's easier to walk on the razor's edge!" Okay, my inner critic, here are just five rules that I try to adhere to to be an effective leader without falling into tyranny while not drowning in small details and losing sight of the goal.

Trust is the main principle of communication. Be a leader who is willing to listen to everyone. Even a new employee must be empowered to feel confident that they can contact you with any problem without fear. Open the doors to your office for anyone.

Other people's needs are one of your priorities. Your communication with the team should be mutually beneficial. Find out what your team members need and how you can help them with it. But make sure people understand that they owe you too. Do not be an altruist; otherwise, your team may start to cheat and take advantage.

Humanity is your main approach. Don't be an unattainable authority. You are an equal to all the members of your team. You, too, are made of flesh and blood. You have interests too. You can joke and laugh and sometimes feel sad. You have to be clear and transparent to your team — this is your appeal.

Your team's talents are your strength. The main task is to calculate the talents of each team member and allow them to develop them further. Take a closer look at those whose results seem worse to you than others. Don't rush to criticize, just talk. Perhaps the person is in the wrong place and will work more efficiently at another workflow stage. If, on the contrary, you see that your employee is successful, help them develop and open the way forward.

Justice is your companion. Don't build fear-based relationships with people. Listen to your employees, understand their problems and treat everyone loyally. But also, do not forgive malicious violations! Everything needs a healthy balance.

Be decisive

Whenever a critical moment comes in your life that requires a serious decision, you must remain cool and determined.

For unpredictable decisions, **the “If... then” technique** works great. For example, imagine that you are giving a talk at an important meeting and one particular audience member is bothering you all the time. They will annoy you, which means they will knock you off the pace of the performance. If you immediately decide to speak out about this in a rude manner, you will spoil the overall impression of your report. In order not to accidentally flare-up and not break loose, set yourself a condition: “If they interrupt me twice, then I will warn them. If this continues, then I will be harsher.”

Excitement is beneficial because it sharpens feelings, but you also need to worry in moderation. It should not prevent you from making a decision or taking any step forward.

Another form of psychological defense against fear is mild anger, which motivates and gives you determination. Are you worried and can't get yourself together? Get angry! No, you shouldn't quarrel with the people around you and get angry or behave aggressively. Instead, think about what upsets you and channel this dark

mass of energy into a fruitful channel. So, you will quickly calm down because you will release the excess accumulation of negativity.

Remember, your stress is your advantage. Even when the situation is heating up to the limit, you just need to change your perspective. Think of a potentially dangerous situation as an opportunity to grab a challenge yourself. Remember — you have nothing to lose because you will either win or learn the necessary lesson, which means that you will still emerge victorious in the long run.

Ask the right questions

I have already said that thoughts determine feelings, and feelings influence what you do. So I repeat once more: constantly and consciously think! In the process, ask yourself questions that will set your thoughts off in the right positive direction and help you find a way out of the situation when you are nervous.

The right questions can be very different. I usually ask myself these: “What kind of development do I want?”, “What would help me now?”, “What is my inner champion telling me to do?”, “What would you do if you were, say, Anthony Robbins”? (or a person of your choice who inspires you).

Wrong questions are, for example: “Why is this happening right now and with me?” or “What’s wrong with me?” It is impossible to answer such questions with anything intelligible. Therefore, they are meaningless. Moreover, the wrong questions are highly destructive because they victimize you and shift responsibility to someone else.

When formulating positive thoughts, you should avoid the word “not.” That is if you need to cheer yourself up, think “You can!” or “Hold on!” instead of “Don’t miss!” or “Don’t give up!” Play with your confidence instead of trying to become “fearless.” First, start generating correct statements in your head. Then, track down the wrong ones and reformulate them into the right ones. Do this until it becomes automatic.

Another thing that separates the leader from the average employee is the ability to transform the wrong statements into the right ones. A successful leader is also distinguished by the “obstacle is a hint” strategy rather than the “obstacle is a defeat” stance.

There is a helpful comparison table in the second chapter. There will be a similar comparison, only now these are not thoughts but questions in different situations.

See how a real leader and, for example, an ordinary person react differently to the same event. Let's say a manager, who is not bad per se, but just the kind that every other team has.

Imagine a situation in which a deal or sale took a long time to prepare but eventually failed. Hundreds and thousands of people at such a moment ask questions, "When will this end? Why am I so unlucky?" And here is the question that the leader would ask, "What do I need to do to understand my client better?"

Or here's another situation: a person dreamed of a promotion, but the desirable position went to another. "This is unfair! When will it be my turn?" exclaims the average manager. But, on the other hand, the leader thinks, "What should I do to get noticed by the boss?"

Now let's say that some of your friends or acquaintances have issues at work or in business. "It is the same with me! This damn system! How to escape it?" — you are probably familiar with these phrases; we constantly hear them from others. But the leader will ask, "How can I help a friend in this situation?"

How does a non-leader react when the team fails? Something like this: "What is the point of trying to motivate them if they are so lazy? Do I excuse them too much?" On the other hand, the real leader does not shy away from responsibility and asks these questions, "What are my shortcomings as a mentor? How can I improve their efficiency?"

But what if the failure has a specific reason? "This idleness has completely got out of hand! Should I reprimand or kick them out?" — it seems to be a logical question. But the leader will ask, "How can I help fix the situation?"

Treating problems as opportunities is essential for an effective leader. So many get off their way when they see an obstacle and never accomplish anything. Although, perhaps they just needed to take one small step, solve one small problem. Try to look at difficulties from the other side.

You have already read many stories about me, about situations that I had to face. Each of them taught me something and helped me, no matter how difficult they were. I am grateful to live. After all, nothing terrible happened. I walked on the edge of a knife,

but I didn't cut myself. Everybody is safe and sound. I did not starve, did not live on the street, although it could happen. My children were almost taken away from me, but they were not. Regulators and banks could have crushed me, but they didn't. I almost went bankrupt, but I didn't. I was tested to the extreme, but I did not surrender, and it turned out I could cope. I always managed to steer and find a solution because my head always gave me a solution that worked by some miracle. Under the crazy pressure and stress, a bright idea came from somewhere above and saved my position.

That is why I know that you can always make the most brilliant win, even from the most devastating defeat. You need to make it happen. Now in my mind, the possibility of failure just does not exist. There is losing, and it doesn't matter how low I fall, the higher I will fly. No matter what trouble I have, the more my success will be.

In the previous chapters, we were getting ready for the fight, pumped such leadership skills as perseverance, focus, resolution. By the way, I advise you not to abandon motivational exercises and practices that help maintain self-confidence: it is easier to keep yourself in an effective state than to restore it. The main goal of this chapter is to learn how to tune in to victory and visualize it. Success often requires a lot of effort. So at the end of this chapter, I'll show you 15 more ways to deal with stress. As always, I advise you to try all the practices and choose the one that works best for you. And you may find and add your own.



Top 15 Stress Relief Techniques



1 Make a plan for the day

Not only will having a to-do list reduce stress, it will help you stay more focused and productive.



2 Take a deep breath

Take a break if you feel you need to cool down. This will help your body cope better with stress. The idea is to slow down your breathing and thus activate your body's relaxation mode.



3 Set realistic goals

Studies often point to high expectations as a cause of higher stress levels and fatigue.



4 Record the symptoms of stress

Anxiety? Fatigue? Loss of appetite or headaches? These are all natural symptoms of stress.



Plan your budget

5

Money, calculating it, and spending it causes people the most stress. Taking careful control of your finances or having an “airbag” will make you feel more secure.



Watch what you eat

6

If you want to be healthy and feel great, stop eating junk food and drinks. Add more grains, fruits, nuts, and vegetables to your menu.



Don't forget to laugh

7

A research study on stress levels in the college found that laughter, yoga, and reading significantly reduce stress.



Socialize with friends

8

In a recent survey, 43% of Americans said they had nobody to turn to for emotional support. The following year, after a follow-up survey, it was found that their stress levels were even higher than in the past.



Listen to music

9

Many studies have shown that listening to soothing tunes such as nature sounds or classical music helps lower blood pressure, and with it, anxiety



Do some exercise daily

10

Cardiovascular exercise releases endorphins, which are happiness and well-being hormones. They help us feel happier and less stressed.



Get enough sleep

11

A minimum of eight hours of sleep per day is necessary for people. Subjects deprived of sleep for long periods of time showed a lower tolerance to stress.



Take a nap if you haven't had a full night's sleep

12

People who go to bed for 1-2 hours after a sleepless night have reduced levels of cortisol, the stress hormone.



Get rest from things stressing you out

13

You can always keep track of what's causing you to have a negative reaction. Make sure you don't expose yourself to these events too often and have time to recover between them.



Resolve problems immediately

14

Difficulties that are postponed are stressing you out on a daily basis. So you experience stress on a regular basis, and this allows it to take on a chronic form. And chronic stress is a direct road to anxiety disorder or depression.



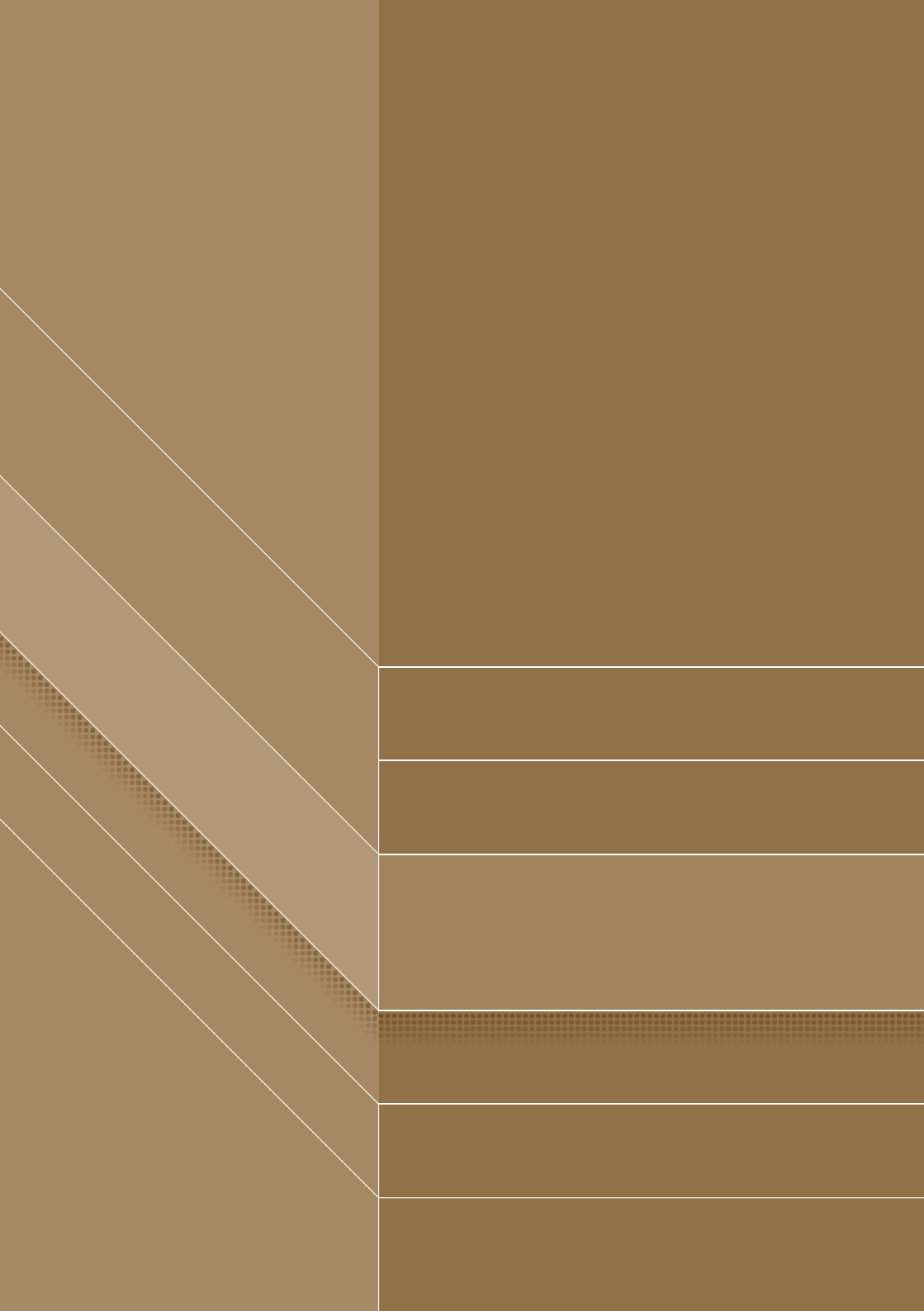
Talk to your doctor

15

Chronic stress is becoming a threat to the health of people around the world. According to research, only one in three stressed out Americans have talked to a doctor about it. It helped them stop the progression of stress in time.

Friends, the first part of the book ends. You had about ten days to work it out. If you've done it before, great. Just make sure you try all the exercises and pick the most effective ones to build the skills you need. I hope you have already identified your main goal and learned how to focus on achieving it. If so, then the task of this section is complete. If you realize that you need more time for this work, that is also good — it means that you will work through the following sections at your own pace.

Remember that you should practice your skills regularly. Even when everyone around you insists that you are the best leader in the world, do not stop developing: keep training and doing exercises, turn them into healthy habits, and make them part of your lifestyle. We have already begun this work, but we should discuss habits separately, and the next part will be about them.



01

Part 1

How to become a leader

02

Part 2

How a leader forms
their character

03

Part 3

Leadership Charisma

How a leader forms their character

There is an old proverb, “You sow a habit; you reap a character. Sow character — reap a destiny.” The cultivation of the character of a great leader is a result of a great story of leadership. And any surface is made up of a set of certain habits. Do you want to become a leader? If so, this is not enough just to know and understand everything — you must do. This principle applies even when it seems that there is no strength or when there are seemingly more exciting things to do. I have said more than once, and I will not get tired of repeating that in order to achieve your goal, it is not enough to see the path and pave it — it is also necessary to have the habit to keep moving along your path. But first, I'll define what a habit is, how it works, and explain how to create one from scratch.

The most significant habit I have developed is the habit of life-long learning. I constantly study in any situation, travel the world to learn, attend seminars, which cost considerable money. I always sit in the first row and try to communicate with these people and gain experience. And, of course, I don't forget the principle “from small to great.” For example, I have developed the habit of starting every day with motivational videos and sports. When I jog, I always watch motivational videos with Will Smith, Elon Musk, and other world leaders. At this time, I saturate my brain with oxygen so that

the perception is clear and the memorization is complete. After I have watched some videos, I make sure to write down the thoughts that “ignited” me, what words caused this fire, after which words I do not just run — I soar because there is so much energy in me. I always look for these triggers and write them down, learn them by heart, so that they can be applied in different situations, and this does not just change my body — it changes my brain, thinking, and I rise to another, higher level.

If you remember, I suggested that you simply read this book: one chapter a day + practice exercises. If you followed this pattern, you have already taken a good pace in your movement towards change by this point. Now, the pace will change.

In this part of the book, you have to think about yourself, your goals, make choices, and constantly train. Therefore, I advise you to slow down a little towards new topics. It is now more critical to increase the intensity of the practice and train with the techniques given in each chapter. Exercise every day for 15 minutes, and don't forget the exercises from the first part. Give yourself two days to introduce new techniques from one chapter into your daily practice. So, we start working on leadership habits.

Chapter 10. Character and habit

As you read the chapters of this book one after another, you have probably already figured out that its author is also busily transforming himself. Or perhaps you knew this about me before. I am constantly filling myself with new knowledge and skills, perfecting techniques, looking for new, even more, effective strategies. It started a long time ago when I realized for the first time that there were only two ways out of the problematic situation. The first one is to accept and give up hope for the best, which is out of the question for me. The second path that I always choose is to change, become different in something, and become better and stronger than the other me who got into this situation. Since I discovered that you could learn something and change everything, I have been doing it all the time. And do you know what my friends usually say about this? They ask me, “Alex, how do you handle this?” Most often, I answer with

a question, “How do you handle it without it?” I do not understand how, and most importantly, why, people agree to poverty, stagnation, humiliating circumstances. Moreover, they not only themselves live like this for decades, but also doom their children to the same life. How do they endure this?

In general, this paragraph would be enough. But in this book, we have a candid conversation, so I’ll say it bluntly: yes, in fact, I understand what scares people who see the speed of my change. It may seem to them that I control my every action, word, gesture, second to do everything better and better. And my brain is about to explode from overexertion and too many tasks and orders that I mentally give myself: “Look with confidence. Now use persuasion method number seven. Breathe regularly so that your lungs receive more oxygen. Stretch out your right hand for a greeting. Stop, you forgot to smile. Now put everything away. It’s time to do the anger management exercise.”

I live, breathe, walk and smile, like everybody else. And all those changes, all the new knowledge that I “pump” into myself do not prevent me from being myself, loving my family, making friends, dreaming. Because the crafty mechanisms of our brain make everything new habitual rather quickly, we can, for example, drink coffee at the same time, talk on the phone, and flip through a friend’s feed without getting confused in the sequence of actions. The incredible power of habit! But I want to understand: how far can you go? How does this mechanism work, what is its safety margin? Once, I decided to find out everything about this, and now I am sharing with you what I learned.

To remember the actions we need and perceive them in the future as habitual, we need a particular part of the brain, the striatum. It is responsible for the formation of new habits. It was shown by the famous experiment with rats, which passed through the maze and received a reward. When the animal first coped with the task, the striatal neurons were continuously excited. But then the addiction set in, and neuronal excitation occurred only at the beginning and at the end of the rat’s path. This is how the habit was formed in the animal, with a stable relationship in the brain.

Later, they conducted a new study: rats were taught to press two levers in a specific sequence. The animals had to determine this sequence independently. But if the selection was made right, the rodents received tasty food as a reward. In addition, the researchers

noticed that when the rats got used to pushing the levers in the correct sequence, they had bursts of activity in the striatum of their brain. Scientists believe that this is how the brain combines several actions and forms a habit.

Our brain consists of the neocortex, limbic system, and reptilian brain. Some scientists also call the limbic system and the reptilian brain the “ancient brain.” According to one theory, this part was developed earlier than others, and the first amphibians had it.

The ancient brain’s job is to meet our primary needs for safety and survival. Therefore, instincts are stored in this part of the brain. Hormones allow the brain to control our behavior. Thus, the limbic system seeks to maximize the hormones of happiness (serotonin, dopamine, endorphin, and oxytocin) and diligently avoids stress hormones (cortisol, adrenaline). For example, if you eat a chocolate bar in any stressful situation, your brain will associate it with neutralizing stress, pushing you to eat sweets. At some point, soothing stress with chocolate will become unconscious — you would eat the chocolate and not even notice how.

If only our brain unconsciously pushed us to learn foreign languages or play sports, right? I’m happy to tell you: it is quite capable of this! Sure, the brain can’t control our development, but it can set its direction. You just need to tune your brain first.

“A habit is an established pattern of behavior.” I didn’t come up with — this definition is in many great pieces of literature. With this definition, I propose we begin a new stage in our work towards becoming a leader. I, you, and any other person have an established model of behavior and the need to act by it. This is why it is so difficult to make any changes to this model. But what may seem difficult may not be impossible. You just have to put in some effort.

I developed a habit — to set unrealistically high goals and not be intimidated by them. I believe that my job is to create the impossible^; others will do everything else. And I have to create what other people cannot even imagine. So when there are some restrictions, I think, “Why only 10? Why not 100, why not 1000? Let’s plan 1000, although everyone around us thinks that even 10 is the maximum we can reach.”

Another valuable habit I have is my attitude to money. I say to myself: listen, if you don’t help this world, don’t expect the world to help you. This awareness releases your energy, creates such

a force of attraction that attracts everything from space. And when I feel stingy and unwilling to share, when I am frugal, my energy flow closes. Then, to free it, I need to say to myself: I do not expect anything in return because, most likely, I have already received it. If I help someone, I never expect gratitude in return. Why? Because I believe that the world has already given me, and if I can share, I have already received it in advance. If I have this money, these opportunities, these thoughts, these abilities, it means that someone earlier gave them to me, or it came down to me from above. But I have it, and now it's my turn to be grateful. And if I have the opportunity to give something back to the universe, then I do it — I am used to thinking this way.

Work on the habit

Start by making decisions. This step will be the starting point and motivate you to follow up. To do this, you need to ask yourself: What is my goal? How can I get the desired result? What habits will help me achieve this?

Act once. Do it first once you have decided on a habit you want to develop (for example, your morning run). It will already set the ball rolling and hit the ground running: that is, get up early, go outside and run at least a couple of miles!

Repeat the action. After you have completed the desired action for the first time, repeat it over two days. At the next stage, repeat the action for a week, but only without interruption! Don't give yourself a "break" when starting a habit. Then repeat the action for twenty-one days. This is the time during which new neural connections are formed in your brain. The action will take root and become perceived as part of your everyday life. The probability of fixing a new habit rises to 80%.

What does this mean? That right now, at this moment, you can answer three questions: understand what habit you need, take a simple action, and start repeating it. By the time you finish reading this book according to my plan, you will perform this action automatically, without effort, like you open the refrigerator, for example. After this step, carry out the action for forty days. Now your new habit is already 100% firmly embedded in your life. After that, your

new habit will be 100% secured and will firmly enter your life. Want to try it now? Don't procrastinate!

I've listed the most crucial step as repeating the action for twenty-one days, and here's why. The following study was conducted in the US: the subjects were given glasses they had to wear 24 hours a day. Through these glasses, people saw everything upside down. However, their brains adapted to the glasses and perceived the image the right way up after a while.

The subjects achieved their maximum results on the twenty-first day. But for those who took breaks, and the brain returned to its starting point. So, it was discovered that a new habit is formed in twenty-one days if you perform the necessary action strictly without interruption.

I hope I have convinced you that it is entirely possible to acquire a new habit in less than a month. The main thing is to precisely cultivate those habits, from which the leadership character will subsequently develop. But, of course, all this is not mechanical work that can be done without hesitation. You and I will act deliberately and consciously, and for this, it is necessary to clarify what kind of leadership habits we are talking about.

Constructive habits are the most beneficial for a leader. They help to move faster towards the goal and achieve high results in all areas of our life. I divide them into three groups. The first is productivity habits. It means effective planning of the working day and personal time, regular tidying up (both at home and in the workplace, including folders on your computer), as well as using the planner and to-do lists.

The second group is physical habits. It includes regular physical activity (morning exercises, yoga, swimming), balanced nutrition, regular breaks to replenish energy and be productive.

The third group is mental habits, such as focusing attention on priorities and goals and positive thinking, but it is essential to find a middle ground. Otherwise, you will miss problems and dangers.

When you look at this list, it might seem that building a leadership character is a simple matter. Adopt the necessary habits, activate them like new applications in a smartphone, and use them for your pleasure. However, do not let your other habits get in the way — they are like bugs that interfere with the normal functioning of valuable apps. What we are referring to is destructive habits.

Destructive habits are those that we constantly fight or want

to fight. For example, the habit of procrastinating and not finishing what has been started or being distracted by social media distracts us from our goals and overcomplicates our lives, consequently, prevents us from forming leadership qualities. Therefore, in parallel with developing the proper habits, it is necessary to get rid of old ones. I assure you we shall return to this later.

There is one more thing that will also require our attention.

Subconscious habits. It is most challenging to work with them because, as a rule, we are not even aware of them. Such subconscious patterns of behavior are often formed under the influence of our environment. For example, children constantly copy their parents' behavior, and with age, they transfer the observed models to their own life. Subconscious habits often seem harmless. For example, the desire to constantly fiddle with a lock of hair, rub your nose or gnaw on a pen. Sometimes we do not notice how we perform these actions, but they indicate specific features of our psyche: a tendency towards anxiety and sometimes even signaling neurosis. These habits prevent us from coming across as confident in ourselves. So, you also need to fight them.

Hopefully, after reading this chapter, you understand that character is not set once and for all. Character is a system of habits, and it turns out that certain habits can be formed by acting using a specific technique. Determine which habits will help you progress and which will hinder you, and the leadership habits map at the end of this chapter will help you.

We will start to get rid of bad habits and introduce useful ones from the next chapter, but for now, you have a couple of days to reinforce your determination and strength, continuing the workouts that you started in the first section.





Leaders have the following habits and qualities

- 1 The ability to set adequate and realistic goals
- 2 To make important decisions
- 3 To be active in a productive way
- 4 To monitor their progress
- 5 To outline a positive outcome
- 6 To read regularly
- 7 To study and learn something new constantly
- 8 To be sincere and have character
- 9 To get along well with people
- 10 To leave the comfort zone
- 11 To be independent
- 12 To have self-discipline
- 13 To have self-analysis and self-criticism
- 14 To keep a diary, make lists

Chapter 11. How to break bad habits?

Unfortunately, it is much easier for the brain to adopt bad habits: smoking, drinking alcohol, addiction to gambling and computer games, or uncontrollable cravings for sweets. Why is it essential for us to fight bad habits? Because a leader must be a strong personality in the eyes of their followers. The presence of bad habits is always associated with weakness and emotional instability. However, there are many other reasons why addictions should also be eliminated, even for those not destined to be leaders.

Among these reasons, I single out several of the most significant ones for me, but for you, I believe they are important as well. First, it's **a negative impact on health and performance**. So, alcohol, smoking and excessive consumption of sweets can lead to serious illnesses from liver problems to diabetes.

Second, this is **difficulties in building social connections**. For example, alcohol alone can lead to being fired, family breakdown, and conflicts with friends and colleagues.

Third, the **decline of self-control** is one of the most damaging consequences of addiction. Thinking loses flexibility. Emotions get out of control and any nuisance can unsettle a person.

Finally, the fourth and the most unpleasant change is **a profoundly personal one**. Habits that seem harmless at first glance can subtly turn into an addiction. For example, the habit of combating stress by eating chocolate will sooner or later turn into an eating disorder or other psychosomatic problems.

If you are a leader who cares about your team, it should be natural to take care of yourself. Healthy values must be defended, and those trying to break bad habits must be supported. It is not easy to fight such habits, but it is possible — I have tested it on myself more than once. You can do it!

I confess — I also had bad habits. For example, I used to love playing computer games. I could sit for eight, ten hours all day long, forgetting about sleep and food. Overall, I was a gambling addict. There was another bad habit — watching TV shows. I would binge-watch five seasons with 20 episodes each, watching for five or six

days in a row, and could not stop. That is how much I was addicted. So how did I get rid of these habits? I just stopped watching TV altogether and deleted all games from my computer. The only game I sometimes play now is chess, and very rarely.

Probably many of you cannot imagine life without social networks. There was a time when I also spent a lot of time on social networks, like Facebook, ceaselessly commented on something, told something to someone, and went through a lot of completely unnecessary information. I had another bad habit – communicating with everyone. I spent time listening to the problems of strangers, people far from me and adopted their negativity. Then it was challenging for me to cope with this negative energy. I started to be “negative.” You know, there are people for whom it is usual to whine constantly, moan, complain, “Why am I always unlucky, what a bad day today, what terrible weather,” and blame everyone around. This is also a bad habit that may lead to devastating consequences.

Then it came down on me: all this is an absolute waste of time because I do not create anything, I do not produce, I do not learn anything, I do not develop, I do not earn, I do not improve my well-being, and my time and energy go away, and it’s not far from depression. And I began to “overlap” this habit with my programs. I told myself, “Stop whining. Go to work! If you have time to whine, it means that you have too much free time.” I don’t know who this whiner is inside me, but I noticed that it’s not my voice that whines and complains, but when I plainly and clearly say to myself, “Alex, stop whining, go work,” this is my voice, my body obeys and the whiner shuts up, it just does not exist anymore. All voices in my head shut up and go away when my voice sounds.

Experts have studied bad habits and have concluded that a tiny percentage of people rid themselves of them. Maybe people are just not aware of the risks they face? But scientists believe that the reasons vary, and many of us are used to living only in the moment. As a result, we often don’t think about the future and long-term consequences of our actions.

There are other reasons why a person cannot part with a bad habit. There are secondary benefits behind the destructive behavior in some cases: smoking can help build trust in the boss, and alcohol helps to loosen up with friends. Coffee is an excellent opportunity to meet at a business event. Yes, bad habits open up some options,

but they eventually take away many more. People tend to justify their actions with benefits that are of less significance than they seem.

I have already said that habits often arise under the influence of the environment and become part of a lifestyle quite by accident. It is difficult for a person who lives in the center of a big city and works in an office to quit smoking or stop eating junk food. The first step in overcoming bad habits is to realize how much time and resources they take from us.

Researcher Joseph Murphy refers to bad habits as “mental blocks.” He considers this behavior to be automatic, stereotypical, that is, manifesting without our will. So, let’s say you would like to quit smoking, but to no avail. The point is that the “Start” button, which enables this behavior, is stored deep in the subconscious. So, how do you get it out of there to disable it forever? I offer you a technique that enables your subconscious to “reprogram.” This process is most straightforward if you start with meditation or are half asleep: you will quickly erase old programs and replace them with new ones.

| The Restart technique

Create an image of yourself without one of your current bad habits. Think about what you want to replace it with. For example, imagine not lighting a cigarette in the morning but instead drinking a glass of pure water. In my opinion, a great alternative! Imagine how you behave and feel in this situation. Introduce your new behavior in a state of meditation or half-sleep every day for fifteen to twenty minutes. Listen to your feelings. After just a few such workouts, the craving for a bad habit will begin to decrease, and your imaginary behavior will take its place.

How else can you fight bad habits? There is another equally effective approach, which I also practice and propose to you. Start by making a list of your habits: write down both good and bad ones. Also, consider how you usually start your day (daily habits) and respond to stressful situations (mental habits).

Now I ask you to remember how your day usually goes. How do you act? What do you do? What habits do you give in to during the day? If you find it difficult to remember all your habits, ask your relatives and close friends: they have probably noticed one or two you

may not even be aware of. Now try to form good habits that will help you crowd out the bad ones. If, for example, you eat a lot of fatty foods, take a nutritional cooking class and learn how to cook healthy meals.

You may find it challenging to take the first concrete action towards forming a new habit. To make it easier for yourself, start making changes for just one minute a day. Want to exercise in the morning but can't get over your laziness? Exercise for one minute, but every morning. Gradually increase this time to two, five, fifteen minutes, and then an hour. So, you will slowly but surely move towards your goal without resorting to violence over your psyche.

Here are some more tips that helped me at one time to cope with bad habits.

Do not work on several bad habits at once — concentrate on only one at a time. Don't try to be perfect overnight! For example, in the summer, start to quit smoking gradually, and in the fall, work on your cravings for sweets.

Fill the time you spent on a bad habit with other activities enabling you to give up on it quickly. For example, are you used to smoking immediately after waking up? Instead, spend your smoke break cleaning the kitchen or stretching.

Reward yourself for good results, and it will help your brain associate quitting the habit with pleasure. Haven't smoked a single cigarette in a month? Buy yourself a new gadget or an item of clothing.

Believe in yourself, but be prepared for difficulties. Look at things for real: you can cope with a bad habit but do not demand instant results from yourself.

Get rid of the habit in stages. Record intermediate results. If you constantly eat junk food, set yourself an intermediate goal: for example, to give up sugary soda and chips for now. Don't switch to vegetables and oatmeal too abruptly.

Ask for support from your loved ones — team up with a friend or relative who also wants to quit this bad habit. You will be able to share tips, show off results, and increase mutual motivation. It can also be done in a competitive or “on a dare” format.

Get rid of anything that reminds you of your habit. For example, are you used to smoking in a chair on the veranda? Rearrange your furniture and throw out the chair! Be sure to get rid of both the ashtray and perhaps even the lighter.

Motivate yourself. Imagine how much money you will save by not smoking or spending money on coffee at Starbucks. Then, think about what you can buy with this money.

Bad habits are harmful not only because they take away our time, money, and sometimes health. The important thing for a leader is that they can interfere with success moving forward. So, first, make a list of all your habits, including bad ones and unconscious ones. I hope you already know which of them you need to fight? Then, proceed with the Restart Technique.

As you know, nature does not tolerate emptiness, which means you must erase a bad habit and replace it with a new, useful one. And for every, even negligible, an achievement on this path, be sure to encourage yourself – to reinforce a new habit. At the end of this chapter, I share a description of the bad habits that can hinder your career and promotion.





Habits that are detrimental to your promotion prospects

Even if you're an expert, some habits can stop you on your way to getting a dream job or place in the boardroom. According to statistics, the habits listed below reduce the chances of promotion by 36 percent. What mistakes should you avoid to get the promotion you have long dreamed of?

Being late

1

Your punctuality is very important for both the team and its leader. The boss will bear in mind all your late arrivals when selecting a candidate for a vacant position above yours. Do not be late for work in general and especially not for meetings – it is rude, inattentive and unprofessional.

Permanent sick leave

2

If you constantly ask to leave early, motivating it with the need to go to the doctor, or take a sick leave once a month for one reason or another, your boss is unlikely to offer you a new position. Take care of your health and start treatment of health problems on time, not after a couple of weeks.

Snacks at the workplace

3

Dining at your desk can irritate your colleagues. Try to eat in a designated place. Fish, dishes with garlic, chips, eggs and meat chops are unacceptable for lunch at the computer. Your maximum is a cup of coffee.

Negative thoughts

4

Avoid expressing negative thoughts in response to suggestions or stories from colleagues. This also includes whining and constant complaints. No one wants to see a pessimist as their leader.

Messy workplace

5

Papers, trash, coffee cups will tell more about you as a person than any words. A mess will be a signal to your manager that you are disorganized and immature and cannot be trusted.

Always with a phone in your hands

6

Put your smartphone aside while working on an important project or while in a meeting. Your absorption in the phone will show colleagues and superiors that everything happening around you is not too interesting.



The expert's position in every question that arises

7

Do not interrupt colleagues, criticize their ideas or rephrase pointing to their speech mistakes. Constant bragging about your achievements is an annoying factor that turns colleagues against you.

Brushing, applying makeup at the desk

8

If you need to fix your hair or makeup go to the ladies' room. Don't do it at the workplace if you want to look professional.

Demonstrating friendship

9

Most likely, you have a friendly relationship with your colleagues and your manager. However, familiarity at the workplace is unacceptable – please, address your friends officially while at work.

Gossiping in the restroom

10

The excessive revelation given to colleagues in a restroom may be heard by managers or the people you are talking about. Try not to chat in the bathroom – there are more pleasant places for this.

Distribution of goods by catalogues among colleagues

11

Some employees do not consider it shameful to distribute products of network companies through catalogues, offering them to colleagues. This diminishes your professionalism in the eyes of management and everyone else. Want to sell something? Choose specialized websites for this.

Collecting petitions, signatures or donations

12

Do not go round colleagues with a request to sign a petition on a topic that angers you or asking them to donate money to a certain fund. Management will not warm to your initiative.

Personal phone calls at work

13

Avoid making personal phone calls from your desk. Do not talk about personal matters for a long time, if such a call was made. Try to have a discussion outside the workplace.



Kleptomania

14

If you suffer from the habit of stealing anything, that is not watched, from other people's workplaces, — consult a doctor with this problem. This habit will not make the best impression on your colleagues.

Not attending any corporate events

15

Employers do not like to promote those employees who refuse to go to corporate events and team buildings. You must have a genuine interest and desire to spend time with colleagues outside of work to make the manager think about your promotion.

Chapter 12. How to create new habits: choosing a target

The process of changing your habits may seem long at first. Therefore, there is a chance that you will turn over these pages, maybe you are even going to start, but then you don't make up your mind because of "how much breath I should hold to jump that high." Or you can, but then you quit. In both cases, you and I both wasted time and energy on this conversation. And I don't want that at all. Therefore, I am going to devote this chapter entirely to how to start building your new habits. The process is better to compare with archery rather than with construction.

If you are a champion of medieval knight tournaments or a magic elf, then you don't care where to shoot and what. But if you are just mastering the skill, then it matters which target you want to hit and why. After all, if you have no target and no purpose of aiming, you will not learn how to shoot. It's the same with habits. Moreover, it is crucial for a leader not just to shape their character but also to work with the skills of their team members. In business, it is essential to be a team player and not a single player: the goals should be achieved not only by you but also by your team. By the way, I realized this even in a German school, when I had a bet with the coach. We agreed that I would pass the exam without taking it if I made it happen that everybody in the class passed this exam with an A. So I started preparing my classmates because I knew that their success would be my success. At that time, they did not even reach the top three! They were utterly unathletic. And we had to take four disciplines at once: acrobatics, athletics, a set of strength exercises, and parallel bars. But none of the 15 people even knew how to pull up usually. I had to develop a whole training program and work with my classmates for several weeks. They all got an A on the exam. The teacher not only gave me an A but also supported me in the future. I amazed him that I could go to the goal myself and lead other people to it.

So, now we have two tasks: choose a goal and select a habit for it. Or a few, if needed. Moreover, you can do this both for yourself and for your team.

Choosing a goal

The thing is, our brains are amazing things, that's true. If it has a goal, it will find more and more new ways to achieve it. And if there is no goal, it will see more and more unique ways to do nothing. It's lazy, but this is also due to physiology: the brain spends most of the energy during the day. So I invite you to look at your life and determine the area you want to start working in right now.

When I work on my problems, I distinguish seven categories: career, finance, lifestyle, health, leisure, relationships with people, and spiritual life. Sure, ideally, all these areas should work with approximately the same efficiency. After all, the main thing is balance. By the way, I recommend you the proper Balance Wheel technique.

The Balance Wheel technique

Draw a circle and divide it into the seven categories I told you about above. You can add something if you want, I do not mind at all. After all, this is your life, and we are trying to improve it together with you.

Rate from 0 to 10 your present satisfaction with each category, with 0 — no satisfaction, 5 — ok, but could be better, 10 — “everything is golden.” I would be happy if you have at least one 10!

Is it done? Now let's evaluate. Connect all the dots and see how round your wheel is. If it is out of true because of the differences in the categories, just imagine how difficult it would be for such a wobbly wheel to drive on the road. But that's not the worst. The most dangerous, in my opinion, is the situation when you have an almost perfect wheel, but it has in all sectors, say, a C grade. Yes, your wheel is moving — softly, quietly, calmly, but the quality of your life is at the same level. Perhaps this is what you want? Then put the book down and take a break; you achieved your goal! I will not blame you; people should live the way they want.

But if you are a tireless adventurer like me, create the second wheel. This time, specify how you would like to see your life over the next year, for example. How high can you raise the bar? Can you get from five to seven? Let's try to put it this way. But make sure that the wheel stays as aligned as possible.

Ready? Great. Now let's get creative. I know it takes time and effort, but I promise you will begin to see the future more clearly once you put your thoughts in order. Take the first wheel that reflects today's situation. Write next to it what you dislike in each category and be honest. It is better to remember and write down everything, even what now seems not essential, like "sure, this is a little thing, but it is still annoying."

Now let's have a look at the second wheel, which reflects the situation in the future. Here you need to think about what you can do and what actions you would like to take. Perhaps, now you will perceive this quite possible when you reconsider your views a little.

That's all. Now you need to evaluate everything that has been written and think carefully about which of the categories you would like to start on first. Take a closer look at the list. Listen to yourself. What have you wanted to change for a long time? What are you tired of? What new things did you want to try? Or maybe, on the contrary, return to something old that once worked perfectly?

Select a category. Set one big goal. Let's say you always wanted to learn a new language. Besides, it will significantly help you in moving up in your career. Think if you can practice during the year? How many levels can you complete? Do not set a global goal "to speak the language fluently" to avoid becoming a victim of an initially impossible task, which will undoubtedly lead you to collapse. Set a goal to "pass the official B2 exam." It is much easier, more real. And it is quite achievable.

Have you chosen? Have some rest now. You did a great job. The new information and emotions need to settle down, and your brain and body must get used to the new solution. So live with it a little — dream about what new horizons will open to you along with the chosen goal and feel like a winner.

Are you feeling energized? Great. Then let's move on to the next task.

Choosing a habit

Some psychologists recommend building several habits at once, while others advocate not to diffuse attention and focus on not more than two or three. It works in my case. As an example,

I will give a few questions that I ask myself to choose the next “pack” of habits that I want to implement in my life.

What little action will help me build a good habit? Let's say you choose to run 2 miles as your goal. To do this, you need to become more resilient. To become more resilient, you need to exercise regularly. And to exercise regularly, you need to keep yourself motivated and make working out easier. I would make myself a reminder, a motivation board, and put my workout clothes somewhere to see it. These easy habits can dramatically reduce your time for hesitation and doubt. After all, every day, getting up in the morning, you will immediately see your sports equipment. And run. Duty calls!

How often do I get upset at the end of the day because I didn't get to do something meaningful during the day? If so, what can I do about it? I always keep a diary. First, I write down everything — what I am satisfied with and what I am not satisfied with. Then, I look at completed and unfulfilled tasks. If any of them are on the list of unfinished tasks for the third day in a row, I put them in the first place the next day. This is because I do not like to live with a weight of unfulfilled tasks, and I recommend you get rid of them as soon as possible.

How can I quickly improve my mood? My best way to improve my mood is to make money. As soon as you start earning, your mood immediately rises, and the more you earn, the better your mood. You can also create something new that will make money. All jokes aside, I do recommend this antidepressant. The point is simply to grow faster.

You can watch a movie or TV series, read a book, take a walk, attend an exotic massage session, buy something luxurious but let's be honest: you understand that this will merely distract you for a while. A bad mood is a signal of the body that says: “You sit around, and you are lazy, you don't develop, waste your time, don't follow your destiny! You and I are stuck, and we are stuck!” You get a fine for stagnation in the form of a bad mood, and you start to fall into depression. You get frustrated: “What is going on? Why is everything wrong.” This is just your body saying, “Pull yourself together, look at your goals. You are wasting your life and your energy. Focus, concentrate, and push!” So,

as soon as my mood drops, I just create something, let it be a presentation, a page, a picture, some new product. Or I just pick up the pace, double or triple my activity, and again I feel great. Here's my recipe.

What activities do I enjoy? Have you noticed that when you are doing what you love, you can spend several hours on it and not only not get tired but also feel a surge of energy? This always happens if we like something. Think about what pleases you and reward yourself after each completed task on the way to achieving the goal. Let's say after a successful project, invite your friends home and play monopoly, as in the good old days.

What tasks do I currently face in the field of finance? Do a little analysis of your budget for the last three months. List your income and expenses. If income exceeds expenses, then everything is fine with you. But you can always do better. Think about which habit will help you cut costs or increase your income. Let's say, instead of buying takeout coffee, get a coffee maker and set aside the amount you would spend on a coffee and a doughnut every day. Or start looking into investing. Visit helpful forums every day and spend 30 minutes researching the content.

If expenses exceed income, it is worth thinking about habits that will help reduce them, and also, you may want to change your job. This may require daily monitoring of the job market, attending professional development courses, or generating new passive income.

How can I improve my relationships with my loved ones? A good friend of mine started the habit of playing board games with the family on Friday nights, which became the family time when everyone talked about what happened this week, their problems and joy. All the household members are accustomed to this, and they like this format of communication. It is a healthy habit, in my opinion, and an excellent opportunity to rebuild and strengthen family bonds.

What helps me get rid of stress? Do not build up stress in yourself. This is a bad habit. Stress affects both the physical condition and the psyche. And then any little thing will be annoying, even when your child asks to read before bedtime. However, walking and reading in the evening can help cope with stress. The body

switches from the parasympathetic nervous system responsible for the so-called “run or die” behavior to the sympathetic, constructive, and restorative.

How can I improve the level of spiritual and cultural development? I highly recommend meditation. During this time, you relax not only your body but your mind as well. You get the break you need, and this time is just for yourself. Meditation is a very healthy habit. Sometimes a good 15-minute meditation produces better results than a good eight-hour sleep. I also really love sports. Everything new is well forgotten old. Think about what habit will be beneficial for your peace of mind and cultural development?

What skill would I be interested in mastering? It is important to set realistic goals and not try to master many skills at once. We all want to be supermen, but no one needs overload. Prioritize. Identify a couple of skills, or even one, such as learning a new language. Think about what habit will help you quickly master the skill and have fun in the process.

What essential and meaningful business would I like to do? This is the question I usually ask myself when all my areas of life are more or less balanced, and I have the time and energy to devote myself to something greater. As a result, I habit of sending a certain percentage of my extra income to charity at the end of each month.

Ask yourself these questions now, and you will understand which habits are consistent with your goals and help you move towards them. I hope you were able to assess the situation thanks to the “Balance Wheel.” After drawing it up, your idea of your priorities will be finally formed and may be changed. However, it is not the very fact of setting an important goal, and the main thing is that the goal is right. Then the goal will improve the quality of your life.

Do you have enough good habits to move forward? At the end of this chapter, I give you a checklist to help answer this question and test yourself!



10 signs that you and your life are all right

Do you feel that you do not meet the expectations of others, that other people look better and work in more prestigious companies? In fact, others also compare themselves with you and make similar conclusions about their own lives. They know better your achievements, by which you are most often evaluated. There are 10 signs indicating that your life is actually fine.



You devote time to reading

At least sometimes. You learn by reading books or articles, and new information develops and trains your brain.



You are curious about what and why is happening around you

This curiosity gives you an impetus for transformations in life.



You can call yourself a relatively healthy person

You do not have serious diseases, your health is usually normal, you try to eat healthy and get enough sleep? You can only be envied – you have an excellent quality of life.



You have a serious hobby

Even if you do not have a career yet, you are genuinely passionate about something. Your hobby, which pleases you day by day, is the first step to start your career ascent.



You are not stubborn and follow the advice of people you trust

If you find yourself among people who are wiser than you, you listen to their advice. One of the signs of a mature personality is the ability to take advice and someone else's point of view. Developed listening skills can also be called the definition of an adult.



Your finances are under control

The picture of your financial condition is clear to you, you keep track of how much money you spend every day and where they go. You can earn and save.



You are a realist and base all your judgments on reality

You cannot be called a pessimist — you are familiar with the negative side of life, but do not delve into it. The world is fundamentally unfair, and you admit it.



You give yourself the right to make mistakes and do not strive to be perfect

You always have the opportunity to understand yourself and forgive. You are free in your right to set goals and give them up.



There are mostly good people in your surroundings

You don't tolerate toxic or "negative" people around you. You are surrounded by like-minded people.



You are no longer trying to please everyone around you

The opinion of other people does not determine the course of your life and you can do what you really want.

Chapter 13. How to create new habits: choosing an arrow

If you have passed all the stages described in the last chapter, we have a target; it is also a goal. Depending on which target it is, you will have to choose the best arrow for it, in other words, the method by which you will form a new habit. In this chapter, I will show you a few methods, and you can choose the one that suits your target – the habit. If you don't have the resources to start a large-scale battle right now, win at least a small battle. It will inspire and motivate you. Then, for example, you can start with a miniature version of a future habit.

There is a rule in sports: before taking on heavy weights, you need to lift light weights first. Then, the body, the mind, and the will can be trained – to learn how to lift light weights to tackle heavy ones. This is how you grow, develop, gain experience and become stronger.

For example, suppose you have decided to develop a habit of continuous learning. A fantastic habit, I recommend it to everyone. When you need motivation, it will help you – if you get used to constantly learning, you will learn everything, even how to fulfill your cherished desire. I don't ask what it is; that's why it is cherished. Let's just pick a habit of continuous learning for simplicity and use it as an example to look at the whole process.

The Mini Habit technique

So, a mini habit is a miniature version of the habit you plan to form. Let me remind you that this is ongoing training. Let's say you already know what you will study. For example, you first want to learn a foreign language. And at the same time, get used to constant learning. Mini habits are small steps towards a big habit. When you take a mini-action every day, you don't have to put extra effort into building a new habit. You will also not suffer from feelings of guilt or failure if you show some slack and break down. Later, by developing a mini version of the habit, you can increase its volume or number of attempts. For example, instead of learning ten foreign words a day, learn ten in the morning and another 10 in the evening.

| How to build a mini habit?

Don't rush things. If your goal is to do five squats, don't try thirty at once. Stick to your terms. If you raise the bar, do in gradual increments, and not immediately, as soon as you have started to develop a habit.

Don't miss a single day. Yes, it is not the end of the world and will not collapse if you do not have time for a foreign language or morning exercises at the weekend. But then the habit will not form either.

Rejoice at any results, praise yourself for your achievements, reward yourself often. Do it constantly: joyful emotions are the best motivation.

Remain calm. The most resourceful state is neutral. The first results may give you a burst of enthusiasm, but do not stop exercising when that enthusiasm has subsided and the class seems boring.

Don't overdo it. If you feel resistance, reduce the load. You cannot be effective in the long run if you keep depressing yourself. Believe that the task is very simple. Everyone can do one pull-up. Convince yourself that this is nothing.

Don't beat yourself up for taking too small steps. On the contrary, find any excuse to compliment yourself. Reduce expectations. Emphasize that you are moving right on your schedule, not how slowly it is. Let it take time to develop new habits, but then they will stay with you for life.

The habit formation method step by step

I am showing you a very gentle method for overcoming inner resistance before starting something new. Forming a habit in stages is like entering shallow warm water. Try it, and it may turn out exactly what you need.

The first stage: maturation. Remember your goals. Think about how the situation will change when these goals are achieved, how you will feel after accomplishing the goals. Get inspired by this sensation and start building a habit. Analyze your behavior daily. Write down what you do during the day, how you feel, and focus on your emotions.

The second stage: preparation. Plan your actions carefully. Let's say you are determined to learn a foreign language. You understand that at first, it will be difficult. Consider rewarding yourself after your studies. By the way, I advise you to start your day with the practice of a new habit and then reward. For example, it could be a cup of your favorite tea or a walk in a park on the way to work. Also, share your goal with your family and friends, ask them to support you.

Think about how you can break the action. In the case of continuous learning, you can train yourself to practice at first for 15 minutes a day. Then, gradually increase your study time. Set yourself a task not just in terms of time — the number of learned new words also matters.

Track your progress. Did you manage to memorize more words than usual? Be sure to tell yourself that you are awesome!

Identify triggers — factors that trigger unwanted behavior and address them. For example, sleepiness makes it difficult to study in the morning because you watched the TV show until late the night before.

The third stage: action. Move on to specific actions. For example, you have advanced enough to understand all the words in a song, or you even didn't notice how you ended up in the morning with a textbook, and you even didn't have to persuade yourself. Immediately after that, do something unusual, enjoyable, and memorable. Celebrate a new habit-forming. For example, make yourself a special breakfast or dine in a nice place.

Keep handy inspiring stories from people who have already formed a similar habit. Then, reread them when you feel lazy or want to quit.

The fourth stage: maintaining. As you build the habit, you may encounter repeated relapses, so avoid high-risk triggers. What does it mean? If, for example, it is difficult for you to get up early in the morning due to the cold, then make sure that you set the thermostat at a comfortable temperature the night before. For example, install a heater or at least prepare a warm robe.

The fifth stage: conservation. At this stage, focus on what you are already doing well and start working on the quality of your actions. Back to the early rise example. Concentrate on those moments when you manage to wake up feeling fresh and get out of bed right away. Then, think about how to change the habits which cause you to wake up worse for wear, whatever they might be.

And one more thing: track what has changed in your life from day one after starting a new habit. For example, how has your new behavior influenced your career, health, or personal relationships? What changes has your new habit brought you?

The “3 x 3” technique

Now let's look at another method of creating a habit. It is similar to the previous one but more structured. It makes it easier to track your progress because you will have a very detailed results scale. The method consists of three stages with three steps each, hence, its name. I warn you right away: this technique will make you at some point feel like the Terminator, a machine that works for one goal. I like it. You need to try it to see if you like it. So, let's get started.

The first stage. Planning

Step 1.1. What problem do you want to solve? For example, you want to learn a foreign language every day, but why do you need it? Will it help you find a better-paying job? Move to another country? Agree on cooperation with a foreign company? Feel more confident when traveling? Define the problem and consider how the new habit will help solve it.

Step 1.2. Come up with ten options for achieving your goal. For example, suppose your ultimate goal is to learn a foreign language perfectly. In that case, there are many ways to do this: on your own, in face-to-face courses, online classes, group classes, or individually with a tutor. Choose the option you like best.

Step 1.3. Create a habit loop. It consists of three sequential parts: trigger — action — reward. A trigger stimulates us to certain behavior: the required “program,” that is, a pattern of actions, is launched. Finally, we receive a reward (a feeling of happiness, tranquility, victory) for the action. The limbic system is responsible for these processes: the human brain constantly searches for pleasure and therefore tends to repeat the pattern of behavior that brings it.

The hardest part is resisting the urge to return to old destructive habits. But you don't have to fight. You just need to replace the harmful habit with a good one rather than eliminate the addiction. For example, instead of smoking a cigarette, do some breathing exercises.

| The second stage. Implementation

Step 2.1. Write down three variations of the habit: regular, simplified, and special. For example, let's say you want to start exercising in the morning. The usual option is a set of exercises for 20 minutes. The simplified option takes three to five minutes. Special — some muscle relaxation exercises in case you feel bad or have no motivation at all.

Step 2.2. Work with obstacles. At some point, something will happen that will interfere with your work on the habit: an unexpected arrival of relatives, a cold, an urgent business trip, a bad mood, etc. What to do in such situations? Follow the simplified or special version of the habit. This is what they are for.

Step 2.3. Life hacks. Think in advance of ways to help you maintain the habit. For example, are you learning a foreign language? Set the tutorial to start when you turn on your laptop. Or start reading an interesting book in a foreign language, which has not been translated into yours and know nothing about. No mood for that? Remember what usually helps you get back into a resource state. Maybe it's a delicious dinner or watching your favorite comedy. Don't feel well? Relax and follow the simplified habit afterward.

| The third stage. Control and completion

Step 3.1. Control the process. Prepare a checklist and check the box each day which actions you completed today. Use colored markers or sticky notes to help you focus on the positive and visualize your progress. Make a generalized checklist (report) once a week. Describe in detail what you did and what else you need to work on. Indicate what difficulties you encountered in the process and how you overcame them.

Step 3.2. Assessment at the end of the month. At the end of each month, summarize: assess the situation as a whole, write down what result you have arrived at, how your life has changed. Write down all the positives. Think about what you did best. Note the situations which you have successfully mastered. Also, note the downsides: find out what mistakes you made and think about avoiding repeating them in the future.

Step 3.3. Completion. The habit is formed; you have summed up and realized your success. It's time to plan new steps. You can continue to do the same set of actions if everything suits you but add a little variety. For example, if you've been doing a set of exercises for your back muscles, start doing stretching exercises.

The Block technique

This method is for those who find it difficult to focus on a goal or follow a pattern step by step. The essence of the technique is to combine habits into blocks. A block is a single activity, not a list of tasks. Why is it so? If you look at the process in the form of a ladder, you may be gripped by the fear of “going high up.” And if you take a set of actions as one big habit, you will find it easier to relate to it and quickly learn. So let's take a closer look at how it looks in practice.

Get started in just a few minutes. You may feel that you will not achieve anything in three to five minutes. But, if you start with one minute a day, you will easily overcome the resistance of your psyche and will not even notice it. For example, if you want to keep your home tidy at all times, start cleaning up for 5 minutes every morning. When you get involved in the process, you will naturally adjust the time required to finish the job satisfactorily.

Choose something easy first. Choose the habits that require the least effort. This will tune your brain to the fact that it is easy to master new actions. For example, there is nothing complicated about making the bed immediately after getting up, drinking healthy herbal tea every day, and ventilating the room before bed. After it becomes a familiar, everyday thing for you, move on to something more serious, and so on incrementally.

We set the time and place once and for all. Each block of habits must be tied to a specific context. Your brain will learn a new algorithm faster if you perform it in the same setting at the same time each time. It helps to remember and develop a reflex. For example, listen to audio lessons in a foreign language on your way to work. During your lunch break, make it a rule to call your family and friends, do a slight warm-up for your neck and back (three to five minutes), then go outside to walk vigorously. In the evening after work, clean up the house with a mini-cleaning.

Binding a block to a trigger. Triggers are external and internal. By external, we mean a Facebook notification or an alarm. The internal triggers may range from certain thoughts to emotions. Your job is to create triggers for your new habits so you don't inadvertently forget them.

The trigger must have a connection with an existing habit. For example, say you brush your teeth every night and would like to train yourself to use an irrigator as advised by your dentist. Then it will not be difficult for you to tie brushing your teeth to an irrigator, turning it into a sequence of actions because both are aimed at maintaining the health of your teeth. Try to keep the trigger as mundane and straightforward as possible, and be sure to tie it to a specific time of day.

Create a checklist. It is necessary to prescribe a step-by-step chain of actions and calculate how much time is needed for each of them.

Report your progress. Share your successes with family members or blog on social media about your life changes. Being aware that other people are watching your accomplishments will give you an additional incentive not to give up. You don't want to disappoint them, do you?

Repeat the steps all the time. The iron rule is not to miss a single day! If you're feeling less motivated, try to simplify things.

Increase the block gradually. In the first step, I recommend that you start mastering the habit by investing a few minutes. As soon as you notice that these minutes are easy for you, extend the time interval. For example, in a week — up to ten minutes, in another week — up to fifteen. Monitor your condition: if you find it difficult to cope with resistance, do not rush to increase the block and give yourself some time to get into the habit.

Form only one block at a time. Start a new block only after the previous one has firmly melded itself in your life.

So, it's time to tackle new habits. You see four methods in front of you, and you have to choose the one that is right for you. The main thing is to stay motivated and remember: if you have already started, do not miss a single day! I have instructions for you to help you motivate yourself and those around you. In the next chapter, we are going to have an earnest conversation about motivation.



How to motivate yourself and others

Some people see only the good, they are optimistic and success oriented. The main motivation for them is **to win**, so they are ready to take any task, take the risk. It's bad for them not to take their chance, to miss an opportunity. Their complete opposite are people determined not to lose. They seek safety. In other words, the main thing for them is **to avoid failure**. They do not get involved in adventures, they will say "no" to any proposal faster, they calculate everything in advance.

Each person cares for success and having no failures. Besides, at work we can strive for success, and at home – to having no failures. However, one type of motivation always dominates. Knowing what motivates you and other people, you will be able to competently build interaction with them.

What type of motivation prevails in you

There are simple techniques that will allow you to determine your dominant motivation.

1. A story about a vacation. Remember your last trip to the seaside or any other place where you had a vacation. You must have told your friends about your experiences. What was your story like? The person aimed at success will say how wonderful the trip was, how warm the sea was, delicious local food, etc. The person aimed at minimizing failures is likely to remember that in restaurants he had to pay for bread that he did not order.

2. Stars in reviews. Now remember the last time you chose a hotel, a play, or a product. Surely you have read the reviews. Which ones have you checked in the first place – with five stars or one? Recent studies show that those who are focused on success first read positive reviews, and those who want to avoid failure – negative ones.

3. Ideals or commitments. If you have not found your position, we suggest you take the test of eight questions. Give quick yes or no answers.

Question:

1. Write down the feature (characteristic) that you would like to have **in an ideal scenario**

Your answer:

2. Write down the feature (characteristic) that you **must have**

3. Name another **ideal** characteristic

4. Name another **must-have** characteristic

5. Name another **must-have** characteristic

6. Name another **ideal** characteristic

7. Name another **must-have** characteristic

8. Name another **ideal** characteristic

Now remember, which questions were easier for you to answer — about ideals or about must-haves? Ideals — you are aimed at success, must-haves — you are aimed at avoiding failures.



How to understand what type of motivation your colleagues have

To properly interact with colleagues and motivate subordinates, it is necessary to understand their motivation. There are several signs that can be used to judge the dominant motivation.

Age. The older a person gets, the more he values what he has. Most probably, his dominant motivation is to avoid failure. Young people, on the contrary, are ready to jump into the deep end, so young employees are more likely to be motivated by success.

Culture. For example, Americans are more independent, they leave paternal home early, start working to provide for themselves. They are more often aimed at success. Asian people are dominated by a sense of dependence on the family, so their motivation is to avoid failure.











Field of activity. Those who seek to avoid failure, often choose the profession of an accountant, technologist, administrator. Those who have a hunger for success prefer creative work: a journalist, an artist, an inventor. But here we must look not only at what kind of work a person has chosen, but also whether he is satisfied with it. For example, if an accountant constantly complains that work does not give him freedom, it means that he chose the wrong sphere and his motive for success dominates.

Sport. Football or basketball players are more focused on success. Although, gymnasts, tennis players are focused on minimization of failures as they get punished for mistakes — they lose points.

Speech. You can judge a person's motivation by what he says. Favorite phrases of those who seek to avoid failure: "A bird in the hand is worth two in the bush", "Not all that glitters is gold", "Don't count your chickens before they are hatched", "Haste makes waste". Those who strive for success are more likely to

say: "Put aside all doubts", "Success is never blamed", "A pessimist sees obstacles, an optimist sees opportunities".

The table shows distinction between people who have different dominant motivation.

Determined to succeed	Seeks to avoid failure
 Works fast as he strives to reach the goal and quickly move on to the next one	 Works slowly and diligently, he is interested in accuracy, not speed
 Offers a variety of solutions to the problem	 Offers one solution to the problem, but considers all the risks
 Open to new opportunities, ready to take risks	 Prefers old and proven methods of work
 He needs to be praised, otherwise loses motivation	 Dislikes praise, does not believe the optimism
 Happy when he succeeds in every way, sad when everything is not so bright	 Often nervous and worried that something might go wrong. When he succeeds, gets relieved, but not for long



What motivates “optimists” and “pessimists” better

At personal growth trainings, they offer a positive view of life. A point — with a positive view, you will achieve a lot, and there are many confirmations of it. However, people who tend to avoid failure should not indulge in too optimistic thoughts. It can only harm them. Suppose a person is motivated by the desire to avoid mistakes. If he thinks optimistically, he will let his guard down and make the same mistake. How to motivate “pessimists” and “optimists”? To understand this, let’s see the results of an interesting experiment.

A group of people were asked to solve anagrams. Whilst, those who are determined to succeed, were promised a prize: “You will get \$4, and for a result over 70% — another \$1”. And those who were determined to avoid failure, were warned about a fine: “You will get \$5, but if the result is below 70%, you will be fined \$1”. In other words, everyone was promised \$4 for average results and \$5 for good results.

Sometime later, half of the participants were told that they were close to winning and the other half that they were losing. The table shows the results of how people responded to it.



Conclusion. Success-oriented people strive forward when they succeed. It means, they should be praised, encouraged. Those who wish to avoid failure, on the contrary, get a wake-up call when something goes wrong. Such people should be informed with discretion and without optimism.



Type of participants

Success-oriented participants

Participants aimed at avoiding failure

The reaction of the participants



Good news



The participants have cheered up – they are doing well. Motivation has grown



Participants got dispirited. They knew they were safe. Motivation decreased



Bad news



The expectations of the participants decreased, they decided that things were not very good, it was useless to try. Motivation decreased



Participants began to take action, otherwise, they will lose. Their motivation has grown



How to apply the knowledge of the dominant motivation in love

Anyone who is success-oriented is sure that his feelings are mutual, he prefers the rapid development of the affair. Anyone who avoids failure, on the contrary, will hesitate, it is much more difficult for him to take the first step. The question arises, which couples are better?

An affair-hurricane – both are committed to success. Such people enter relationships by leaps and bounds. On one hand, they help each other to develop, to become better. But on the other hand, one of the partners may not appreciate it or think: "Everything is already fine, I do not need anyone to improve me".

A leisurely affair – both tend to avoid mistakes. Such an affair the authors call a "train with all stops". Partners slowly pick-up the speed, however, afterwards, they have a special bond. They adapt better to each other; they are willing to make sacrifices so that the partner can achieve something. Yes, they do not show their feelings in public, but they do not care much about it.

Divide and conquer – one strives for success, the other wants to avoid failure. He is a pessimist; she is an optimist. It would seem a disaster, but the strongest alliances are created when people have different dominant motivation. In these couples, everyone is responsible for things that he is best at. At the same time, he knows that the partner will do the rest. The family life of such couples is balanced. Children know what optimism and realism are, as parents take into account both striving for success and avoidance of failure.

Chapter 14. Motivation and something better

So, we have understood that motivation is the key to success. We believed in it so much that motivation itself is perceived as success in the modern world, one of the most desirable prizes at the fair of life. Many of the life lessons changed me and are now a continual resource for my motivation. One of them I was taught when I was doing alternative service.

When I was young, I worked for ten months in a boarding school for children with disabilities. It was the world of an extraordinary childhood, limited by the lack of basic freedom of movement. The kids in my care were in beds or wheelchairs. Just imagine: I was 20 years old, young and healthy, and I had my perception of the world. And suddenly, I saw that there are children with disabilities and that they have the same feelings as everyone else. Yet, society sees them as deviations from the norm, while they see themselves as just children.

I got used to this place, to these kids. Actually, it was one of the brightest periods of my youth. There I felt useful every day, and I learned a lot. I worked with children of all ages – both young and teenagers, they got used to me, and I knew them all. Then, when I finished my service, the whole school came to say goodbye to me.

It was a great victory for me – but not in the sense that I had to overcome myself for this work. I got rid of one horrible quality – I stopped evaluating other people, got rid of the common belief that there is a norm and deviations from it. Having worked with special children, I learned to look at people without prejudice and realized no standard. Just think how many people get in the way of their obsession with the “standard” – physical, social, intellectual, behavioral. There are no ideal people and no norm.

And now, I constantly compare myself with those who are unlucky in this life. Whenever it seemed to me that I had lost everything, I asked myself, “Is it as bad as it can be? Am I really out of strength and can’t get up?” And then I said to myself, “Alex, do you think you’re at the bottom? Remember the boarding school. You are doing well. Act!”

We know that when losing motivation, we immediately stop developing, like a sailing ship without wind, and this seems to be unavoidable. It appeared – and your boat moved forward again.

Everything seems to be so, but. You know, I disagree. I cannot make all my life plans dependent on motivation and pray that it will not leave me. And I cannot afford to look for it for months in meditations. I love the feeling of complete and utter motivation, this wind in the sails. But if it's not there, I'm not going to wait for this feeling to come. What replaces my motivation in such moments? Good old-fashioned willpower. I trained it for a long time, I have it pumped, and I trust it. "Alex, but what difference does it make how exactly you drive yourself to the goal. The names are different, but the essence is the same" – my inner critic never sleeps. So, answering my inner critic, and at the same time to you, I tell you what the difference is.

Motivation vs. willpower

Motivation helps you get involved in the process and achieve short-term goals. If you decide to blog, for example, it is due to motivation that you will most likely write your first articles. But after a while, you will need to come up with topics for new posts, collect material, analyze texts, improve them, etc. You suddenly find yourself wanting to give it all up. It is then that motivation dries up, and, therefore, you need to turn on willpower. To do this, remember for what purpose you initially started blogging. For example, to attract new customers, promote a personal brand, or make new acquaintances.

I know at least three crucial disadvantages of motivation, and I want you to know about them too. First, motivation depends on the mood and well-being. Secondly, it is not conducive to long-term results. And third, motivation decreases as soon as the action becomes habitual.

Willpower vs motivation

What is the difference between motivation and willpower? Willpower allows you to act at any time, regardless of health and mood. And it helps you to act according to plan, not just in moments of inspiration. But willpower alone will not form a habit: it takes too much energy, so burnout can quickly occur.

What exactly drains willpower from you? The need to exert too much effort to control and overcome yourself constantly. This is very difficult, so at some point, you just want to take a break. Estimate

a possible load. If you are only acting with willpower, you should not set goals too ambitious. In this case, forming a new habit can end with procrastination – the constant postponement of practice until tomorrow.

Never disregard fatigue. Think about how to incorporate new activities into your daily routine without overwhelming yourself. For example, if you are late at work and are very tired, do not plan to study a foreign language in the evenings – reschedule classes in the morning or on weekends. By the way, sometimes it's good to be lazy. At least, this is what Peter Axt and Michaela Axt-Gadermann, the authors of *The Lazy Live Longer*, think so.

Finally, you need to do something about the negative emotions that the new habit creates. So don't try to replace an old habit with a new one rapidly. For example, if you want to give up meat, you should not immediately fill the refrigerator with just vegetables. Instead, gradually change to a new diet so that the new habit is not associated with negative emotions.

You probably already guessed that willpower training should also appear on your list of daily practices from this day. But there is good news, great even: by pumping willpower, you can multiply your results several times, even in those areas where you were not going to improve anything.

The importance of willpower was proven in a Stanford University study dubbed Marshmallow Dough. Four-year-old children took part in this research. Those who showed willpower and were able to resist the temptation to eat sweets for longer showed better results in their studies and reached extraordinary career heights later. They also had few bad habits and had no problems communicating with their peers. Does this mean that willpower is an innate quality? Further experiments showed that this skill could be developed. But willpower is a finite resource. This is why it is so important to use tools that can support your willpower under challenging situations.

What tools are there for this? Of course, the best is a detailed action plan that you should draw up in advance. Also, to develop willpower, continuously monitor yourself: write down tasks for the day, keep a daily planner, and a diary of achievements. By the way, when it comes to self-control, even your own body and, of course, your big goal can help you.

Supportive therapy for willpower

What can you do when you feel like your will is weakening? Here are some tips.

Think before making a decision. When you form a habit, your behavior changes, leading to disorientation: you do not understand how to act in new circumstances. But the leader must make effective decisions quickly. So, how do you learn to make the right choice under stress? Make decisions that will change the situation for the better, not just at the present moment, but in the long run as well?

Examine the problem from all sides. Go into the details, analyze the pros and cons, consider every aspect. Look for alternatives and intermediate (compromise) options. Do not make impulsive decisions based on an emotional impulse: this way you can make a mistake that will be difficult to correct. Always consider your values and long-term goals.

Don't ponder the situation indefinitely. Instead, move on to practical action. Try running a "test" solution. For example, if you doubt whether to change your field of work, you can take a short internship while on vacation and see if the new industry is right for you.

Set deadlines. This skill is helpful for freelancers, office workers, and business leaders. It helped me out more than once. Start with the most complex and vital tasks, and then proceed to the secondary ones. Celebrate completed subtasks — this motivates you to further achievements. Don't get distracted by household chores, social media, music, or conversations with colleagues when you set aside for work.

Shift deadlines to an earlier date. If you have a month left, set a deadline in three weeks. You will complete the task faster, while there still be a week to polish it if you need it.

Hopefully, it's clear for you now that you don't have to choose whether to rely on motivation or willpower to build new habits. Instead, it is essential to learn how to combine these two driving forces and, as necessary, maintain and reinforce them. By now, you've probably already chosen which habits to eliminate and which ones to add. And, hopefully, you've figured out the method for building a new habit that works for you. Do not slow down the pace of your workouts. Instead, use the technique of Supportive Willpower therapy. At the end of this chapter, I'll give you some more tips to help you stay in control.

How to learn to control yourself

- 1 Don't try to reform yourself.** If you are prone to react differently to certain things than people around you, you will not be able to change it in yourself. Although, you can analyze the situations in which you understand that you are responding to things differently. Think of a plan to deal with your temptations and avoid meeting them. Experts say, regular meditation can also help you.
- 2 Don't make important decisions if you're hungry.** In this state, you will prefer the short-term benefit to something more reasonable and aimed at the long term. Raise your blood glucose level with buns, chocolates, soda. But not coffee – because of this drink the brain gets insufficient amount of dopamine, and the probability of making the wrong decision will increase significantly.
- 3 Physically distance yourself from temptation** so that you have a chance to think things through a few times.
- 4 Have ready-made algorithms** at hand in case the temptation is near you. Observe yourself for a few weeks and make a list of common situations causing you to be weak-willed. Come up with a code phrase for each item in the list that will return you to a functional state, and an action that will reinforce it. Phrases can be "Stop" or "I won't do it", and as for actions – a favorite song in headphones or a warm-up activity.
- 5 Set yourself artificial deadlines.** You can use a special application that sets 25 minutes and does not allow you to touch the phone screen during this time. After 25 minutes you will be able to relax.
- 6 Plan your day** so that unpleasant things that you don't want to do are interspersed with those that always work well. So, you can easily defeat procrastination and fear.

Chapter 15. Additional tips. What else will help in forming habits

I want to start this chapter with congratulations – if you follow the correct pattern and do not just skip through the book, but hone your skills, and now you got to these lines, then you have something to be proud of. You have learned how to maintain a balance between motivation and willpower. Do not stop! And I'll tell you about some more non-standard measures that will help you build new habits and leadership character more easily.

Change your environment

You've probably heard the saying, "Tell me who your friend is, and I will tell you who you are." However, there is also a hypothesis that we are a hybrid of the five people we spend the most time with. And indeed, it is true.

I have a pretty serious attitude toward friendship. I've always been a loner while looking for friends. I wanted to have friends, but, unfortunately, it never worked out. I didn't understand why back then. I only realized that when I started doing business. I move forward very intensively, and if I start doing something, I develop such a speed that those around me simply do not have the opportunity to stay close. Then I understood that I was interested in people who strive forward and upward, who have great ideas, and for the sake of these ideas, such people are ready to work hard day and night without rest. And, most likely, they are merciless to themselves. People who do not talk about how much they saved on gas, but about how to change the world, help people, create something new, constantly dream, create, invent, live not even with a spark – with fire in their eyes.

There is a reason they say that it is lonely at the top. Because while you go up, everyone who is not ready to grow and develop, move forward. They are just lagging behind you, like weak joggers. It's like running. You run, and those who fall short or cannot just lag, and you run further and further and cannot stop. And as a result, you come to the finish line alone. That's it – you became the world

champion, and none of your friends won. Now, you find yourself in the circle of other champions, and now you start to compete with them, make friends, work together to achieve even greater success. If you want to change your life, it's not enough just to stop hanging out with the toxic people who are pulling you down. Your environment influences your lifestyle. That is why it is so important to work on your habits systematically and improve all areas of life at once. Here are some tips on how to do it effectively.

Take a closer look at the people with whom you communicate. How comfortable is it for you to share with them? Would you like to be like them? How close to you are their ideas and values? Based on your answers, decide who is worth talking to and who is not worth the time of day. Don't be afraid of offending someone: focus on your goals, not on being there for any old Tom, Dick, and Harry.

Control your way of thinking. Once you stop interacting with unwanted people and start changing your habits, you need to take one more step: develop a positive mindset. First, concentrate on what you are good at. Then, if difficulties or doubts arise, think about how you can deal with them.

Implement rituals

Daily rituals are the same healthy habits that change our lives for the better. We do too many things automatically. But it is impossible to manage "automatic" life. This is how you move on a knurled track, making the same mistakes. To change your behavior, you can start with daily rituals. They are similar to mini habits, but they are universal for everyone (like brushing your teeth). When new actions become familiar to you, your life will begin to change and become better, no matter your goal.

What rituals can I recommend? First, getting up early. If you wake up earlier, you will be able to do much more and feel better. But it is crucial not only to wake up early but also to plan your day correctly. Start your morning with activities that will fill you with energy: exercises, a hearty breakfast, yoga, a cold shower. Do not try to redo everything at once in the morning: first, do not invest all

your strength into strategically important ones. It is desirable for those that will lead you to achieve long-term goals.

Another essential ritual is taking care of your health. Think about how you can keep your body in good physical shape. Focus on your current health status. For example, if you find it challenging to run in the morning, choose a simple set of cardio exercises for 15–20 minutes. If you don't have time to visit the pool or gym several times a week, ensure you go at least once a week.

I cannot but mention reading books. Read books for thirty minutes a day, not to accumulate knowledge, but to get into the habit. Try doing what the book recommends. Do the practice exercises and take notes.

A simple walk helps me to relax. Take a walk in the fresh air for at least twenty to thirty minutes a day. This will help you reboot your brain and relax. Try not to combine the walk with other activities, such as audiobooks or texting. Instead, go out for a walk solely to walk. Allow yourself to relax, take a look around and enjoy the view.

Make wishes ;-)

Make a wish list for the coming year. Cover several areas of life at once — do not focus on any isolated one. Reread your wish list constantly. Your brain will start looking for ways to implement them: the main thing is that these dreams inspire you and bring positive changes.

Friends, in this section, you have mastered a serious program and advanced in leadership character and habits. But, of course, you must continue the work. I hope you have chosen your favorite exercises and already know which habits you will form and which ones to eliminate. Train for 15–30 minutes daily, without slowing down. To determine your goals, you made a wish list for the next year, sorted out your surroundings, and worked on rituals. For example, we taught ourselves to get up early. To keep your day productive and in a good mood, analyze the list of seven morning mistakes that can ruin your day. Read it and get rid of them first.

7 morning mistakes that can ruin your day

Spend your day properly and productively without making the most common morning mistakes. They prepare the ground for a bad day – remember every mistake and try to avoid them.



Do not hit the snooze button

Sleeping extra 5–10 minutes after the alarm is not a good idea. After pressing the “Snooze” button, the body falls back into a deep sleep, and it will be very difficult to get out of this state. Figure out how many hours you need to sleep not to wake up groggy and with a headache and try to go to bed before midnight.



Do not get out of bed immediately from the fetal ball position

Do a little stretching of the muscles lying down to prepare the body for motor activity.



Do not check email or social networks

Instant notifications' check immediately after waking up drives the body into stress. After waking up try to think about how you will spend the day.



Make the bed

The order in the room and the apartment is basically related to your productivity. Making a bed is a keystone habit that can spark chain reactions that help other good habits take hold.



Don't drink coffee

Your body naturally produces higher amounts of the stress hormone cortisol, which regulates energy. This process is active in the phase between 8 and 9 am. The best time to drink coffee is after 9:30am. If you are accustomed to drinking coffee immediately after waking up, your body begins to produce less cortisol, exacerbating the process of awakening.



Do not dress in the dark

Turn on the bright lights or part the curtains. Our internal body clock thinks that darkness is the signal to sleep. Therefore, getting ready for work or school in the dark is not the best idea.



Don't make decisions in the morning

The brain after waking up is simply not able to process large amounts of information, so the decisions made in the morning can be a serious mistake in the future. It is better to perform routine activities in the morning: music, breakfast, reading, choice of clothes. Do not force yourself to exercise if you do not want — you should have the willpower for the whole day ahead

01

Part 1

How to become a leader

02

Part 2

How a leader forms their character

03

Part 3

Leadership Charisma

Leadership charisma

Ask yourself, “How can you spot a real leader at first glance?” Most likely, the answer will be something like this: “A leader, like a magnet, attracts attention to himself and attracts people. A great leader does not shy away from cameras, dating and is not taken by surprise. A leader gives the impression that they have never experienced failure. This bright glossy picture describes what we mean by the word “charisma.” And, of course, many of you think that charisma is an innate quality. A kind of charm that a three-year-old child radiates, making them an object of adoration not only for relatives but also for passers-by. And at this time, another child is nearby, shy and unsmiling. When you look at them, you once again conclude: “Yeah, no luck. You have to be born with charisma, right?”

Don't jump to conclusions. I, too, was also a shy child. It is certainly not the case that you have to be born with charisma. Those you think of as charismatic leaders also face inner fear, doubt, and embarrassment. They just don't allow these emotions to control them. At the heart of charisma is self-confidence, which you can develop similarly to muscle tone.

Let's see what exactly separates those people who are considered charismatic leaders from ordinary ones. Leaders behave naturally and are at ease. Do you want the same? Stop looking at your

shoes during conversation or shaking your head. Your task is to look directly at the interlocutor, and best of all — in the triangle on their face: the area “eyes — nose — eyebrows.” Control your body. Do not fiddle with your tie or jacket lapel. Forget about actively nodding in response to every word of the interlocutor. Be calm and polite.

The second important trait of a charismatic leader is persuasiveness. Learn to express your thoughts in plain language. To do this, you should avoid complex speech patterns and inappropriate terminology. Your task is to get your message across. And you can show off your intelligence and erudition in the company of friends.

And real charismatics love and know how not only to speak but also to listen. Everyone likes it when people show respect and interest in their speech. Even if you are not very interested, try to pretend to be imbued with the story and emotions of the interlocutor.

Of course, charismatic people adapt quickly to any environment. The business conference is excellent. A noisy party is even better! If you want to be a charismatic leader, learn to adapt to the environment. Forget about the bad mood and the desire to run home under a warm blanket. Take every opportunity to meet new people and learn something new.

Finally, another critical difference between charismatic leaders is that they are always ready to share good ideas. Perhaps not all of your ideas are workable, and not all of them seem good to you. But anyway, try to share them with others, and, perhaps, you will meet a like-minded person.

Chapter 16. How to develop charisma

Scientists have found that when we listen to a charismatic speaker speak, the brain departments responsible for analytical thinking, logic, and attentiveness are deactivated. Instead, the passive work of the brain is triggered, or, as it is also called, DMN (Default Mode Network). DMN is responsible for the ability to dream, philosophize nostalgia. It does not interact with the analytical center of the brain and sometimes even suppresses it.

Do you remember a time when you were communicating with such a person or when you were listening to their lecture? Can you quote something from their speech? Most probably not. Words don't seem to stick. But we remember the feelings and emotions from their performance, the inexplicable admiration for this person, and the subject they were talking about. The most striking example is the presentation of Steve Jobs with yet another know-how from Apple Inc. Even if you are not a fan of "apple" products, you probably witnessed giant queues a day before the start of sales of the new iPhone.

We trust people like Steve Jobs because we are fascinated by them in absentia. For example, next to such great speakers as Tony Robbins, our brains go into a state of "awe." There is a complete shutdown of the internal rationalist. We subconsciously have respect for how much larger than life the person in front of us appears.

The German sociologist and philosopher Erich Fromm believed that such awe was caused by an unconscious desire to relieve responsibility and find someone to follow to eliminate loneliness and social confusion. Why do you think this is happening?

The fact is that with the help of the reaction of admiration, our brain gets a chance to "escape" from complexes, anxieties, and the need to make endless decisions. In other words, it is much easier for it to trust the opinion of a charismatic person than to bear responsibility. Sigmund Freud went further and suggested that the majority sees the paternal quality in such people. And there is unconscious copying of their behavior; the model "head of the family to a child" is activated.

John Antonakis, head of the doctoral program in management at the University of Lausanne, has studied the behavior of charismatic leaders for a long time. As a result, he revealed that all candidates for the presidency of the United States diligently and deliberately learned this behavior. According to Antonakis, it was the well-known techniques of charismatic leadership that helped the last eight presidents win the elections. These techniques are invisible to the naked eye but subtly affect our perception, inspiring trust, and sympathy.

Fortunately, you don't have to run for president to develop your charisma. It is enough to know just a few secrets of a truly charismatic leader and apply them to your life right now.

Secrets of a charismatic leader

First, I advise you always to try to radiate positive vibes. People who are confident in themselves love themselves and their work, so they share their feelings with others. They have no reason to hide them from others and even less so to radiate negativity. So any conversation you have should start with a positive note – no complaints, discontent, or conflicts. Refer to your values as often as possible, talk about what you love and respect.

The second important rule is that even if you doubt that you are right, speak with confidence. You simply have to convince others that they should listen to you and trust your actions. Do not mumble under your breath; add vibrant color to your voice. Sometimes change the timbre, volume, and rate of speech, adjusting to the character and tone of the interlocutor. Vary your intonation stressing particular words or phrases.

You must genuinely like yourself. We all have weak points, but we don't need to focus on them. People don't want to know about your problems – they have enough of their own. They want to be like you – happy and confident. However, remember, no one will ever love you if you do not love yourself. So fight flaws and highlight your strengths.

Maintain your posture. Your back should always be straight. Enter the room with a bold step, actively gesticulate during a conversation. This will demonstrate your relaxedness and self-confidence.

Be open to conversation. Be willing to meet new people. Always start with a moderately firm handshake or fist bump and look the other person directly in the eyes. Demonstrate your openness, be light and relaxed, and smile.

Watch your body language. Copy the gestures and non-verbal signals of the interlocutor – this way, you will quickly pass for yours. Just do it very carefully and discreetly! Does your interlocutor speak in a calm, even voice and gesticulate very rarely, usually in smooth movements? Adapt to it and behave similarly. So, your partner will be comfortable when communicating with you, and you will quickly find a common language.

Address the interlocutor by name. This is how you show your respect and show that the person is important enough to you for

you to remember their name. In addition, this is an old psychological trick that makes it easy to win over a person

Give compliments. There is no need to praise something you do not really like in the interlocutor: the lie is always noticeable. Give only sincere compliments. Remember what caught your eye when you first met this person. Maybe it was their dazzling smile, expensive suit, or the pleasant scent of perfume.

There is one more critical point — it is about jokes, anecdotes, the irony. Humor is great! It helps to defuse the atmosphere and set a friendly tone for the conversation. But it's essential to understand when humor is appropriate and when not. Carefully evaluate the interlocutor's reaction to your jokes because even the most harmless ones can insult or offend.

I will give you some exercises that will help you to consolidate the knowledge gained in practice. Exercise every day — make a habit of developing as a leader a daily ritual.

Exercises for boosting charisma

Exercise “The royal posture” is what distinguishes a confident person. Observe yourself in the mirror. Notice if your shoulders are straight. The body should be relaxed, and the chin should be raised when walking but not lifted. All this creates the first impression of you, which, of course, should be positive.

Exercise “The good morning” — daily greetings to yourself and the world, which is anticipating your victories. Make it your morning mantra: Before breakfast, say hello to yourself in front of the mirror as soon as you get out of bed.

Exercise “The good evening” is an exercise to take time out after work. Spend the evening with your family, have dinner together, and talk about your day. When you go to bed, thank your loved ones out loud for being around. And embrace peace — mentally prepare yourself for a beautiful day and new small victories which lie ahead.

Exercise “The contented face” — your positive attitude should be reflected on your face: no gloom, tightness, and drooping corners of the mouth! Come up with your invigorating phrase, for example: “You will make this day the best it can be!” — and repeat to yourself every morning and evening until you want to smile. Observe

yourself in front of a mirror and watch how your face changes during this exercise

Exercise “Articulation” is an exercise for clear and emotional speech. Memorize a few tongue twisters and repeat them every day for 10–15 minutes. Pronounce each letter and try to give each word some emotion. Try to communicate with family, friends and colleagues in the same way.

Exercise “Positive thinking” – learn to make a mental note of the positive traits of the interlocutor in advance. For example, observe a future interlocutor from a distance or research the conference attendees and speakers list. Ask yourself why this person is of interest to you? How can you benefit from becoming acquainted? What is your motivation to interact with him? You will set yourself up for a friendly and productive relationship with this person by asking yourself such questions.

You probably already understood: becoming a center of attraction, no matter where – among colleagues in the office or a friendly company – is an entirely solvable task. You just need to work on yourself, that is, to pump your charisma, and this chapter has provided helpful tips and exercises to do this. Many of them, such as training to maintain posture and speak clearly and clearly, is not difficult. But if you make these actions a habit, you can achieve a lot. If you have forgotten the methods for forming habits, return to the algorithm from the second section.

In the additional material following this chapter, I leave four more stress management techniques to help you maintain a leadership attitude.





4 ways to deal with stress every day

1 Heart rate control

This is real, and our condition depends on our heartbeat. Slow heart rate means calmness and concentration. To control it, put things off for a few minutes and clear your thoughts. Focus on what is inside you, on the sensations in the body. Take two slow and deep breaths. Feel your breath, the way your chest rises. Air gives you life, energy. Think about it. 10–15 seconds after deep breaths, focus on the heart. Imagine that it becomes as slow as your breath. Feel the rhythm of your heartbeat.

Each breath brings oxygen to your heart, and exhaling frees the body from any negativity that has accumulated inside. Connect to the feeling of warmth in your chest. Remember the feeling of gratitude for something that you experienced. You must also be grateful to your body and heart that they work. Repeat this exercise every day, giving it 10 minutes from work.

2 Dawn simulation for an energetic start of the day

Light affects our performance and mood, even health. Even coffee does not invigorate as well as a dose of light, preferably sunlight. If the weather is bad or blackout curtains are in your way, put a dim lamp at the head of the bed. It is better if the light is soft. Immediately after waking up, turn it on and lie down for a bit with your eyes closed (just don't fall asleep!). The rays of light penetrating through the eyelids send a signal in our hypothalamus: it's time to work, because a new day has begun! That is why waking up in the dark is much more difficult, say, in a cloudy winter.

There are even special alarms that, together with a trill, turn on a fluorescent lamp. Such a lamp slowly brightens up, imitating the dawn, to replicate the natural morning awakening.



3 Consumption of unsaturated fats for the mind

Polyunsaturated fatty acids are something without which neither our brain nor the nervous system can fully work. These include omega acids. We need them for a sharp mind and speedy reaction time. Omega-3 can be found in fish and some wild herbs. Omega-6 is part of meat and vegetable oils. Include both in your daily diet.

Fish living in cold waters have a high concentration of healthy fats. Therefore, it is worth giving preference to herring, mackerel or sardines. Also rich in omega-3 are sea trout, tuna and haddock. The most valuable of the plant sources of omega-3 are flax seeds, which you can add to porridge or other dishes.

4 Conflict resolution is the key to your composure

You will not be able to manage yourself if you do not learn how to manage your relationships with people around you. You talk with them every day. If conflicts are always around you, no technique will help you cope with stress. Here you will need the "emotional hygiene" skill. It is based on the principle of non-violent communication, which is called assertive communication. This technique is great for resolving disagreements.

Always speak to the person who is the source of the problem in the conflict. Ask them to come with you to talk one-on-one, without witnesses. But first make sure that you are not irritated or angry. You must be calm and friendly. No need to argue about the problem again – limit yourself to a neutral description of what happened between you. Do not evaluate this situation. If you need to express your feelings, use phrases like "I found it offensive." Tell them that you expected a completely different outcome. For example, "In the office, I need to feel safe, without sneers and other noises. Only this way can I work as efficiently as you do."

Chapter 17. Boosting leadership and charisma for introverts

Now I want to appeal to those readers who consider themselves introverts. I think it is clear why — we are talking about leadership, influencing others, and communicating. And at the same time, most of the readers, perhaps, think like this: “This is all not for me. I will skip some of the exercises because I still cannot act like that. Perhaps, I will consider some of these few tips so I could be less nervous during negotiations. The rest is only for those who like to communicate, but I don’t and cannot.” Many people think that leadership is for talkers and active party-goers.

If you want to hide from any “movement,” — I will not dissuade you. But if you’re going to be a leader, and only shyness gets in the way, then know this: even though it’s hard for you to make contact with people, speak publicly, and establish business contacts, this does not mean at all that you need to give up a leadership position.

I believe in the success and purpose of every person — no matter who they are. My idols are people who want to achieve something, who are ready to get off the couch, roll up their sleeves and show the world what they are worth. I like all people, they are interesting to me, and I can admire them. I can give them their due, and I can see something special in their actions and ideas.

Once I caught myself thinking, “What do I even want from me? I’m a country boy.” And then I thought — why did I even think that? Well, yes, this is the usual rule of life: you become like those who surround you, and you cannot overcome this inertia. Sure, there are exceptions — those who can find inner strength and escape from this swamp. But, still, most people cannot find a super source of energy in themselves and resist group influence when everyone around is repeating, “What are you, a fortune hunter? Do you think you deserve more?” Yes, I do! Yes, I am a fortune hunter.

According to psychologists, insecurity is a consequence of past bad experiences, resulting in an inferiority complex. By the way, the concept of “inferiority complex” was formulated by the scientist Alfred Adler. He refers to this condition as a pronounced or exaggerated feeling of weakness and failure. Adler also argued that our fears and complexes are a consequence of childhood psychological

trauma and uncomfortable situations experienced. Adler's theory was recognized worldwide, but in fact, complexes do not always appear in childhood. Yes, in adolescence, we are more susceptible to emotional upheavals and the influence of the environment: parents, teachers, older friends, and peers. But as we get older, we are still influenced by a vast number of people. More of them emerge as we go through life: colleagues, partners, and numerous acquaintances. In addition, we are also influenced by the media and various Internet communities: they also change us, just like real people.

Sometimes a feeling of insecurity arises even among people who only yesterday shone in public and were considered successful. For example, an official lost their high office because of a political crisis. Accustomed to high status and wealth, how confident do you think they will feel in new circumstances? How committed will they be in their actions now? In such a situation, only those ready to take responsibility for themselves and those close to them will remain charismatic leaders. The truth is obvious — do you feel it? Self-doubt goes hand in hand with the unwillingness to take on obligations. It is not because a leader is self-confident and knows how to look good in the spotlight. It's because otherwise, the leader can't be responsible for everyone they lead.

Here is a list of the signs that psychologists use to define an insecure person.

- 1 Dependence on someone else's opinion and approval.
- 2 The desire to relieve oneself of responsibility.
- 3 Passivity and lack of initiative.
- 4 Avoidance and fear of communication (in fact, this is most often an unwillingness to receive an assessment of one's actions or fear of being rejected).
- 5 Suspicion and distrust of others.
- 6 Perfectionism and "excellent student's syndrome" (unhealthy desire to do everything according to templates and surpass everyone).

- 7 Confused fast speech.
- 8 The habit of banging your fingers on the table, pulling your hair or jerking your leg (especially in stressful situations).
- 9 The habit of stooping, crossing legs or arms across the chest in public places (as if trying to hide in a “cocoon”).

Did you recognize yourself in at least one of the points? So, it's time to change something!

Work with fears and negative experiences

As psychologists like to say, the first and most challenging step is to understand the problem. Yes, once something scared you, upset you, and you had a negative experience. It has already happened and cannot be changed. Now decide — do you want to live forever in the shadow of the consequences of that incident? Maybe it's better to get out into the spotlight? If you're going to win, stop making excuses and dodging yourself. In an alarming situation, our brain looks for a convenient explanation for what happened. You can unlearn this if you conjure up the willpower and are ready to act. To do this, let's agree: everyone has complexes. So, admit to yourself (and it is better to do so out loud): what complexes do you have? List them. Done? Now let's move on to the methods that will allow you to forget about them once and for all.

First, try to tell yourself where these complexes come from honestly. What prevents you from being happy and enjoying life? Nobody but you can answer this question. Even at a psychologist's appointment, you will be asked to spell it out in your own words.

Realize a simple truth: even celebrities have complexes. Historical figures also had them, and this is normal because there are no perfect people. Do you disagree? Think your friend is perfect? Assess the person objectively. Even outwardly successful people have their problems: fears, phobias, doubts about their abilities. The only difference between you is that successful people recognize the second item on our list. Your doubts only give rise to new problems.

Now think about whether you need to continue dragging this burden with you from old resentments and fears? Throw it in the river somewhere, like a suitcase! Do you consider yourself not beautiful enough? Spit it out because absolutely every person has their idea of beauty. We see this world in different ways. Do you consider yourself overweight? And who set the beauty standards? In the pre-industrial era, being chubby was always a sign of prosperity and affluence. Just relax and start enjoying life. Allow yourself to find joy in every moment and every new thing. Many people love you and will love you! But first, you need to love yourself.

Another essential thing to practice using the algorithm we learned in the section on habits: learn to trust yourself. Forget about consulting with someone before making any decision.

Listen to yourself and take action! Don't believe yourself anyway? Then use the "5-second technique": give yourself precisely five seconds to think, wait for them, and then immediately get down to business.

Is it hard to believe that you will succeed? Think about what you want to achieve. Visualize. When you see a clear picture of this, it will become easier to move towards your goal.

Visit social networking pages less. Studies show that constantly peeping at someone else's life makes us feel inadequate as we start comparing ourselves to others (and often not for the better). So why do you need this? You are a different person, with your goals, victories, and future achievements.

Also, do not rush to share your victories with others. Sounds wild, right? But how to brag? After all, we just want to tell everyone, everyone in the world, how great we are. However, once you do this, the sweet taste of victory will begin to dull. So do not be in a big hurry to share; savor the victory alone because it is yours and only yours.

I would now like to share a fantastic concept with you. If a person was always doing well from early childhood, they never became acquainted with pain and fears, did not know the bitterness of defeat, and from the cradle grew up as a self-confident leader of some community — one should only pity them. With a high degree of probability, both this person and the community will be severely disappointed in the future. Such a person, who has never fallen, does not know how to get up after falling. Anyone who has not failed has not

learned how to live after failures. It means that leadership qualities in such people have something to be desired.

By the way, do you know how to benefit from failure? Check it out now and remember this action plan well. I tested it myself — it helps transform the situation in my favor and come out of it as a winner.

Plan B: If something goes wrong

Stop thinking about failure. As long as your thoughts are riveted to it, you will not be able to take the next step — towards success. Thinking about loss is like a magnet that attracts new failures.

Forget the word “loser.” It only exists in your head. Likewise, there are no lucky ones. You are what you think of yourself and who you feel you are.

Change your thinking, and life will change too. It will start to surprise you pleasantly, you’ll see. So, it didn’t work out this time? Then take a lesson from this and do it right next time! But the main thing is to do it.

Don’t blame anyone for your troubles. Your results are only the consequences of your actions and thinking. The concept of guilt is inappropriate here. You cannot be guilty of doing something to yourself — you can only be wrong once, and that’s it.

Stop thinking about unpleasant situations over and over again. You will only get rid of them when you understand that they are all required to lead you to a positive result and make you stronger. So, yes, the mistake has already been made. But on the other hand, you got a unique experience, and you won’t do that again.

The secret of success is focusing on success. Constantly return to visualizing what you want. Close your eyes for half a minute and think about what you want. Look at your dream, cherish it and walk towards it.

Life itself teaches you every day how to deal with failure. That is why it is so important to stop, take a closer look at the world around and realize. J. K. Rowling divorced her husband, was left alone with a child in her arms and had such a low income that she was as poor as possible to be in the UK without being homeless. She found herself in a terrible situation. It seemed like that anyway. Speaking later

to Harvard students, she said that she wouldn't tell her audience that failure is fun and that it was the worst period of her life, and she could not imagine that what the press now calls "a fairy tale resolution" would one day ever happen to her. She asked why she was talking about the pros of failure and that it was simply because her failures helped her to throw out all unnecessary things from her life and that she stopped pretending to be someone who she wasn't, and turned her energy into the only thing that mattered to her. "I am not going to stand here and tell you that failure is fun. That period of my life was dark, and I had no idea that there would be what the press has since represented as a kind of fairy tale resolution. I had no idea then how far the tunnel extended, and for a long time, any light at the end of it was a hope rather than a reality."

Today the whole world knows J. K. Rowling's books — do you love them too? Then, remind yourself that she received a dozen rejections from various publishers before Bloomberg editors took notice of her manuscript — the upcoming first book about the fantastic adventures of Harry Potter. So, Rowling realized that failure helps us better understand who we are and what we want.

Parting with your fears and complexes begins with "getting to know" them. Yes, this is not very pleasant, but you won't be able to say goodbye to them if you don't do this. At the end of this chapter, I prepared a list of recommendations that once helped me. If you place it somewhere where these ten points are constantly in front of your eyes, you will gradually get used to behaving more confidently and acting more productively. And since we had this conversation, I will give you another list: these are ten books that helped me when the problem seemed unsolvable and the situation was hopeless.





- 1 **Anthony Robbins**
"Unlimited Power"
- 2 **Viktor Frankl**
"Man's Search for Meaning"
- 3 **Robin Sharma**
"The Monk Who Sold His Ferrari"
- 4 **Konosuke Matsushita**
"The Principles of Success"
- 5 **Plato**
"Dialogues"
- 6 **Boye Lafayette de Mente**
"The Samurai Code. Classic tactics and techniques for achieving success"
- 7 **Plutarch**
"Comparative Biographies"
- 8 **William Miller**
"Martin Luther King"
- 9 **Dalai Lama XIV, Howard Cutler**
"The Art of Happiness"
- 10 **Napoleon Hill**
"Think and Grow Rich"



10 ways to become more confident and productive

Self-confidence, like any other good habit, it needs more than one day to form. To increase your self-esteem and thereby work even more efficiently, follow these tips:

1 Program yourself with positive affirmations

Affirmations are statements that allow you to look at yourself and the world optimistically. Tell yourself something good as often as possible, and do it in the affirmative form. For example, "I am a great manager, and my colleagues love me."

You can create your own personal mantra and repeat it every morning on the way to work. You can also approach the issue more creatively and create a poster with a list of affirmations, and then hang it somewhere where you can always see it.

2 Fake it until you actually believe yourself

Even if you do not feel confident, this does not prevent you from creating an image of a self-confident person and holding yourself together, for example, at public events. Remember, people do not see us as we see ourselves. Try portraying confidence. Act as if you had already worked out your self-esteem and shine in all its glory. You can easily convince others, and from there it is just one step left to convince yourself.

Perhaps at first, you will think that you look ridiculous, but do not stop! This is a process, not a momentary event. Our behavior changes our mindset.

3 Always watch your appearance

A stylish appearance is a generally accepted indicator of high status. Things like a business suit, an expensive watch, a beautiful hairstyle, and state-of-the-art gadgets subconsciously give you confidence. Not to mention that people around you will notice how expensive you look. An expensive look equals an expensive lifestyle!



4 Work on your speech

Confident people speak loudly and clearly. The way your voice sounds directly affects your attitude towards yourself. You must have noticed how shy people mumble something or whisper, afraid to attract too much attention. So don't be like that!

At the next meeting, try to speak a little louder and more expressively. The next day — even louder... And so on until you feel that your voice sounds decisive.

5 Try to sit in the front row

Typically, superiors sit in the front rows at corporate events. Sitting down next to them, you rise to their status. At least psychologically. Learn to feel confident among respectable people in order to feel like one of them. Changing your place to the front row is a great way to get out of your comfort zone and be in the spotlight. When you sit in front and everyone is looking at you, you simply have no choice but to be confident. The ability to adapt to new conditions is the skill of a person with high self-esteem.

6 Control your body language

Self-conscious people can be easily recognized by non-verbal signs: they slouch, walk with their head down, avoid eye contact, and sit with their arms or legs crossed. You need to behave exactly the opposite: keep your posture, look up and in people's eyes, and sit openly.

Find such a confident person in your team and try to copy their behavior. To teach your consciousness determination, you need to teach it to your body.

7 Know your strengths

You can't focus on your shortcomings all the time unless you want to beat your self-esteem to death. Self-abuse is a bad habit that prevents one from moving off the ground both in life and in their career. Stop any self-criticism! Every day for a week, pay attention only to your strengths. Perhaps you have a talent for public speaking or writing. Check it in practice by signing up, for example, for a conference. If you really have talent, why not use it in your career?



8 Avoid perfectionism

Striving for perfectionism is the path to self-destruction because you will inevitably be disappointed. To be perfect and do everything perfectly, is impossible. You can always work better, but that doesn't prove anything.

There must surely be confident people in your environment. Take a look at them. Are they perfect? Of course not. Everyone makes mistakes. The only difference between a successful and confident person is that they are able to recognize mistakes and correct them. No mistake diminishes your value as an individual or an employee.

9 Appreciate your achievements

We are used to living for tomorrow, constantly looking into the future and striving to change it. However, you live in the present. Look at how much you have already done and survived! The future will be no worse if you learn to appreciate your progress here and now. This is already enough for you to be proud of yourself.

10 Do short-term planning

Set small goals in the near future so as not to "burn out". Long-term projects exhaust us by the fact that we do not see instant results. In the end, we begin to feel that we are working for nothing. So make such steps, the result of which can be measured. Let them be small, such as raising one key performance indicator; even this is a mini-victory! Conquering the peaks is easier with a slow but sure step than with giant leaps.

Chapter 18. Charisma and inner Zen

Having read this book that far, you already, no doubt, understand that leadership and leadership charisma are primarily based on dedication, inner composure, and self-confidence. Which of these three whales do you think is the most volatile? Perhaps the most challenging thing for someone is the relentless movement towards the goal. For others, it is the hardest to keep concentration. However, in this book, you have already seen many ways to develop these qualities. In any case, our composure and concentration depend only on ourselves.

But I know from myself and those I consulted how easy it is to lose self-confidence. You train, instruct, build, and then a petty argument or an unintentionally said phrase suddenly makes a hole in your confidence. Therefore, our next chapter and the next training cycle will focus on remaining calm — this will protect your confidentiality, composure, inner Zen — name what you like best. And remember that this very inner Zen is the best friend and protector of leadership charisma.

Say you earn authority over the years, your leadership position becomes more assertive, and then suddenly, some situation hurts you so much that you lose your temper. Smash furniture, shout — and you understand that the damage done to authority is irreversible. We'll have to start all over again. This is life, and there is no one to blame. But you can avoid such situations — you must always maintain self-control and be the master of your emotions.

Criticism and competition are essential components of any business. Moreover, attacks can be very sharp, and your competitors can go from arguments to insults. It can catch off guard only an amateur who does not keep their emotions under control. So you should always ask yourself: "Why do they do that, and what will they get from that?" And the second question is, "What will it give me?" Well, suppose I can say some harsh words. Will I feel better? No. Will something change for me? No. Just those present will judge me that I, so big and strong, could not restrain myself.

Emotions under control

I am going to tell you about techniques that help you easily manage your psycho-emotional state.

Self-regulation technique — its effect is achieved through specific words, visualization, and muscle tone, coupled with proper breathing. Self-regulation helps to restore physical and mental strength and normalize the emotional setting. As a result, you will quickly prepare yourself for new accomplishments. Still, in addition, you will receive three bonus effects: you will calm down and get rid of stress, relieve fatigue and mental strain, as well as activate your hidden psychological and physical resources.

Of course, if stress hits you at home, you can achieve the same effects in other ways. For example, watch a funny video and laugh wholeheartedly, do stretching exercises, or get a good night's sleep, go for a hike, dance, etc. But what if the stress caught you right at work? There is no time for dancing! This is where my three-exercise self-regulation technique comes in handy.

Exercise “Breathing control” is an exercise during which you need to relax and breathe slowly and deeply. This activity reduces the excitability of the nerve centers, promotes general relaxation, and stimulates the body's activity.

I'll tell you how it is done. First, sit down and try to relax the muscles in your body. Then, concentrate all your attention on your breathing. Take a deep breath slowly with your stomach, hold your breath for 4 seconds. Then, exhale gently and hold your breath again before inhaling again. Repeat until you feel ready to get back to work.

Exercise “Managing muscle tone” helps relieve muscle spasms and physical fatigue, stiffness, and mental stress.

Sit comfortably to do the exercise. Close your eyes if possible and start breathing slowly and deeply. Examine your body mentally — from the bottom up or vice versa. Try to identify the place where the stress has accumulated the most. These are often the mouth,

lips, jaw, neck, back of the head, shoulders, or abdomen. Try to tighten the clamping points even more during inhalation – until the muscles tremble. Feel this tension, then exhale sharply and relax. Repeat as necessary.

Exercise “Verbal self-government” involves the mechanism of self-hypnosis. In the process, you immediately affect all the functions of the body. Then, depending on the situation, choose one of two methods of self-management: self-orders or self-programming

Self-orders are more radical. You will need short positive affirmations without the “not” particle, but of an imperative nature. For example: “Talk calmly!” or “Work!” The method will come in handy in those situations when time is running out and you cannot regain control over your behavior. Thus, just formulate a self-command and mentally repeat it several times, and best of all, say it out loud.

Self-programming is a softer alternative. It allows you to tune in to calmness and positivity. To do this, close your eyes and remember your past successes and remind yourself about the confidence that filled you then. Since you already have one victory behind you, then nothing will prevent you from achieving the second. With willpower, you will complete the task and achieve the desired result. Mentally, or better aloud, say a motivating phrase and add the word “today” to it. For example: “Today everything will work out” or “Today I will be the most confident in myself.” Repeat as many times as it takes to believe it honestly.

I also use these methods and have made their use habitual. They were the ones who helped me move forward. I began to write down my lines or affirmations and re-read them regularly. For example: “Alex, you are a machine, you can do anything,” “I am a bulletproof Terminator,” and so on. I have about 80 such affirmations, which I constantly use to restore, charge, motivate me when I need them. I also set myself “anchors” on my body according to the method of neurolinguistic programming: when I am nervous, the pressure starts to increase, I feel stressed, I perform these movements, and all the stress goes away, I calm down and can think straight again.

Between the defender and the accuser

Each of us has “favorite” claims to ourselves: someone considers themselves unlucky, blames themselves for being sluggish or too soft-hearted, etc. But our task is to cultivate inner Zen and strengthen self-confidence. Therefore, I propose not to engage in self-criticism but rather devote this time to the exercise “Inner Accuser.”

| Inner accuser

Sit down and write down all negative thoughts about yourself on paper, answering a few questions: “Do these thoughts help me in life and how exactly?”, “Has any of these thoughts led me to a good result?”, “What usually leads to a similar way of thinking? “In what situations do I start to think about it? “What benefit do I get from these thoughts? ” It is possible that right now, you will not be able to formulate the answers accurately. If so, then calmly put the sheet aside and return to it the next day. The incredible thing is that very often. People do not even believe that they wrote it themselves when they re-read their answers later. Stop your endless reflection and start praising yourself for every little accomplishment. It is you, unique and unrepeatable, and you have a lot of advantages! All that remains is to say it out loud and thank yourself — the following exercise will help you with this.

| Internal defender

Take a new piece of paper and write down your strengths and advantages on it. For example: “I am responsive,” “I am kind,” “I am responsible,” “I can work in Photoshop,” etc. Now select any and write a short essay on this topic. Explain in detail why you included this quality or skill on your list, why you paid attention to it, and why it makes you proud of yourself.

Finally, put your pen aside and read your essay out loud. At first, it will be complicated: still, you are so used to scolding yourself. But believe me, it is enough to repeat the exercise from day

to day, and soon you will learn to love yourself truly. And after a while, you can even tell about yourself and boast of your achievements to strangers. And it is right!

Have you noticed? It is worth looking at our internal dialogue as a trial. It turns out that often, we act as a prosecutor, blaming ourselves for all mistakes instead of supporting and encouraging ourselves, that is, being our lawyer (not to be confused with self-justification). Try it – and you will be surprised how underestimated yourself! By the way, if in Chapter 13 you started to work on forming a new habit, then now you have lasted for a whole week – do not forget to praise yourself for this and treat yourself to something pleasant!

At the end of the chapter, materials have always been prepared to help you find sources of optimism and cheerfulness to process negative thoughts into positive ones.





“My Sources” Board

Creating such a board or a poster will help you find your sources of energy and optimism. This will allow you to take better care of yourself, despite the busy schedule and work.

Instructions

Continue the phrase “I feel great when...” as many times as you can. For example, “...I watch a comedy movie.” Fulfill a condition from this list at least once a week, so that you really feel great.

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____



“My Monologue” Board

- 1** Write negative thoughts on the board and come up with a positive alternative for each.

When a negative thought reappears in your head, you will be ready for this and see what you need to replace it with.

- 2** Position the board in a place where you will see it to re-read its tenets every day.

It will help you perceive and resolve any difficult situation in a calm and correct manner.

Negative	Positive
<input checked="" type="checkbox"/> I can't bear it	<input checked="" type="checkbox"/> It will pass
<input checked="" type="checkbox"/> I can't go through this again	<input checked="" type="checkbox"/> I made it last time and everything was fine
<input checked="" type="checkbox"/> This is the worst thing that has ever happened to me	<input checked="" type="checkbox"/> We all have bad days
<input checked="" type="checkbox"/> I will never find another job	<input checked="" type="checkbox"/> If one door closes, another opens
<input checked="" type="checkbox"/> _____	<input checked="" type="checkbox"/> _____
<input checked="" type="checkbox"/> _____	<input checked="" type="checkbox"/> _____

Chapter 19. Charisma and Conflict Situations

No matter how we treasure and cherish our inner Zen, each of us has conflicts. And this is not so bad — sometimes they help achieve great results, which did not work out “in a friendly way.” The main thing is to choose the right way to act, especially if you are a leader and the whole team’s attention is directed at you.

The further you go, the higher you climb, the more criticism, cries, and tantrums happen around you. You have to understand that this is normal. Criticism is often just an echo of what you need to pay attention to. I am happy with constructive criticism and usually say, “Thank you, let’s see what I missed.”

That is, the main thing is that you can recognize a chance in criticism. You just have to understand what the critics want to tell you. Sometimes, of course, they just want to insult, but this is irrelevant. However, there may be some justification behind many of the charges. And if we work on it, we will grow up. Therefore, criticism is just additional energy, an opportunity for growth, and is a gift. How else can you train your motivation?

If you want to achieve a lot in life, you need super-energy, which you need to get somewhere. This super-energy needs a catalyst to melt anger, rage, stubbornness that will produce the energy. Then you will say: “I will prove it to you all. I will do everything humanly possible to achieve it!” Criticism is a source of super-energy. It just needs to be used correctly.

So, out of the most serious defeat, you can make the most impressive victory, and then your most fundamental critics will become your fans — when you succeed, they will understand how wrong they were.

Here are some tips on dealing with any fights in the workplace and your personal life.

Give yourself a break. Yes, sometimes it’s hard not to answer right away, in the heat, especially if the reproaches are unfair. But when you cool off, you may regret your words. So better take a deep breath, count to five, ten, fifteen — count until the emotions go away and your head clears.

Understand what kind of conflict resolution you are looking for and why. It would seem a strange piece of advice: you are arguing over an idea or defending your point of view, decision, etc. But we do not always realize why we are arguing and what result we are looking to achieve. As soon as you realize your goal, move on to the next point.

Talk about what you know for sure. So you can translate the negative into a neutral form, which means you can look at the situation soberly and rationally. It is beneficial if you are dealing with a “professional brawler.” Such a person gladly enters into a conflict and perceives any work proposal as a threat to their authority.

Such people are also very fond of getting personal at any opportunity. Discrimination is often used based on gender (“female logic”), age (“you are still wet behind the ears”), or hints of incompetence (“they picked it up from the street”).

Never react to such attacks and or show emotions. Instead, calmly defend your opinion — this position is much stronger and will hinder the brawler much faster.

Adjust the volume and speed of your speech. Raised tones and confused, hasty speech betray your emotional involvement, and sometimes even fear and insecurity. Don't let the aggressor catch you on this. Stop in time, take a deep breath, and calm down. Return to the tone that you usually talk with friends or in necessary negotiations.

Take time out. So, you can calmly think about the current situation, digest the complaints made and formulate your point of view, as well as pick up the most powerful arguments.

To resolve conflict faster, spice up your lines with anti-conflict words and phrases. I often use them, and then, gradually, the dispute turns into a friendly discussion for the parties.

“Yes” — try to make your case starting with this magic word.

“We” — you work for a common cause and a positive result. Communicate this thought with this pronoun.

“I understand that you are upset” — make it clear that you empathize with the person.

“Let's take a time out and talk about it later” — the phrase does not always work because sometimes the conflict needs to be resolved immediately (for example, if you can't make an important decision because of it). But still, say these words — this will

demonstrate to the person that you want to approach the issue carefully to find a compromise.

How to respond to criticism

The longer you hold a leadership position, the more you take it for granted. But this does not mean that there is nothing to criticize you with and no one dares to do it. On the contrary, criticism can only intensify if you react with resentment and anger to any comments. As a result, a conflict situation will arise that can shake your self-confidence, and we remember that this is the basis for the leader's charisma. So stay calm. And then we'll figure it out.

The first thing you need to do is determine whether your opponent is correct and or criticism towards you is constructive. Now I'll tell you how to do it.

“Call a friend” — that's what I call the first technique. It involves a real call to someone close to you, who you trust, and whose opinion you value. Feel free to share, ask for advice, and ask if your opponent is right in the given situation, whether you should defend your point of view or agree. It happened to me when my friends did not dare to criticize me themselves because they did not want to hurt me, they didn't want me to feel bad, but when I voiced criticism myself, sometimes they agreed.

The technique that I call **“Brainstorming”** does not require a second participant. You just need to ask yourself, “Why is the other person criticizing me? What's my mistake? Is there some truth in these words? Are they trying to help me or hurt me?” It will take you time to analyze all this and answer honestly, so don't rush and warn your opponent about this, tell them, “I'll think about it.”

If the criticism is groundless, then once again, your main trump cards are calmness and a rational answer. Give yourself the right attitude: “I am calm because the truth is on my side.”

As a rule, people attack with unreasonable criticism in several cases: to increase their self-esteem and show off, or to piss you off and take the leadership position yourself. Are you ready to waste your energy on such a person? Better show condescension and sincerely sympathize with them — do you remember what I said about

such people? Naturally, only those who are insecure and self-doubting behave this way.

Forgive your opponent, but don't let these attacks go unpunished. The ideal answer would be: "I don't care what you think about this issue" or "Let's figure out the situation first." Sounds intense, right? When you respond this way, few people will want to continue the conversation (which you need).

If the criticism is justified, then we must admit the correctness of the opponent. In this case, you will already take the first and vital step to get out of this situation. Congratulations, you are a wise and reasonable person! And this obliges you to respond to any criticism calmly. Take it not as an insult but as a chance to work on yourself and improve yourself.

It's great if you answer: "You are right, thank you for bringing this to my attention." This will show that you listened to the person's opinion and that it is essential to you.

The second option works in a situation where you do not fully share the position of your opponent but want to show politeness and respect: "I will think about it."

And the last option — in case the person is correct, but expresses their opinion in an overly harsh form: "You are right, but you could be more polite."

How to say "no"

A person who is easily persuaded to do anything is often called confA person who is easily persuaded to do anything is often called conflict-free. I hope you know how to say "no." And if you don't know how or avoid evading conflicts, get ready to train a new skill. Do not confuse your indecisiveness with imaginary politeness. Failure to say a firm "no" when the situation requires it is as much a sign of self-doubt as fear of new acquaintances.

It is imperative to master this skill to preserve personal space and personal preferences and not be manipulated. For example, friends once again call you to a party, "because everyone will be there," but you want to be at home in peace. However, you are hesitant and shy, and they are already getting you dressed and pulled

into a taxi — that's it, the evening is ruined (for you). You have lost this little battle. That won't do!

As a rule, the inability to defend your position means that you are trying to avoid conflict. However, don't be afraid to ruin the relationship. No one should be offended by you for not wanting something. Instead, respectfully listen to someone who continues to insist, and then clearly explain your position and protect your "self."

The first thing to do is determine which life principles and parts of your "I" you are not willing to change for anything in the world. This will help you fight for your opinion.

Learn to express your thoughts in the form of statements: "I want," "I believe," "I am sure" — such phrases will not allow you to give up and demonstrate to others the power of your intentions.

To support yourself, visualize what you will gain by saying "no" in a specific situation.

Objectively estimate if you are taking the risk by answering "no." So it often seems that the world would collapse, but this does not happen, and you get what you want — you defend your personal space.

The fact that you are rejecting someone at the moment does not mean that you are rejecting the person as a friend, partner, etc. A situation and a person are different things.

Start small, progressively learn to deny small things, and then work towards more meaningful ones. Eventually, you will learn to say "no" when you need to and hone that skill to perfection.

The main thing is always to stay calm! Don't let anyone throw you off balance. Think of something pleasant, apply visualization techniques, but do not fall for provocation.

I am sure that now you are ready to conquer Olympus: you can perform in front of an audience of thousands, get acquainted with crowds of people, and naturally be happy with every minute spent in society. From now on, you are not a shy, insecure person who is easy to manipulate. On the contrary, you are a strong, charismatic person! You know how to control your emotions and turn any situation to your benefit. You know how to influence others with the help of numerous techniques, understand people perfectly and interpret their non-verbal signals. You are now a leader.

Few people like criticism, but you must learn to perceive it constructively and act correctly in a conflict situation. Remember the conflict situations in which you find yourself, and mentally “rewrite” them: what would happen if you applied the techniques “Call a friend” and “Brainstorm”?

At the end of this chapter, there are several more exercises for you in the form of a checklist — you may want to add some of them to your daily training program.

You can create your checklist — it’s constructive. For example, think back and write down the phrases you heard that cooled your anger when you were about to start a conflict.

Let me remind you that all this information will begin to work for you only if you regularly apply it in practice. So train, use the habit formation system from the previous chapter, exercise, and conquer the world!





8 exercises to train your charisma

You can develop the makings of a charismatic personality in yourself with a few exercises. You can also perform them every time you need to change or take control of your inner state.

1 Presence meditation

Find a quiet and secluded place where no one will bother you. Set the timer to 60 seconds. Close your eyes and try to focus on any of the three things:

- > surrounding sounds
- > your breathing
- > feeling in your toes

If one day during a conversation you feel that your attention is fading away, focus again on breathing or feeling in your fingers. This technique restores focus and stimulates attention.

2 Getting rid of anxiety

Sit comfortably or even lie down if space permits. Close your eyes. Take 2–3 deep breaths. As you inhale, imagine a fresh wind blowing on your head. And as you exhale, air whistles right through you, taking with it all the troubles and worries.

3 Neutralizing negative thoughts

Imagine that your thoughts are graffiti on the walls. What do you usually do when you notice them in the street? You take a quick look and pass them by. Do the same with thoughts.

Now imagine that unpleasant thoughts are broadcast from an imaginary radio receiver. Will you make it louder? Of course not! On the contrary, you will turn the volume down or turn the radio off altogether.



Imagine watching yourself from the side. For example, you are in space and look at planet Earth on a cosmic scale. Zoom in, as in Google Maps, until you see yourself — a very small creature in this infinite universe

4 Reassessment of the situation

Write on a piece of paper the positive outcome of the problem you are worried about. Let's say you are nervous before the upcoming performance. Then write it down as "My performance went extremely well, and at the end everyone applauded me." Better right outcomes in the past tense. It works more efficiently this way.

5 Visualization

Close your eyes and remember a pleasant episode from the past when you truly won out. For example, the long-awaited victory in the competition or getting a high post. Remember how people and loved ones smiled at you, what they told you. Feel the same as on that significant day. Here they shake your hand and congratulate you on success. Are you confident in yourself at this moment? Of course you are! Feel the growing warmth and tranquillity.

6 The power of voice

Try to speak slowly. Imagine your words are arrows. You must release them in your audience, as in a target. When you shoot a bow, you also need to pull yourself up a little and aim. When speaking publicly, also take pauses, controlling your breathing.

Breathe deeply and with your whole belly. Inhale and exhale through the nose, and not through the mouth, otherwise your voice will sound excited or uneven. Smile a little while speaking to make your voice soft.



7 Show of power

Make sure you are breathing freely and nothing is constricting your movements. If necessary, unfasten your jacket or loosen the belt. Shake all your limbs, then firmly stand on your feet, and feel support underneath — floor or ground. Raise your arms above your head and spread them apart. Take as much air as possible into the lungs and inflate your chest like a balloon. Try to take as much space as possible, as if you should not let anyone into the room. Straighten your shoulders and then return the body to its original position.

Imagine yourself as a general who needs to inspect their troops. Move your shoulders back slightly, straighten your back and lay your hand behind it. Examine the space in front of you carefully and intently.

8 Short warm-up

This exercise is perfect if you have some important event coming up. You need to bring yourself into a state of physical inspiration. To do this, jump up as if you have just won the lottery. Then smile as wide and happy as you can. Wave your arms over your head.

Imagine the people you will have to deal with right now. It can be partners or listeners. Imagine how angel wings spread behind them. This technique will allow you to look at people more warmly and welcomingly. You can use this visualization directly during the performance itself.

Chapter 20. Image of a leader

No one will argue that the first impression is the strongest. So how, at first glance, do you give the impression of a confident, charismatic leader? To accomplish that, you need to do an excellent job on the image. The image includes the appearance and the model of behavior, way of thinking, and habits. And yet, it is the appearance that forms the first impression.

Professional image makers have a secret. When a client comes to them, they ask about the purpose of the change. You know, they don't believe in the goal of "just looking your best." The reason is simple — you are not 15 years old, and up to this point, everything was fine. If now you decide to change something in yourself, it means that your circumstances have changed, a new goal has appeared. If we recall the myth about the hero, then the image-maker from a fairy tale would ask: "Prince, do you have you a mission?" So, as soon as the image-maker gets out of you, almost beat it out of you, your true mission, then they will know how to dress you, comb your hair, and what accessories to select. The principle is simple: you should look as if all your goals have been achieved and the mission has already been completed. This is how the fairy godmother of Cinderella acted. She did not prepare her goddaughter for the ball so that others would see what a good and kind girl she was. Instead, she dressed her like a princess, and for a good reason — to become a princess was Cinderella's mission. Our actions often depend on how we look — it is how we are.

The great director Konstantin Stanislavsky taught the actors: to play a role convincingly. You need to imagine what this hero looks like, how they behave, what they feel, which provides the key to understanding their personality. According to Stanislavsky, every actor must understand their hero's primary task or supertask. In our case, we are talking about the desire to become a self-confident person. That is, first, you must mentally create an image of the person you want to become, imagine how they dress, speak, move. Everything is interrelated: as soon as you fully realize that you are ready to gain self-confidence, your behavior will begin to change, and along with it — your image.

So, if a person wants to become a charismatic leader, they must look like a charismatic leader and behave accordingly, which means

creating such an image. How exactly and from what blocks to build it depends on many circumstances, mainly on your abilities. But, as you collect this puzzle of the images, keep in mind your mission.

How charismatic people dress

A charismatic leader is a fairytale hero who solves all problems. But for their entourage, not the protagonist who is the main character. You need to understand that the place of a princess or a prince has already been taken by your follower — by themselves. Each person is the hero of their story. This means that you need to become the one who is essential for any protagonist, who is stronger and knows more, and who the protagonist will follow. If the hero is the knight Quentin Durward, then you are his king, Richard the Lionheart. If the heroine is a princess, then her leader is the queen or the fairy godmother. If the hero is Frodo Baggins, then you are Gandalf or the elven mistress Galadriel.

But we are not in a fairy tale, and a charismatic leader cannot go out to an audience in a brocade robe. So, okay, even if it can sometimes be exceptional cases, we are not talking about them but daily situations.

It is ideal when the image of a charismatic leader is based on two main components: classic + uniqueness. And until my inner critic fell into hysterics, I'll say right away that I understand how difficult it is to combine. Classic with its strict lines and firm standards by definition eradicates uniqueness to a minimum. Nevertheless, the austere classic is good because it is the ideal knight armor for self-esteem. It is physically more difficult for a person in a suit, snow-white shirt with cufflinks and a tie, inexpensive shoes to spit on the floor, swear dirty or make a coarse joke. If you don't believe it, try it sometime.

The classic style is easy to maintain. It doesn't require you to know much about fashion. It seems valuable because I am not very versed, and I even recently looked in the dictionary for the word "loafers." But I still can pick a decent one-color suit, tie, shirt, which all that would fit me fine.

The weakness of the purely classical style is in the same rigor and versatility. Too prudish, too standard: "Someone was wearing

a tailcoat — either a lord or a waiter...” A charismatic leader should be remembered, be unique — but not be a freak. Perhaps someone is already about to say that I want the impossible. But here, I will remind you that there is nothing unique about a black turtleneck with black jeans. However, the style of Steve Jobs will be recognized by everyone. Yes, monotonous and indistinct. Yes, dull. But at the same time, there is a certain carelessness that makes this image unique. Like, “I’m too lazy to waste time choosing clothes, and I bought myself a thousand identical things because the image is nonsense. I have more important things to do.”

This is one of the nuances of the leader’s style: “I didn’t try too hard when I was getting dressed.” And one of the reasons why we are talking about this in the classified section. There is nothing wrong with thinking about what kind of impression you want to make. But when you’re standing in front of an audience, no one should know how concerned you were about choosing a tie. A charismatic leader is self-confident. And if you spent an hour picking a tie, then you are not very secure. Yes, you will become closer and more understandable to people, but charisma will be damaged. Alas, this is life.

For the same reason — so that you are not suspected of excessive attention to your appearance — avoid selecting clothing items that match perfectly.

And one more tip: avoid pretentiousness, do not wear flashy expensive accessories. Everything you wear can be costly, but it’s better if it doesn’t scream luxury. If you are a charismatic leader and part-time owner of a corporation, people already know that you are not poor. But if you openly demonstrate your wealth, you will show vanity, conceit, as well as your goals, will look petty and despicable, and you — I will remind you — have a mission.

Now you know how to combine classic style and uniqueness in your charismatic image. So, let’s talk about what practical steps will lead you to change your image.

How to change your image

First, write the goal of change, and it is better if this is the same goal B, not A. It should be formulated in the present tense: not “to become successful,” but “I am successful,” not “to get useful acquaintances,” but “I have many useful connections.”

Then define your audience. Each image aims to impress its target group. For example, the training speaker would be the participants, the actor – the audience, etc. In your case, it can be your colleagues in the office, representatives of management, or family members.

Make a list of your image characteristics. For example, how do you see yourself, a self-confident person? How should your audience feel when they look at you? Perhaps your compassion, sincerity, inner strength, etc.

Next, compare yourself now and yourself as the “ideal charismatic leader.” To do this, take a piece of paper and make a list of three groups of qualities. First, write down the qualities that you already have and that work for your image (think about which of them you can enhance). In the second group, write your qualities that hinder the creation of a new image. Finally, in the third group – qualities that do not yet exist but you need to develop.

Now define the tools for self-presentation. To do this, you need to compose your portrait and determine what you should add to it. For example, your current clothing style or tone of voice may not fit the image you want to create.

Look how interesting it is – fairy tales and fairytale heroes helped us figure out how strong the connection is between the external, that is, the image, and the internal, that is, self-confidence. Most likely, having decided on your image and trying on the image of your new “I,” similar, you will already feel much more confident.

At the end of this chapter, I will give you a checklist of essential steps to build your image. However, the conversation about the secret arsenal of a charismatic leader does not end there – we still have to master a few more secret techniques. Until then, keep doing the exercises, honing your skills, and building habits.



On the way to a perfect image

"Image is the art of managing impressions." You have probably heard these words already, as they belong to the famous sociologist Erving Goffman. To master the art of impressions to the full, you will need our step-by-step guide. This way you can not only create your own unique image, but also achieve any career or personal goals.

Step 1

| Identify the goal of the image

Whatever image you want to create, it is supposed to have a purpose. For example, a politician needs to give an impression of a responsible and serious man, while a photographer wants to seem creative and imaginative. By determining a goal, you can create the most accurate representation of a person who has your expertise.



Step 2

| Identify your target audience

The goal determines the image, and the image determines the people it should affect. At this stage, you need to understand the needs of the target audience, that is, their expectations of you. Knowing what the target audience wants, you can build the appropriate image that will definitely be liked.



Step 3

| Make a list of required competencies

Any image consists of a set of specific characteristics. You need to know what it takes to achieve your goal. For example, in the case of a politician, you need to be reliable and responsible in order to be elected. These characteristics will determine how you will look in other people's eyes.



Step 4

Analyze your existing qualities and the ones you need

This step will determine what you lack for your perfect image. Existing qualities will require additional development, and those that may hinder the achievement of the goal (for example, laziness) will have to be eliminated. If you don't have any necessary qualities at all, you will have to learn them from scratch.



Step 5

Choose your self-presentation methods

Your image is not only based on your character. Appearance also plays an important role. At this stage, you need to summarise all your characteristics and imagine how they should appear externally. For example, what kind of clothes match with seriousness and reliability? You also need to pay attention to your hairstyle, manners, gestures and even the tone of your voice. By the way, this is the most difficult step that will take you the most time.



Step 6

Get into character

Like an actor, bring your image to life. Sometimes it is very difficult to get used to it. Your new habits or appearance can take some time for you to get used to. Over time, the created image will turn into an organic extension of your personality.

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Don't forget that first impressions play a key role. People should see your positive image first, because it will show them your best and most attractive qualities.

Chapter 21. How NLP works for your charisma

I have seen many times in my life how fast and efficiently neurolinguistic programming (NLP) works. This is the name of the direction of practical psychology, based on the technique of copying people's behavior in a particular situation. I am sure you have heard about it and, most likely, were interested in the methods of influencing other people. There are different opinions about the very idea of manipulating human consciousness. I will say right away — I do not see a problem in helping a person make a difficult decision, convince them of something, or calm them down with the help of NLP. But in my practice, I rarely have to apply these techniques. I believe that it is necessary to offer people what is truly useful for them. A modern person understands pretty well both their rights and interests. It is theoretically possible to sweet talk a person into buying low-quality and unnecessary things, but why? You win pennies, and the damage to your reputation will be worth a million. But where NLP helps me is in working on myself. After all, this is what we are doing right now — we are learning to change our minds and pump the skills that a charismatic leader needs. Therefore, I am sharing with you those techniques that will help you with this.

How to deal with stress using NLP

I will not tire of repeating that the basis of charisma is self-confidence. The composure of an Indian leader lighting his pipe by the fire while the battle is going on is charismatic. But sometimes, it is not possible to remain calm because each of us has pain points and psychological "Achilles' heel." Of course, in complicated cases, for example, if you are tormented and haunted by unpleasant memories for a long time, it is best to contact a psychotherapist. It may take several sessions or even several dozen sessions to cope with the problem. However, if you just lack confidence, you can reprogram yourself for success without even leaving your home, which can be done using basic NLP techniques. I'll tell you how to use them.

- 1 **Go in a negative situation**, that is, try to relive it, experiencing the same emotions. Remember the feelings that you had back then: fear, disappointment with yourself, shame – in short, all the unpleasant feelings.
- 2 **Now go back to your original state.** Try to remember when you experienced similar feelings and under what circumstances. It's good if you can remember at least four such situations. Once you've done that, focus on the one that came to mind first.
- 3 **Think about what you lacked** in that situation for its outcome to be positive? What resource were you missing? Perhaps, you needed self-confidence, a sense of security, or joy. Say it out loud.
- 4 **Now imagine** how you pass on this missing resource to yourself from the past. How would the negative situation change now? And you? You have probably become stronger, more confident in yourself, and can now cope with any problem.
- 5 **Relive that negative situation**, only now it's an improved version, realizing that you have all the resources to resolve it. Imagine that you have won. How does it make you feel?
- 6 **See how you from the past** would have changed in a week, month, year. Do you like what you see now?
- 7 **Thank yourself, a strong and confident person.** After all, you decided to relive a negative, traumatic experience – not everyone will have the courage to do that. But now you have dealt with that situation again. It is left behind, and you are free from it.

How to solve problems with a pyramid of neurological levels

Charismatic leader looks like they know in advance the answers to all questions and the correct solutions to all problems. A leader is serenely silent, smiling, or talking about something else, while their mind is searching for an answer or is engaged in resorting and prioritization. One of the NLP developers, American Robert Dilts, came up with a handy thing so that you and I could do all this faster and easier. It will help you not to freeze in a daze in front of a large-scale problem but will allow you to disassemble it in parts or levels. There are six levels in the Dilts pyramid.

The environment is the lowest (basic) level. It describes the conditions of your work: objects, people, terms, and dates. Here you need to answer the following questions: “What is around you? Who and what do you surround yourself with? Are you part of the environment for others?”

Behavior includes everything related to your activity. For example, what do you do in your life? What do you do every day? What are your plans for the future? What actions can lead you to success?

Capability is the level of justification for your behavior, and it sets the direction of movement. What can you do? What do you do best? Worst of all? What do you like to do? What persuasion, communication, or sales completion techniques do you already have?

Beliefs and values — this level connects accumulated experience to work, and you answer the questions: “Why are you doing this? What for (why) are you doing this? What are your priorities for your actions? What is more important to you?”

Identity is the last but one level. It will determine the role that you play in solving the problem. How do you rate yourself? How does your environment see you (colleagues, clients, management)? How do you feel about your environment?

Personal mission is the final level that determines your goals. Where are you aiming? Who do you want to be? Does your work have deep meaning?

Answering these questions and moving from level to level, you should stay focused and think about solving one specific problem. Thus, the Dilts pyramid allows us to put apart the problem into

its components, in that way revealing a “failure” at one of the levels that need to be corrected.

Let’s say you got a new position and you don’t have relationships with subordinates in your department. For you, this problem looks like this: “I cannot find a common language with the employees in my department.” The questions you need to answer according to the pyramid might be something like this:



Environment. How do employees treat me?



Behavior. Ideally, how should they act with me?
How should I act with them?



Capabilities. What abilities will help me solve the problem?



Beliefs and values. Why is it so important to respect the interests of employees? What interests should I pay attention to establish contact?



Identity. Who will I associate myself with if I find a common language with them?



Mission. Why do I need it? What are the real motives?

Looking at the questions arranged in this way, you will notice what will help you search for a solution: the level of ability. For example, what prevents me from finding a common language with my employees? The gaining of what skills, abilities, and experience will contribute to this? After answering these questions, you will understand what you need to do.



How to overcome inner resistance with Lady Godiva and chocolate

Think of people you could safely call charismatic leaders. I don’t know what list you will get, but something tells me that it will include individuals who have accomplished a lot. The inner critic is right there: “Stop, Alex, are we talking about charismatics

or workaholics?” Do you think that too? Then try and remember a lazy charismatic leader. Not someone who looks like they can handle anything easily. And one who would live without working hard and at the same time remain a leader for other people. It is improbable that it will be possible for you to find such a person. And this is because a leader, by definition, works more than others. Unlike their followers, the leader has no one to complain about how tomorrow with the meeting with that disagreeable individual who, perhaps, will finance the project. Leaders “close” all their tasks. Charismatics don’t whine. Thus, we get the result: charismatic leaders do not give up important tasks, no matter how much they want. And if it doesn’t work out, it’s worth remembering one beautiful lady.

According to the legend, the kind and beautiful Lady Godiva, the wife of the Saxon Count Leofric, for a long time was trying to convince her husband to lower the excessive taxes that burdened their subjects. Leofric once publicly promised to reduce taxes if his wife rode a horse through the streets of Coventry naked. He thought that godly Godiva would never agree to that. But the countess put the interests of her subjects above her modesty, and on July 10, 1040, she rode through the whole city on horseback naked. The townspeople warned each other so that when the naked horsewoman rode through Coventry, the streets were empty, and the shutters of the houses were closed. Finally, however, the condition was met, and the count had to fulfill his promise. This example shows that you can do everything helpful for the sake of a big goal, even something the most unpleasant, and you can also find ways to make it less unpleasant.

The NLP technique for overcoming inner resistance is called Lady Godiva’s Chocolate in honor of the selfless lady. It is helpful if the task or action in question causes negative emotions in you, which reduces your performance and interferes with the achievement of the result. The technique involves several stages to work on the connection between your adverse reaction and what provokes it.

The first stage is an “ecological” self-check. **You need to understand how the model of your inner resistance looks like.** So, ask yourself: what prevents me from working on this task with pleasure? There are usually three patterns of resistance: “Don’t do this!” Which of these models is closest to you?

Once you've identified your work resistance pattern, try to figure out the cause. Why do you need this model? What does it give you? Maybe it saves you from bad luck or stress?

Next, you need to figure out **what secondary benefits** this behavior offers. To do this, ask yourself new questions: "What does it give you? What do you get by following this model day by day?"

To make it more straightforward what Lady Godiva's Chocolate technique is in practice, I will give you an example. Let's say you have a meeting with a partner known for his scandalous personality and that it is impossible to reach a compromise with him. You naturally have no desire to see him, and you certainly won't be able to enjoy the negotiation process (at least that is what you think). The thing is that you have automatically turned on the resistance model. "Don't do this!" By following it, you avoid conflict with your partner, which seems inevitable to you. This is how you guarantee yourself peace of mind — this is the model's intention. Peace of mind can help you devote more time to routine work or enjoying time with the partners you like — and this is already a secondary benefit. Now is it clear how it works? There is a whole chain of reasons behind every reluctance to perform any task.

So what's next? You have found the "culprit" of your behavior. How can you defeat it? The Lady Godiva's Chocolate technique has a continuation. It allows overcoming the resistance model using three stages as well.

First you need to **find alternatives**. Come up with at least three new behaviors instead of your usual pattern. These options should help you get the same secondary benefits (not intentions).

Then you need to create **a motivating image**. After all, now that you rationally understand that secondary benefits can also be gained when performing an unwanted task, you need to move on to work on your unconscious. Our unconscious, of course, loves to be obstinate, but it can be overpowered. To do this, imagine a motivating picture that you associate with pleasure (for example, a vacation at sea or a piece of chocolate). Let this picture be number 1. Then imagine the second such picture (number 2): on it you are doing an unwanted task, but lo and behold get pleasure from it, comparable to satisfaction from picture # 1.

Now that both pictures are ready, mentally overlay picture # 2 with picture # 1. Then, focusing on the emotions from picture # 1,

think of picture # 2. Yes, it will be difficult at first, but all you need is just some practice. Repeat the overlay until what you feel (the pleasure of the taste and smell of chocolate) is not associated with working on a complex task. That's all, done! Working with a grumpy partner or performing repugnant routine chores will become much easier because now these things will please you. And your favorite job is always the best!

Start practicing NLP techniques to help you cope with long-standing trauma and solve pressing problems with a pyramid of neurological levels. To overcome inner resistance and make unpleasant work pleasant — use the method of Lady Godiva and chocolate. Be sure to do the exercises provided here. You are reading not just a book — this is a training book.

Also, remember to do the exercises you did before, practice skills, and form habits. And I leave for you at the end of the chapter, and I leave you a table that will help you know what kind of person is in front of you and what signals and feelings they perceive faster: auditory, visual, olfactory, tactile, or verbal. So check yourself on this table — the result will tell you which techniques are best used for self-tuning.





Types of people by perception and how to recognise them



Visual learners

For them, eyes and ears are one organ: if the visual learners don't see what you're talking about, they don't actually hear you. They draw conclusions about reality only from what they see with their own eyes. The best way for them to perceive information is through visualisation, through images and pictures.

Signs of this type:

- > a straight back, a correct posture
- > "pointing" movements involving mainly the upper part of the torso
- > chest breathing pattern
- > they keep a great distance during conversation, stay alert
- > they often look somewhere up
- > high and clear voice
- > clear articulation and well-delivered speech
- > tidy and "ironed" appearance

Often use in their speech such words as: "it seems", "you see", "we'll have to see about that", "I will look at", "trick", "bright", "contrast", "take a look" and so on.

When communicating with visual learners, support your speech with visual examples (photo, video, show a sample).



Kinaesthetic learners

They perceive information through the sense of smell and touch. They are familiar with tactile sensations; they know the world through taste and their own emotions.

You can recognise them by:

- > relaxed posture, leaning forward



- › emotional movements often involve the lower part of the torso
- › shallow and rapid breathing
- › the distance with the interlocutor is short enough to touch
- › often looking down
- › a low and muffled voice, sometimes hoarse

Common words: “feel”, “change”, “by sense of touch”, “touch”, “grab”, “sustainable”, “warm”, “soft”, “material”, “fabric” and other.

A plot is important to kinaesthetic learners, not a picture or a background sound. You should look into their eyes during a conversation, sometimes touching them and allowing them to touch the object you're talking about.



Auditory learners

Better perceive information by ear. They love vivid descriptions and detailed stories. Usually quiet people who “listen” to the world around them.

They can also be recognized by the following features:

- › “phone pose”, that is, hands near the face, supporting the cheek, chin
- › free and full movements
- › thoracic type of breathing (like visuals)
- › prefer close distance, but avoiding touching
- › they look forward, moving along the middle line
- › changeable voice

Using words such as: “listen”, “glad to hear it”, “sounds tempting”, “loud”, “sound”, “seem to be heard”, “rhythmic”, “knock” and others.

When communicating with audiles, focus less on what you say but HOW you do it. Keep the calm intonation and voice, use means of expression, epithets and those words that are familiar to the auditory learners.



Digital

Is focused on the content, functions, and meaning of things. The words carrying data and information are important to them. Unlike all other types, digital seeks to understand the true essence of things, their action in practice

They can be recognised by following signs:

- > tight posture, sometimes stooping posture
- > little movement, tenseness
- > shallow breathing
- > keeping big distance
- > look at the interlocutor in the forehead or slightly above the head
- > monotonous voice
- > rational reasoning, analysing aloud

They use impersonal and indefinite sentences, and rarely name the object itself. For example: "I understand", "this is confusing", "I don't understand", "conclusions", "as a result", and so on. Pronouns are often used (he, no one, nothing).

Digitals love long and clever words, terminology, and a detailed description of the work process. In a conversation, you need to follow logic, because only it is clear to the digitals, otherwise they will refuse to believe and perceive the information.



Chapter 22. How body language works for your charisma

Want to be liked by people without words? Yes, everyone dreams about it! Now you have appeared at the door, and everyone is already delighted with you. This is quite real — you need to use non-verbal ways of self-presentation. First, I'll explain why facial expressions, gestures, gaze, and posture are so important. It is called “kinesics.”

What can be attributed to kinesics? It is movements of the face and body, which always express your emotions whether you like it or not. You can guess when your friend is angry, surprised, or sad, no matter what they say. It has nothing to do with cultural level or nationality because non-verbally, we all show emotions in precisely the same way. Even if you have learned to control intonation and voice masterfully, facial expressions will still give you away.

Facial expressions occupy the most crucial role in kinesics, that is, facial movements. The position of our lips and eyebrows most of all affects how others perceive us. Studies show that if we do not see the lecturer in front of us, then we lose about 10–15% of the information. According to psychologist Paul Ekman, there are six basic emotions in our non-verbal behavior: anger, joy, fear, sadness, surprise, and disgust. The FACT method was developed to classify them according to their appearance. Today this technique is actively used both in medical practice and in business communication. According to his approach, the human face has three zones: eyes and forehead, nose and area around the nose, mouth, and chin.

How, for example, is anger reflected in our facial expressions? The mouth is slightly open, the corners of the lips are lowered, the eyes are narrowed and shine, the eyebrows are shifted to the bridge of the nose, vertical folds appear on the forehead, but the face remains mobile and dynamic. Don't believe me? Look at yourself in the mirror when you are angry and see for yourself! Emotions of contempt and suffering are outwardly very similar to the feeling of anger, except that the mouth is closed and the eyes are dull. Fear has much in common with surprise: in both cases, the mouth is also slightly open, but the corners of the lips and eyebrows are raised, the eyes are wide open, horizontal folds appear on the forehead,

the shine of the eyes is not pronounced, and the facial expressions freeze, as if “frozen.” Joy looks similar, but the mouth is often closed, the eyes shine, and the face is dynamic and constantly changing.

Of course, here we are discussing the manifestation of pure emotions, which doesn’t happen often. Just imagine, there can be up to 20,000 different facial expressions, and it can be a completely new combination of emotions each time! But, nevertheless, you can learn to read them, paying attention to individual elements or the so-called “mimic codes.”

Gaze

It is an essential component of human perception. There is a reason why they say the eyes are the mirror of the soul. It is because our eyes convey the most accurate non-verbal cues. If you learn to read a person’s state by looking, you will become the king of charisma.

Try to set aside time to observe others – for example, your coworkers at work or friends when you are eating out. Then try to guess which of them is going through which emotions at the moment. For example, if your interlocutor from time to time raises both their head and gaze – this means that they are thinking about something, and it is worth interrupting the conversation to give them time to think. If they actively move their head and frowns, they need explanations, and you must have them. A smile and a slight tilt of the head or nodding indicate that everything is in order, and the interlocutor is determined to continue the conversation. What does a long eye-to-eye look say? It means the desire to win, to achieve agreement, to convince. Of course, then, it would help if you acted according to the situation. But it is worth interrupting the conversation if the interlocutor looks down or to the side – these are signs that they are not interested, afraid of you, or maybe they want to leave as soon as possible.

Pose

You probably know that there are four types of temperaments. So, it is challenging for sanguine and choleric people to refrain from active and sometimes violent gestures, so it is more difficult

to interpret their non-verbal language. If you are dealing with such a person, be sure to pay attention to their posture: it will tell you much more than the facial expression.

In business communication, posture will help you identify the boss and the subordinate – as a rule, the latter has a stiffer posture. Likewise, you can easily distinguish a confident person from a grey mouse. Confident people move completely differently: broad shoulders, straight back, chest out, etc. Equally eloquent is the disposition that a person takes concerning the interlocutor. For example, if a person tries to “close,” crosses their arms over their chest, or rests them on the chin, they probably feel distrust, possibly critical or disagreeing with something. But open palms, freely outstretched arms, and outstretched legs, on the contrary, testify to the confidence, compassion, and psychological comfort of your interlocutor.

Use this knowledge to emphasize or change your behavior and choose the most effective way to communicate with your team.

Gestures

It is worth paying attention to the gestures of people – that element of kinesics that is most difficult for us to control. I propose to divide all gestures into three categories: communicative (gestures of greeting, goodbye, attracting attention), modal (evaluative, that is, gestures of approval, trust, etc.), and descriptive (helping a person to convey the meaning of their words).

The latter is of particular interest to us. Do you notice a discrepancy between the interlocutor's speech or their posture with gestures? That means they are hiding something. You can understand a person's true intentions by remembering a few critical gestures and their meanings. So, for example, open arms or unbuttoning a jacket express openness and a desire, to be frank, rubbing the chin and all efforts to cover up the face means secrecy or suspicion, arms crossed on the chest – a gesture of protection, and propping up the cheek with a hand or pinching the bridge of the nose – thinking or dreamy mood. People often touch their ears or nose when they feel insecure. When hands are held behind the back or at the back of the head, the person feels superior. How do you know that your partner disagrees with the terms of the deal, even before they

say it? They will lower their eyelids, roll their eyes, collect lint from the clothes, or tidy up the table. When the interlocutor leans forward, keeping their hands on the knees or armrests, it's time to leave! The conversation is over for them.

Gait

Do you know how much your gait can tell you about yourself? And about your character and your emotional state at the moment. The amplitude of the transfer of body weight from foot to foot, style of movement, rhythm, dynamics — all this reflects your personality.

A heavy gait with intermittent and sharp steps is characteristic of a person in a state of anger. And an easy gait — on the contrary, one shown by joyful people. For those who are very proud of themselves, you will notice wide and surefooted steps, and those who are distraught — have a sluggish, constricted gait. Want to know if your partner is serious? Notice how they walk. If they moved towards you quickly and waved their arms, then they probably came to you with a specific goal and are ready to realize it.

Those who prefer to keep their hands in their pockets are secretive, critical, and suppressive. And people immersed in their problems move slowly, keeping their heads down. The variety of manifestations of non-verbal communication is fantastic! It would help if you learned this at least to understand better and “read” people.

Distance

Together with the gait, a person develops the habit of maintaining or, conversely, not giving personal space to others. For example, E. Hall distinguished several levels of distance between people: there is intimate, personal, social, and public distance.

The close distance between the interlocutors is from 0 to 2 feet. Moreover, from 0 to 5 in. is the super-intimate zone, the zone of touching. Only very close people are allowed to enter it. Then comes the personal zone, at a distance of 2 to 4 feet. Acquaintances and friends communicate at this distance. The social distance is from 2 to 12 feet, which to understand better is suitable for business communication,

for example, in negotiations. Finally, the public distance is the longest, from 12 to 25 feet. It is applicable during a public speech.

Of course, this division is subjective. But our brain, along with it the body, reacts quite sharply to a violation of personal space boundaries. So pay attention to your behavior at such times. You don't like the crush on the subway, right? And do you, by chance, violate the boundaries of someone else's space, invading someone's personal space? Or, on the contrary, keep aloof? This, by the way, can also offend a person. It is typical for nervous or anxious people to keep an increased distance in communication with others. Still, for a confident person, it will not be difficult to get close to the interlocutor.

Intonation

Be sure to listen to what the other person is saying. The intonation and pitch of the voice perfectly convey their attitude to the subject of discussion and even give out undercurrent feelings. Yes, a person can move with a confident gait and feel free to put their hand on your shoulder. But suddenly their voice begins to break into high-pitched sounds, and it immediately becomes clear: this person's confidence is illusory.

High-pitched sounds are responsible for anger, distrust, and fear. If a person speaks loudly but without negative connotation, this is a sign of joy and enthusiasm. Softer intonations convey grief, sadness, fatigue. And if at the end of a phrase a person lowers their voice, this indicates general depression.

Using your voice

You may be surprised, but the voice can also influence people and even completely change the image of yourself. Do you know what the biggest secret is? An above-average speech rate makes others more trustworthy. Yes, chattering sellers are unlikely to arouse your sympathy. But, in this case, we already know in advance that they want to sell something. Therefore, our task with you is to find a middle ground!

Also, head movements can help us. Nodding unconsciously attracts the interlocutor and inclines them to agree with you too. Try to express unity with the interlocutor, understanding of their position. After all, this, like calling by name, generates trust on a subconscious level.

The Unconscious Trust technique

Arousing the interlocutor's trust is our ultimate goal, and absolutely any means are good for this, even the technique of unconscious trust. Here are some of its working tricks and components that will allow you to contact anyone quickly. Your only task is to remain patient and consistent in your actions.

Posture adjustment. It is essential to do this quickly and naturally because, during the conversation, a person can change their position several times. You don't have to copy a new one right away — it will look strange and artificial. Wait a while. Start with the head or leg position and then gradually repeat the rest.

Adjustment to gestures. Gestures say a lot about our emotional state. If you can copy a person's gestures, you will empathize with them more deeply and demonstrate this.

Adjustment to breathing. You will have to practice this. The goal is to discreetly adjust to the depth and intensity of the interlocutor's breathing. It will be easier if you reinforce your breathing with body movements in the process. For example, try tapping your fingers on the table in time with your breathing. It will significantly simplify your task.

Adjustment to speech includes copying intonation, timbre, speech techniques, etc. It is easier to copy than breathing but more complicated than gestures. Try to adopt the manner of conversation of your interlocutor. You can even implement their wording. The main thing is not to overdo it, to do everything subtly and inconspicuously.

All this will set the person in a highly positive mood and allow you to deeper understand their feelings and motivation. This way, you will influence the interlocutor and build strong, trusting relationships with them.

Today, try using this technique of unconscious trust when dealing with any professional, for example, in the service industry, say, a sales assistant in a store or a taxi driver. Focus on gaining a deeper understanding of the other person's feelings and motivations. The more often you use this technique, the easier it will be to build strong, trusting partnerships with anyone. And that's precisely what a charismatic leader strives for, isn't it? To conclude the chapter, I will give you a helpful list: 12 ready-made solutions for boosting self-confidence. Let the list be at hand because this confidence is the foundation of your charisma.





12 life hacks for self-confidence

1 Positive beliefs

Only people who are optimistic about the world can be prepared for any situation and any changes, and this includes being prepared for victory. They go to their goal with an even and firm step, believing that they will achieve their goal, but at the same time reserving the right to make a mistake. After all, they understand that everyone makes mistakes.

If you are not such a person yet and you are often haunted by negative thoughts, try to write them down on paper. For each negative option, come up with a positive one, that is, a positive alternative. When this negative thought comes to you next time, you will already know which opposite to “attack” it with

2 Make sure you look confident

This is called a “confidence corset,” that is, straight posture and decisive gait. Keep your shoulders straight. This is how confident people behave. They do not allow themselves to look at their feet, they only look forward and into the eyes of those people whom they are addressing.

If you are used to slouching, you can buy a special belt or patch in the pharmacy to maintain your posture. It perfectly develops the habit of keeping one’s back straight.

3 Place stake on your strengths

To build the future the way you want to see it, you must base it on your strengths. Only this way will your vision be realistic and feasible. Try to name at least 10 of your strengths. If you can’t come up with the answer, then ask your friends about it. What are the strengths they see in you?



Flip through your old photo albums. Immerse yourself in nostalgia and memories. What did you dream about when you were young? Whom did you talk to? What did you strive for? Call on your past emotions and remember what pushed you forward in those moments.

4 Set long-term goals

Confident people never leave anything unattended and do not believe in improvisation. Always think over your plan of action in advance! If you know what future you are striving for, you will be in control of the present. However, keep in mind that vision of the future is not the same as dreams. In order to distinguish one from the other, use the comparison table:

Vision of the future vs Dream

Vision	Dream
It can only be achieved by your own efforts	It depends on luck
Needs your control	It depends on the willingness and efforts of others
You are responsible for any outcome	Others are always to "blame" for successes and failures
You yourself create the conditions in which it is easier to achieve the goal	You rely on chance
You have a plan	Your plans are vague and uncertain
Every day you make an effort to achieve the future you desire	You put everything off for later and do nothing



5 Do not disregard your values

Respect what matters to you. We all have different values. For some, the most important thing is the family; for some it is self-realization or health. Your plans should not contradict your values, otherwise they cannot be called successful.

When a person knows for sure their values in life and is ready to defend them, this gives them confidence. They clearly know where they are moving to in life. If you have to sacrifice your values, it causes a feeling of depression and longing. Ask yourself, would a person who is confident and loves themselves allow something like this happen to them?

6 Turn to all the resources you find

Your resources can be not only abilities, but also your favourite hobby, family support, certain rituals (for example, buying yourself chocolates every Friday) and so on. Look for any sources of energy and good mood. These sources are always what makes you happy.

7 Learn how to respond to failure

Confident people do not dwell on their mistakes. They recognize them, learn from them, correct their actions and move on. Self-criticism and hate speech addressed to yourself is for timid and indecisive people.

Treat failure as just another obstacle that you must overcome in order to reach the finish line. Surely, you have encountered failures before, so why should this obstacle be worse than others?

8 Do not avoid failures

Convincing yourself that failure is another opportunity to get to know yourself again or to become stronger is not so simple. However, there is a saying, "The darkest hour is the one before dawn." Surely, you can find confirmation of these words in your past.



When you stop being afraid of failures, they will lose power over you. Do not try to avoid them, being nervous and striving for perfectionism because of this. Mistakes don't cause catastrophes, everything can be fixed.

9 Do not stop moving forward

Gaining confidence is a marathon, not a sprint. Meaning, it will take time to “run through” it. Cheer yourself up every morning with positive attitudes:

- Nothing will drive me mad today.
- Today I will only listen to my companions and understand them, without drawing the conversation over to myself.
- I will give so many compliments to the people around me today that they will become as happy as I am now.

10 Notice negative thoughts and stop them

Usually, they visit us completely uncontrollably and automatically when we re-encounter something that has upset or angered us in the past. Negative thoughts become our natural reaction to certain things, and we need to learn how to notice them, and not to take them for something that is just always here. To catch the negative in yourself, imagine your best friend asking you:

- **Aren't you running too far ahead?**
After all, nothing is certain yet?

You should understand that you are constantly looking into the negative future, which is not even going to happen for a fact; you are only making yourself anxious and are taking away resources.

- **Aren't you treating yourself too cruelly?**

For starters, stop considering yourself stupid or a loser. Instead, you should say, “Since it happened, I'll try again.” The fact that you could not do something once does not mean that it will always be so.

- **Aren't you trying to guess the thoughts and actions of another human being?**



But you cannot know why, in fact, your companion yawns, for example. Maybe it's not that you are a boring narrator, but that they just didn't get enough sleep? Let people give you an explanation before drawing any conclusions.

– Don't you think that you are depreciating your past accomplishments?

Very often, insecure people want to answer someone praising them like, "Yes, it was just luck" or "Well, the task was really easy." Do not belittle your achievements. Why make excuses? You are given the right to be proud, not blamed. Any victory is a reason for joy.

11 If you cannot cope with a negative emotion, just watch it

Sometimes you can't do anything about it – negative thoughts overwhelm you, and that's it! Then just live through them. Find a quiet place, close your eyes and allow yourself to feel this emotion deep inside. Try to describe your emotion on paper, including physical sensations you feel. Let yourself go through negativity, like chickenpox, and then return to normal life.

12 Mark happy events on the calendar

You can mark them with a marker or write them down before going to bed. There must be at least three things, which you are grateful for during that day. You can use a nice notebook or colourful stickers for this. Take it as a habit and re-read your notebook if negative thoughts overwhelm you again. Gradually, you will realize that there is something pleasant and positive in every day and that you should appreciate even the smallest events and achievements.

01 Part 1
How to become a leader

02 Part 2
How a leader forms their character

03 Part 3
Leadership Charisma

Final

Afterword

Afterword.

Always stay a leader

The book ends, and your 30-day work on yourself ends. However, I advise you to continue practicing the exercises you have picked, and the techniques proved to be the most effective. Remember, by repeating an action for 21 days. You are turning it into a new habit. And for this habit to be part of your character, you should repeat the action for another 40 days.

Even when you reach your primary goal, this is not the time to stop! The secret of successful leadership in life, business, and affairs is that it becomes your way of life from now on.

Never stop growing. Once you reach an intermediate or even final result, you should not stop training, learning, making efforts, and working. Your task is to set a new goal and move even further than the intended horizon. When you have become the best at what you do, you can rejoice at what you have achieved, but you must continue improving and looking for new ways to fulfill yourself.

When you become a leader, it may seem that your life is now entirely in your hands. You are the master of your destiny. Do not fool yourself! Remember when Steve Jobs was fired from Apple after the Macintosh was developed under his leadership. And most importantly, for what? For excessive self-confidence, of course.

Prepare to face new challenges. Unfortunately, there is no such thing as an invulnerable person, and you can realize this at the most inopportune moment. In this case, the main thing is to find the strength to rise from the ashes and move on. Leaders who have achieved tremendous success have experienced many failures but never gave up. The same Steve Jobs did not give up after his dismissal but continued to develop his projects at NeXT and Pixar. As a result, Jobs was able to return to Apple, and it was thanks to him that the legendary iPhone was created. The winner is not the one who does not face difficulties but is ready to fight them.

To overcome them all, you need willpower. You can train your willpower with the most ordinary tasks: start observing the regime, give up sweets, etc. Remember that you will constantly face with temptations, big and small that can cause you to go astray. But in such daily household exercises, your character is tempered.

Treat difficulties as a point of growth. Disappointments, inconveniences, and problems are given to us so that we can achieve more. We subconsciously strive to return to the comfort zone, to safety, so we are reluctant to take risks. And that's not bad. Still, it's easier to work on yourself on a full stomach and with a roof over your head. However, all difficulties in life should be considered in terms of opportunities for gaining experience and growth.

Think beyond the goal. You should always take your goals seriously, but don't let them dictate how you live, especially if something has gone wrong. Just keep working as planned, do not try to prove something to someone else. Do not turn on the "do or die" mode. Instead, give yourself time to look back and consider new opportunities: they may be more ambitious than those you are currently pursuing.

The ability to win is a necessary quality for a leader. But it is only those who attempt nothing that never loses. So be prepared for difficulties along the way and treat them as learning opportunities. To do this, you need to be decisive, persistent, and maintain an optimistic view of the world. Also, remember that tyrants are abandoned as soon as possible, while leaders are followed even in dark times. Finally, listen to your comrades-in-arms (not slaves or servants), and they will fight next to you for a common cause.

Good luck!

I YOU ARE
NUMBER
ONE

Alex Reinhardt

You Are Number One

How to become a leader in 30 days and remain one

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#1 YOU ARE NUMBER ONE

How to become a leader in 30 days
and remain one

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one of the main leaders of the blockchain industry in the world according to the American magazine, Entrepreneur, and is a successful entrepreneur, investor, business coach, business development specialist, founder of many projects in the IT and FinTech sectors.

Once Alex Reinhardt was a child from an immigrant family could not keep up in German school and was failing, only because he didn't know German well enough. Trying to comfort him, the teachers said that he would still be able to support himself because construction sites in Berlin always need workers. Today, Alex is an economist with a diploma from the Humboldt University of Berlin, an entrepreneur, investor, and multimillionaire. No, he didn't have a fairy godmother, and he didn't get any superpowers like Marvel superheroes. He was just always stubborn and studied a lot.

"The best practices that have helped me become who I am are collected in this book. I share them with you to make your path to success easier than mine. And I wish you never give up and every day do at least something to make tomorrow better than yesterday. Believe me, it works, I know for sure!"

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