

# FROM THE GROUND UP



7 PRINCIPLES  
FOR BUILDING A  
BUSINESS FAST

# SUNIL KUMAR

# PRINCIPLE THREE

## A TRUE LEADER

Now we are really cooking, for leadership is one of my favourite topics. I want to share this important fact with you: *everything is a skill*. Even happiness is a skill; you can develop the skill of being happy despite your circumstances. The more you think about it, the more you will see the possibility of acquiring all the skills you need. No one is born a leader, athlete, scientist, doctor or entrepreneur.

In business, many people think leadership is a talent that is gifted to only a select few, but in fact it's a skill that can be developed like any other skill. One of the key traits of leadership is appreciating your team and encouraging them to be the best version of themselves. It is purely a skill of appreciation, which can be developed by being real and authentic, reading books on leadership, appreciating great work or attending seminars on leadership.

When I first started the business, I fell into the trap of having too much to do *managing* the business. I was managing accounts,

property, HR, settlements, subscriptions, suppliers, and creditors all at once. I was working hard in and on the business; busy hiring and firing, building and training a team, developing plans and delivering on the promises made to my team and clients. I was the answer to anything and everything in the business. Basically, I was doing a lot of managing. But I wasn't left with the time and energy to properly *lead* the business forward.

A wise leader delegates tasks and assigns others ownership of different areas so that they are free to build the future for these teams and the company. They hand over responsibility, creating trust, ownership and accountability. They can't lose themselves doing everything across every department. They lead by creating more leaders around them. This is something we'll visit in more detail in the later chapter on execution.

### ✓ Mentor tip

There is so much more to being a true leader than being in control and directing operations. It's not just about being the one who makes decisions and tells people what to do. It's about getting your hands dirty in the business and showing that you work as hard as any team member.

Being a leader involves a huge amount of responsibility, because now you must do your job brilliantly at the same time as being responsible for the success of your team. The best way forward is

to lead by example. If you're leading by example in every area of your role, almost 60% of your job as leader is done.

If you want to grow and become the fastest growing company in the country, you need to create leaders around you who can take on bigger tasks. My primary job is to locate them, empower them, believe in them and constantly lead them in the right direction. The moment you feel they are ready or near ready, you can give them a small leadership task to test their ability.

### EXAMPLE

This is exactly what we did with one of our top performers, Sandy Rana. He was doing a great job in his field, becoming the top performing agent in his market within 12 months of working in real estate.

To enhance his leadership skills before we put him in charge of opening a new office, we appointed two new team members to train under his supervision. He was responsible for their success – and at the same time had to maintain his performance as a leading agent. That would be the proof of leadership.

Sandy did a fantastic job leading the new team members and trained them to become exceptional and productive at their job. At that point, we knew he was ready to lead an excellent team of people. When our third office opened in Melton under his leadership, it became number one within 12 to 18 months. I now have very little need to work on this office as we have an excellent leader guiding an entire team of very talented people.

If you can't create more leaders, it will be hard to scale your business.

In this chapter, we're going to look at different ways to help you become a better leader. There are seven proven methods that worked brilliantly for us and I hope they work for you:

1. own your mornings
2. keep the end in mind
3. be naïve
4. empower others
5. act fast
6. take less and give more
7. take nothing personally.

These are all practical, and all achievable. Let's unpack what it takes to become a great leader together, and you'll be able to bring these into your own work. There is more to leadership than meets the eye. It's an ongoing process, always learning and growing, but ultimately one that is immensely satisfying when everything aligns.

## **1. OWN YOUR MORNINGS**

Over the years I have studied some of the best leaders in the world and attended many seminars on leadership. There are a lot of good TED Talks and podcasts on leadership available, particularly focusing on morning routines. One thing is crystal clear; most leaders or high performers in any field are early risers.



Each morning I spend mostly silent, dedicating all my energy to the start of the day, making important decisions and getting as much as I can done in those precious hours.

I have always been a morning person, but a real shift happened when I read and began to follow the guidance of Robin Sharma's *The 5am Club*, which is an absolute masterpiece. The biggest takeaway was to wake up at 5:30am every morning and spend one hour exercising, reading, writing or whatever it is you enjoy.

I spend about twenty minutes of the first hour reading and learning, then twenty to thirty minutes exercising, either running, yoga and meditation, going to the gym or walking.

This prepares me mentally for the rest of the day as I'm always full of energy and focused on getting the best out of the day. It has been an absolute game changer for me!

One of the amazing things that has happened since starting this routine is that I do not procrastinate any more. I know clearly what I want from my day, every day, and my communication is very clear with my team. We hold ourselves back every time we don't make a decision, or even when we do plan but don't stick by it. As a leader, you need to be sure where you are heading, so the whole team understands the correct direction. Consistency in your routine and high energy is the key to long-term success.

Basically, the way you start each day has a massive effect. I recommend you come up with a morning routine for yourself that works for you – and get up early enough to get it done. I promise it will fill you with energy and clarity.

But let's face it; some of us are simply not morning people. If you're more of a night owl, chances are you're going to find it extremely difficult to get up earlier. I recommend having a timely start to the day even if you are a night person. Set a time every day where you wake up and start your day full of energy. If you're like me, it could be 5.30am. But it could also be anywhere between 6am to 7am. The key is to keep it consistent, which will keep the

energy high. The best thing about mornings is that you give the best energy to the most important tasks of the day.

Getting to the office by at least 7:50am gives me dedicated and uninterrupted time to stay focused and get important work done. I often get more done in those morning hours than in the rest of the day. A lot of us naturally have more energy, drive and clarity in the morning hours, so utilise this in your favour. I also leave some decision-making for the early hours as this can be a better decision-making time of the day.

Most of the top leaders in business, sports or in life are early risers. They want to devote the best energy to the most important task of the day. If you are a morning person, it will be easy for you with some preparation to have an easy and productive start. But if you are a night person, like a few of my team members, I suggest you still set a fixed time to wake up and set your routine to get the most out of the start of the day. Be consistent with your mornings.

## **2. THE END IN MIND**

It may seem counterintuitive to start with the end in mind but stay with me. Think about your vision or goals you want to achieve by a certain date and work backwards from there.

As I wrote about earlier, an important part of this is to have your goals and a written plan to achieve them. In other words, it's a lot harder to achieve success if you don't know what you're aiming for. So, aim high and give yourself the tools to get there with a proper written plan.



In doing so, every action you take will be attuned to that end goal. With no interruption or disruption, every decision can be made with greater clarity. Importantly you will be able to say no to the things which are not contributing to your goals. Of course, not everyone in your company will know what the ‘end’ looks like. It is your responsibility as a leader to steer your team towards a bigger and brighter future. If you are consistently clear and communicating your vision and ‘end’ – whether large or small – this will also help your team understand where you are going, and how they will benefit by contributing to achieve the goals.

For us, we usually assume responsibility for the biggest decisions. There are more than 140 team members in our group, which means over 100 hundred families, whose lives and livelihoods are affected whenever we make a decision, directly or indirectly. That’s why we need to always have the end in mind, so that we shoulder our responsibilities to help everyone in our company fulfil their dreams.

When it comes to big decisions, such as acquiring a business or opening new offices, we always adopt end-in-mind thinking. We analyse what it means to our overall vision to achieve this step, and whether it takes us closer to our end goal.

By having the end in mind and realising my responsibility towards my team and clients, I am driven to perform at my best every day. I always remember my leadership has an impact on them.

It’s also provides a greater level of clarity to your leadership. For example, not too long ago, I was working on business development

with one of my leaders. It was a particularly busy time, and there was a lot going on. She had lost sight of the end goal because she couldn't see how this acquisition would add value to our organisation. So she started to question where all this activity was leading. But she knew I always keep the end in mind, so I explained about the benefits of what we were doing and how that was contributing to our overall goal. Having the end in mind allowed me to communicate this swiftly and clearly. Back on track, she returned to work with renewed energy.

### EXAMPLE

This book is a great example of having the end in mind. I took the time and made the effort to write each page, ensuring that the information reflected my views and principles based on my experience. It's taken me away from my business, and it also took up valuable family time, because in order to write I needed to focus, and so I worked on weekends. But I'm not focused on the lost time, because for me, the end in mind for this book was to give back. It's giving back to help people run their own business effectively and add benefit to our leaders to learn from reading this book and develop best practices.

If I can provide value to current and future leaders it will be an amazing outcome for me. This was the end goal when working on this book.

## Exercise

The best way to work out the end in mind is to find a time, by yourself, away from your work environment and sit alone with a cup of tea or coffee and look at the big picture. The time away from the office will give you the breathing space to consider your 'end' and observe what you are doing to get there with clarity and perspective.

Obstacles will seem smaller and easier to overcome when you look at the bigger picture. When you have the end in mind, you will have the ability and power to make big decisions and keep on moving forward.

Here are some questions to ask yourself:

- Where is your life journey taking you?
- What is the end result you're after?
- What are your current challenges?
- How are they part of the overall plan?
- What small steps can you take today to move towards your end results?
- .....
- .....
- .....
- .....
- .....

### 3. BE NAÏVE

I love this one, because this is about the blind faith that you need in business if you really want to challenge yourself, your beliefs and your foundations. Being naïve is about believing in what's possible, even if it isn't perfectly logical. Being naïve is trusting your gut instinct.

When you are building a business, there are many decisions you will need to face that sound and seem illogical at the time. It may also feel unsettling, which is often the sense of risk or fear manifesting when we know that something exciting is on the horizon. But you must calculate the opportunity cost of not doing something, not just the cost of doing it. If you pass on an opportunity now, how will it affect your business in three to five years from now? Will it leave you behind your competition? Or by pushing the green button, will it help you become an industry leader in three to five years? Will it take you closer to your goal?

Being naïve is about being open to opportunities. A great example is Elon Musk, who is committed to making it possible for humans to move to Mars. He embraces a naïve mindset and believes that if something is important enough, even if your chances of success aren't great, you need to do it anyway. For us, in the middle of 2016, an opportunity presented itself to acquire a major office building with the capacity to fit 30-40 people. At that time, I was based in one of my original offices, but I was missing out on the ability to oversee and lead the whole organisation from a central location.

We were only nine team members at the time. Thinking of moving to a building with the capacity for 30 plus people was a massive capital investment. But once we had a detailed discussion as a team, we realised this decision could be a significant step to achieve our company's vision and goal in the long term. Although there were many unknowns, and it felt like we were stretching ourselves out of our comfort zone, a scary move – we listened to our gut feeling and made the big transition in acquiring this building. We made this our central Head Office for the whole group and set up a great training facility where we hosted our monthly and quarterly training for the whole team.

We also grew our team from nine to 30 people within two years and the move has proven to be significant and the most valued business decision we have ever made. Sometimes, you need to just trust your instinct and embrace the naïve mindset to make great business decisions.

### ✓ Mentor tip

To foster a naïve mindset you need to calculate the opportunity lost cost for all the opportunities you're looking at and if the opportunity will get you closer to your overall goal. If yes, then you need to take it. Most of the time you'll find fear has no power on paper. Fear multiplies in our head and things can seem bigger than they really are. When feeling fearful, write down all the facts about the matter and you'll find your fear loses its power and you will gain a clarity to make a decision.

## Exercise

Calculate the opportunity cost – what would it cost you not to do this? Think through the worst-case scenario in terms of what could result and write it down. Don't leave it in your head. Go through possible solutions to potential challenges. Don't forget to consider the best-case scenario. If you've got a gut feeling, it's likely to succeed.

- What is the worst-case scenario?
- What are possible solutions?
- What is the best-case scenario?
- How can you achieve it?
- .....
- .....
- .....
- .....
- .....

Finally, having a naïve mindset is important because it's your job to lead the mission and create more opportunities for you and your team to grow. Sometimes you must trust your gut instinct.

## 4. EMPOWER OTHERS

Pure and simple, this is one of the best ways to lead – empowering others. Not only does this give others the ability to lead, but it

also enables your business to grow faster, benefitting from shared knowledge and skills – not just relying on yours. It tests ability and highlights the future leaders.

Ambitious people are more engaged, more motivated. This means they perform at the highest level. Letting others take the lead frees you up to focus on the big picture. And, in turn, it empowers *you*. It empowers you to build a business that can run without you one day.

The number one thing I focus on daily is empowering my team to see and do bigger and better things. As a leader your job is to see at an elevated level. You need to build your team to see for themselves and the business. You must believe in people before they believe in themselves – that’s an amazing quality in a leader, giving others the belief that they can do it. Taking it a step further, you should give them credit if they succeed, and importantly, take a bigger share of the blame if things do not work out.

Good leaders focus on the strengths of their team members and build on that. They encourage their team to play to their strengths. A good example is our sales superstar, Seema Kaur. Exceptionally talented at closing deals, she was not good with paperwork or marketing, so we gave her more time to focus on her best skill by hiring an administration assistant for her team to look after her administrative and marketing tasks. She focused on her strengths: helping clients in their property journey. Empowering your team members comes in many shapes and forms. It can be in a one-on-one conversation or in a group setting.

A major shift happened for me a few years ago when I attended a leadership session. One of the presenters said that you should treat your team members as if they are volunteers. Sure, they get paid to do their job, but they would get that anywhere else as well. Imagine that they weren't being paid, and that they were with you only because they enjoyed it. This brought a shift in my thinking and my actions in working and treating our team members. I became a much better person to be around and more than ever, I was catching people doing the right things and complimenting them for it.

Success is achieved through enabling others' success. Growth is achieved through enabling others' growth. And everything is about empowering others – full stop!

## Exercise

Every single day, think to yourself, 'How can I empower others?' Here are some ways you can do this, some of which we've covered previously in the book:

- *Share the business vision, and values with your team.* We do this at every opportunity, because it helps them focus on the important things and makes the small challenges seem even smaller and entirely surmountable. The more your teams align with the company's vision and values, the better they can perform. If they can see their vision in the company vision, they will be better placed to achieve it.



- *Regular training.* Whether you want to grow your sales numbers or customer experience, the best way to achieve this is to provide your teams with regular training to become better at their jobs. This is especially important once they achieve certain skills.
- *Checking in.* One of the best things you can do is to check in with individuals to see if you can assist them improving in their work. If they provide you with feedback on how they can do better, listen and try to reasonably implement their suggestions for how you can help them achieve more.
- *Group Discussion.* Every quarter we encourage a group discussion on how to improve our current operation. We ask how we can be more effective? How can we tackle individual challenges? How can we provide better value? Once you hold a session like this, you'll find you will have better solutions. When everyone is participating in the solutions you'll notice how empowered they feel to do better.
- *Play the long game.* Business is not a 100 metre sprint. It's a marathon. Just by shifting your mindset to play the long game, you'll find your priorities will shift which will result from your focus only being on today, or the week. You will encourage and empower your team for long-term success.

## 5. ACT FAST

Action cures fear.

There was an extremely fearful time for me in the early days of the business. The debts were piling up and the business felt like it was going under. I remember being frozen with anxiety. One Tuesday evening I decided to make fifty prospecting calls to connect to my clients.

That immediate action made me feel relaxed and hopeful for the future, as the action itself was fundamental to my role. I continued to make 50 phone calls every evening. It didn't matter where I was, what I had going on, I came back to my desk, made a bitter green tea, and made the calls between 4:30 and 7:00pm. The action was collecting strong pipelines for future client leads. I was making slow progress every day, drilling into the anxiety and fear which began to disappear. This action is now a productive habit that remains with me to this day. I guided my team to create the same habit, which they took on board and now the majority of our sales team gets on the phone every evening to make 50 calls to find more prospective clients and to close more deals.

You've probably heard of the saying 'just do it'? This one's easy to understand. The idea is that whatever your side hustle, main hustle or gig involves, just get it going. Even if you're not ready and want to plan, research and do your due diligence, it's far better to get something happening, so that you have a starting point.

In early 2020 an opportunity was presented to us to acquire one of our major competitors in the Western Suburbs. We researched

and realised the huge upside to this acquisition. It would provide a bigger and brighter opportunity for our teams to grow. This acquisition was considered to be one of the best independents in the area. There would be challenges around handling a big operation such as different clientele, team culture, misalignment and, of course, a massive financial commitment. This was when COVID-19 hit and we went into a three-month lockdown. The fear of failure was strong – what if we couldn't handle it? What if we couldn't finance it? The banks were being very strict due to the pandemic. We assembled the leaders together to discuss this and to reach a final decision. We carefully went through our options.

1. How would it help our vision by this acquisition?
2. What would we miss by not taking this opportunity?

In the end, we decided the missed opportunity would be too great if we didn't go ahead with it.

We took action over the next few weeks against the fear of failure. Despite the challenging situation, we went ahead with the acquisition and brought their teams over to ours. We worked hard to merge the two companies. One year on, we're so proud that we followed through on our vision and didn't let fear rule our decisions. The merger has been a roaring success from every angle.

It's easy to make a good decision fast when we have a clear mind and the information we require. It's often not the case in business. Usually, you're dealing with a lot of unknown elements, and you may not feel you're able to make the right choice.

But sometimes, you might need to embrace the idea of failure as a business owner. You will surely make mistakes. This is the opposite to what our culture tells us, ‘that failure is bad’, and that we should avoid making mistakes or failing the test. Nothing makes failure lose its bad rap so much as doing something, failing at it, and getting over it by trying again or trying something different. Success is never far away.

So how can we cure our fear? Act fast. If we dig a little deeper, it’s our emotional state that creates this fear. Our mind tends to live in the past or the future, which is a scary place to be. So, if you act quickly, you can deal with it more quickly. Take some fast action to clarify the future potential and challenges of the opportunity. As mentioned earlier, if you write your fears down on paper, the fear loses its power and you’ll have a better picture for how to make an informed decision.

Even more importantly, I’m referring to small decisions made on a daily or weekly basis. When some of these decisions are not made fast enough, they frustrate management and things do not get done. Even when you have bigger decisions, you can take some early steps to find out more. Staying still will cause harm.

Moving fast is exactly the methodology of some of the world’s brightest entrepreneurs, including Mark Zuckerberg. In the early days of Facebook, his goal was to move fast and break things, and if you weren’t breaking stuff, you weren’t moving fast enough.

This approach encourages rapid ideas testing and attracts more feedback quickly, meaning you’re more likely to come to solutions

sooner. No one understands this better than technology companies, who constantly release prototypes and correct as they go based on feedback. You see this with new apps all the time. As you may have heard, most innovation ideas die in the shower. In business, some of the most powerful ideas die in the meeting, where valuable ideas get shared but because of slow decision-making, they don't survive.

## Exercise

When I think about how fearful I was when I thought the business was going down, I remember being frozen by the anxiety. When I started making fifty prospecting calls every day, it cured my fear. The results didn't come to me straightaway, but by acting every day, I was a lot less fearful. Whatever your fear is, you must take action to cure the fear.

If you can bring yourself to act fast, you can snatch success with both hands.

If you are fearful about anything, write about it. A lot has changed for me since I learned that fear has no power on paper. So, whenever I have a doubt or my mind is not coming to a clear decision, I do a brain dump on paper.

1. Write about everything that's on your mind without thinking about it. Clear your mind. Soon, you will find that your mind tends to make things bigger than they are in real life.

2. Once you've cleared your mind, write down the pros and cons of the decision you are about to make. If you are growing your business, you must consider the cons of not making the decision. How will it affect the team and the results of the business?

3. Think about the effect of any decision three to five years from now. How will it shape the future of your organisation?

4. Write down two to three immediate actions you are going to take to find clarity and solve your challenges. By taking these actions you'll find your fears will disappear.

1. ....
2. ....
3. ....

Gather the data you need and decide quickly. You're better off making a mistake than never doing anything. If you aren't sure, test before you do things for real, or roll out a staged approach.

## 6. TAKE LESS AND GIVE MORE

Hands down, this is a really rewarding philosophy you can adopt for life, and one I personally live by. It's about putting your team's best interests and your clients' best interests first. In today's world

where everyone expects more from every relationship or transaction, you can win in a big way if you give the slightly bigger half. It gives great satisfaction if you're looking after your team members and giving them a bigger half of the pie – a philosophy for life. Be kind and give without expecting anything in return.

Taking less and giving more is about making your team winners. This leads to higher performance, which leads to repeat business from clients. It builds trust and helps set you apart.

When we acquired our competitor's agency, this was about giving more to the clients and providing more opportunities to the team. This enabled us to attract two or three times the business we were previously getting.

I live my life by the philosophy that when you give without expecting back the universe will give you many times more in return. I still recall my early days in Salesforce when I was doing really well. I was still helping some of the new guys, showing them how they could be better at their jobs, without expecting anything in return. They were clearly appreciative of the additional assistance and respected me for my efforts. Many years later a number of those guys joined Reliance as Real Estate Professionals and they were aligned with the values and did a fantastic job in bringing the brand to the next level.

I have built my company on staying on the lower end of the stick. Every time I design a remuneration structure or plan growth with one of our team members, we put ourselves in their shoes to see how they will feel empowered. Our rewards are above the industry

average – this is a prime example of giving more. And that bit of extra has built loyalty and respect in the team – they want to stay with us as they recognise they’re receiving the best pay structure and the best training support, to fulfil their dreams.

Similarly, we train our team to deliver more on client service and on delivering an excellent result every time. Delivering more than a promise helps us to build a pipeline of loyal clients who want to do business with us, as well as refer others to us.

## **7. TAKE NOTHING PERSONALLY**

This is the final piece of the leadership puzzle. And perhaps it’s also the hardest. Business can be unfair which is nothing new, and at times you will become disheartened.

You will manage multiple things in your business at the same time and learn that you can’t be across everything in the business, as much as you’ll want to be. It’s inevitable that things will happen outside your control, perhaps in an area where you have not paid enough attention. This means that you could miss noticing things which you might need to address. You will have obstacles and challenges you’ll need to handle. While those challenges aren’t nice to deal with, you should take the opportunity to learn from every situation and keep moving forward. Let go of the negative energy, and realise that it’s not personal.

It’s usually not about you. When you take things personally in the office, you take it home with you. It affects your home life and you’re not who you need to be. You’re not who you need to be



for the business and equally, you're not who you need to be for your family. This can also affect your energy and mindset while working on other things. It will affect you. So, you need to learn from it. Try instead, to minimise the feeling of hurt. In that way, you can have good, clean energy to spend on other things.

Letting go of people has been one of the hardest tasks for me – I used to take it personally every time. But eventually, I learned to let go of any negative feelings for the person. I looked at the situation from their perspective – they believed they had found a better opportunity or platform. I would then wish them well. Analyse the situation to see if you can do something better, learn from it and then let them go. There can be many other things in business you can let affect you personally, like losing business to competitors, non-performance of team members, an argument between team members or unreasonable demands of teams or clients. But taking things to heart will only deplete your good energy and positive attitude and have an impact on other areas of your business and personal life.

### **EXAMPLE**

As I mentioned in the introduction, everything felt like it was falling down when things were going badly in the early days of the business.

I knew it would be tough, but I hadn't understood just how tough it would be until I began to take hit after hit – team members leaving one by one. The hardest thing was seeing my top performer, Ravi, leave. He originally followed me when I started the business.

He wasn't making enough money, had a new family to think of and was presented with a better offer. I couldn't expect these people to follow me blindly when things weren't looking good for the future. His leaving felt very personal, and I was disturbed by it. How could he do this? But then I looked at it from his perspective. It took some months to realise that it was not personal. His circumstances were changing and as things were not looking bright with Reliance, he had to secure his and his family's future.

The big shift happened when I didn't take things personally and kept in touch with him as a friend.

I'd outlined earlier how after two years had passed, I approached Ravi to rejoin me and to expand to a second office. His return was an incredible strength to me and my team. It worked so beautifully well for us. We expanded the business to double our numbers and grew our office from one to two and were recognised for the fast growth. The lesson is none of this would have happened if I'd taken things personally and not been willing to look at things from his perspective. I later realised it was a very important test for me, and that out of it I learned resilience and gained valuable skills to build a business from the ground up.

As I discussed earlier, I am a morning person, and a major shift occurred once I began a morning yoga and meditation session each morning. Meditation has been a major game changer. I achieve mind silence for a few precious moments. I experience peace and ease. I also practise meditation in the evening after a hard day at work. I aim to remove any negative feelings about an event or a person. Different things work for different people.

Some of my colleagues feel revived and refreshed after a hard gym session. It doesn't matter what it is, as long as it works, and you find a way to ease your mind to let go and don't take these situations personally.

### ✓ Mentor tip

It's natural to feel bad when something doesn't go as you expect. And it's natural to feel hurt when someone does something that affects you adversely. But you can't have this attitude as a leader. Learn to let go.

### Exercise

Training yourself not to take things personally is a huge asset. Use this short exercise to practise putting yourself in someone else's shoes. Think of two events, past or present, where someone has distressed you. Perhaps they've failed to deliver something promised to you on time, behaved unprofessionally or left you in the lurch so that you've had to do extra to make up for their actions. Perhaps they've gone back on their word or resigned without notice or explanation.

Now, go back over it. Allow any residual negative feelings to wash through you and let them go. Make the conscious decision not to take it personally and ask

yourself, 'Can I see this from a different perspective?' What learnings can you take from these events? Take away the fact that the event adversely affected you and come up with reasons why these things could have happened. Experiment with seeing things from another side.

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2. ....

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Some behaviour may have been unprofessional and unacceptable in a work context and may need addressing with further investigation, feedback or a performance review. However, as a leader, such processes should be undertaken objectively and fairly, without it affecting you personally.

## Summary

- Everything is a skill, so you stand a brilliant chance at developing all the business skills you need with great success. One of the key traits of leadership is appreciating your team and encouraging them to be the best version of themselves. We covered seven steps:
  1. *Own your mornings.* Start your day early and start it with a routine that will give you energy and ownership of your day. You'll be amazed at the positive effects.
  2. *Have the end in mind.* You're the captain of the ship, responsible for steering it in the right direction. This means always being clear on the vision and keeping your people aligned and motivated to ensure you move forward.
  3. *Be naïve.* If something is important enough, you should commit to doing it, regardless of the bad odds. You must believe in what's possible, even if it's not completely logical, and follow through. Trust your gut feeling.
  4. *Empower others.* Even if they doubt themselves (especially when they doubt themselves). This gives others the ability to develop leadership skills, and creating leaders is one of the most powerful things you can do as a leader.
  5. *Action cures fear.* This is about making decisions fast and acting on them. This is how you make progress. This is how you grow. And your people need a fearless leader to follow.
  6. *Take less and give more.* This is about putting other people's interests first. It is about making other people winners.

7. *Take nothing personally.* This is perhaps the hardest part of the leadership mindset to master, about recognising that while business can be unfair, it is not about you. You are the one who must step back, try and see things from the other side, and let go of bad feelings that will fester and hinder your progress. A wise leader lets go.