

SUCCESS IN PROFESSIONAL LIFE

Foundation for Consciousness Development

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Context. What is the purpose of the human experience?

Before embarking on the next theme, we ought to outline a context that presents a new way of looking at life, a new paradigm; one that lets us be happier and understand human beings. You don't have to agree with everything that follows, or to believe anything, because we are not talking about beliefs. All you have to do is to see how your own life changes after applying this information, to see if it works for you.

If the results inside you are happiness, peace and harmony, you'll find this information to be true; and if the external results, in terms of relationships, health, resources and how you adapt to your environment improve, you'll verify that that this information is wisdom.

The purpose of human experience is to evolve, develop our own consciousness and so be filled with wisdom and love. Each and every one of us has come to this world to work on our spiritual development, sharing and participating in experiences with other human beings. Life is actually a process in which the Universe teaches us; planet Earth is a "spiritual school" and each life experience is like one academic year.

Spiritual development is an internal, and so absolutely individual and personal task. Nobody can do it for anyone else, yet nor can we do it "without another"; in other words, we need to interact and share experiences with other people in order to achieve our own development —to know ourselves—. Sometimes, instead of getting on with our own development, we try to interfere with other people's, and instead of learning from them we try to change them. All this does is to distort the learning, or attempt to distort it, and this complicates life itself.

Only if we understand this can we be efficient by asking ourselves what life wants to teach us in each situation, because each is part of a learning process. In short, we have to learn to turn ignorance into wisdom.

When we notice that suffering is disappearing, that our inner peace is becoming invulnerable and that our own capacity to create, love and serve is expressed without any condition or restriction, it means that we have achieved wisdom.

In order to lay the foundations for a new civilization that will bring a greater level of satisfaction for everyone, we must start by harmonizing ourselves. To do this it is essential to study the Universal Laws and apply the principles that lead to wisdom. We should bear in mind that only by sustained practice and discarding theories and ideas that prove to be mistaken can we really achieve wisdom. This way we can develop peace and harmony directly on the ground, with the teaching of daily life, because life is the best school and nature the best teacher.

All we need to achieve efficiency is to stop arguing with the perfect order of the Universe; mental inefficiency is necessary in order to discover, through saturation, that the Laws of the Universe exist. When we reach the point where we have suffered enough, we are ready to understand the Laws. Internal opposition must stop before external opposition can, and for this to happen we have to have accepted that everything that exists and everything that happens is perfect and necessary, because its purpose is one of Love.

Studying and understanding why things exist and why they happen can lead us to recognize the Laws, which in turn make it possible to create a better future for Mankind.

There are seven Laws that govern all of the Universe's processes of creation, administration and evolution. Four are fundamental, for they control the development and evolution of the consciousness of the human species anywhere in the Universe. These four Laws form the lower triangle of the Laws, while the Law of Evolution is the superior Law that governs the inferior triangle, which is also known as the *triangle of hell*, because it is the lowest part of the Universal Laws.

We will be within the Law when we love, enjoy and value what we have. Everything within the Law functions well and flows on its own.

Anything that brings suffering, anguish, pain and illness, happens because we are going against the Laws, and that is how we are going to recognize them. The results we obtain when we go outside the Laws enable us to recognize their existence. We have to make mistakes to be able to discover the Law. Mistakes are not the problem; the problem is not learning from them.

The Law is designed so that we ourselves make a change, not so that we try and change others.

As can be seen in the following tables, human experience is governed by four specific Laws.

LAW	POSTULATES	EFFECTS OF VIOLATING THE LAW
NATURE	<ol style="list-style-type: none"> 1. All things that are complementary attract each other. 2. Every living being requires the specific food for its species. 3. Every manifestation of nature requires favorable conditions. 4. Every living being has an instinctive sense of the Law. 5. All cycles of nature have specific functions. 6. Every violation of the Law produces serious consequences. 7. Every living being has its function. 	<p>Physical ailments: undernourishment, illness, vices, degeneration, misery, hunger, physical and mental defects, physical malformations, ecological imbalance, erosion, plagues, shortening of longevity, etc.</p>

LAW	POSTULATES	EFFECTS OF VIOLATING THE LAW
HARMONY	<ol style="list-style-type: none"> 1. Everything that is sent out acts, reacts and returns. 2. Everything that is attacked defends itself. 3. Everything that pleases is accepted. 4. Only love can transform beasts into persons. 5. Only understanding avoids destruction. 6. We must control situations, not be controlled by them. 7. The best teacher is learning by example. 	<p>Psychological ailments and relationship problems: distrust, fear, estrangement, isolation, individualism, loneliness, sadness, depression, fights, shyness, lack of communication, disunity, boundaries, traumas, complexes...</p>

LAW	POSTULATES	EFFECTS OF VIOLATING THE LAW
CORRESPONDENCE	<ol style="list-style-type: none"> 1. Every situation is a learning experience. 2. Every circumstance is generated by oneself. 3. All events happen to whom they are meant to happen. 4. We are always exactly where we are meant to be. 5. We come to life with what we need to live it. 6. Only what needs to happen, happens. 7. We only give or have what we need. 	<p>Upsets in the individual environment: blocks, dissatisfaction, difficulty in achieving success in what we do, wearisome battles against the circumstances of life, inability to accept one's life, fears, anxiousness, constant frustrations...</p>

LAW	POSTULATES	EFFECTS OF VIOLATING THE LAW
EVOLUTION	<ol style="list-style-type: none"> 1. Experience alone opens the way for understanding the truth. 2. Only opposites lead to the development of consciousness. 3. We only move up a level through the appropriate transformation. 4. We are only the result of ourselves. 5. We only argue with situations that we have not understood. 6. The need for understanding alone is the reason for physical existence. 7. We can only recognize balance from imbalance. 	<p>Social upsets: rebellion, anarchy or self-destruction, when limits are imposed on the experiences to be lived; wars, strikes, violence, revolutions, delinquency, hate, conflicts, when human concepts are imposed.</p>

In the tables above, the effects of violating the Law are listed on the right-hand side. In this discussion of the Laws of the Universe we will also find an explanation of the benefits of not violating the Law.

It is important not to confuse the Universal Laws with human laws or rules; the Universal Laws are immutable and non-repealable, their origin lies in the wisdom of the Absolute or Divinity and therefore they are absolute; they cannot be amended or negotiated, and disobeying them brings a negative outcome—in the sense of unpleasant—, and also a positive outcome—in the sense of it being a learning experience—. That is why it is said that in fact human beings do not construct laws, what we do is issue rules; we call them *human laws*, but they are rules, because they are repealable, transitory and useful for a given moment.

We have come to planet Earth to develop three inner virtues: Happiness, inner Peace, and Love or Service to others. This development brings with it excellent results in all four fields of: Relationships, Resources, Health, and Adaptation to the environment:



The idea is to use these virtues to interact with what is around us. To learn to be happy, to be peaceful, and to love is the true purpose that has brought human beings to the physical world of matter.

VIRTUES	CHARACTERISTICS	SCIENCE IN WHICH IT IS STUDIED	IT REPRESENTS OR IS DEVELOPED IN
Happiness	0% suffering 100% understanding 100% self-worth	Acceptance	Function
Peace	0% conflicts 0% reactivity 0% confrontation 100% respect	Accepting life with wisdom	Destiny
Love	100% service orientation 0% resistance, 0% fear 100% adaptation 100% commitment	Unconditionality	Mission

Happiness, peace and love are principles of the divine essence; they have no polarity, they are immutable.

Learning to **be happy**:

- ✓ To learn to be happy we have only to face up to all that we believe takes our happiness away.
- ✓ To be happy we do not need anything outside of us, just understanding and a certain attitude of mind.
- ✓ Non-acceptance is the only cause of suffering; we must stop arguing with reality.

- ✓ It is essential to stop working on others, and work only and exclusively on ourselves, changing what it is inside us that is annoying (the ego) so that it stops doing it.
- ✓ If there is suffering, then just one question needs to be asked: what is it that I am not accepting?; that is where the answer is to be found.
- ✓ Everyone, without exception, has what they need to be happy; however, very few people know how to be happy with what they have.

Learning to **be peaceful**:

- ✓ Nothing and no one brings peace.
- ✓ Inner peace is the result of one's own spiritual development, not a gift.
- ✓ Handling peace requires several elements: clear and accurate information to understand that life is a process of love and that evil does not exist, the skill to manage one's own vital energy, and training.
- ✓ If peace is lost, we must ask ourselves: "What am I resisting?; what do I want to change?; who am I blaming?"

Learning to **love one's neighbor as oneself**:

- ✓ All this requires is to be involved or share time with people whose behavior is very different to our own, to learn to love and respect them just as they are.
- ✓ Love cannot be offended, it is invulnerable, immutable, universal and neutral.
- ✓ Love signifies total understanding of the Universe; it is a way of being and does not need an "object" on which to project itself.
- ✓ Love is not a force, it is a tool.
- ✓ Love is not a feeling.
- ✓ Love is always giving the best of oneself.

- ✓ If there is a lack of motivation the best thing is to wonder why I am allowing the specific situation to limit my capacity for service, which in reality should not depend on external events.

By developing the three inner virtues excellent outer results are obtained in all four spheres:

- ✓ In relationships.
- ✓ In resources.
- ✓ In health.
- ✓ In adapting to the environment.

In the life experience of any human being five elements are present: purpose, destiny, mission, function and intention.

1. The purpose

There is a purpose of love that brought us to the world of matter; it is the perfect objective of learning two things:

- a) To be happy within oneself, i.e., not to depend on anything or anyone in order to enjoy inner peace and happiness.
- b) To love one's neighbor as oneself, i.e., to respect the rights of all beings in the Universe.

And how do we learn this? Here we can see the perfection of the Absolute's educational design. To perform the exercise of learning to be happy within ourselves we need to live in a place, with certain people and circumstances where everything that happens around us is more or less aggressive. In this way we will realize that our problem does not lie in what is happening around us, but in how we relate to it, and the rejection and resistance that we set in motion.

As for the second part, loving one's neighbor as oneself, this means respecting them just as they are, not seeking to change them, not putting up resistance to others. We need to live in a place where the people around us think differently, have varying customs, and create different things. That way, we will learn to love

them as they are, without judging them or condemning them. This is how the purpose of love is fulfilled; it is the real reason why we human beings are here on planet Earth.

More than 2,000 years ago, the Master Jesus taught us this when he said: "Love your enemies"; they are not our enemies, they are people who think differently.

Being happy means experiencing zero suffering about what happens; and loving means offering zero resistance to others. Wisdom is the same as love, not feeling. Those who have love care deeply about others, but they do not suffer; however, those who possess goodness but not wisdom care deeply about others, but they suffer enormously. Those who do not care, the indolent, the indifferent, possess neither wisdom nor goodness.

2. Destiny

This is what we come to learn from the world of matter —how to manage the seven tools of love to attain invulnerable peace—; it is a great opportunity to learn what we are missing.

All of us bring to the world a destiny that is inevitable and highly valuable. Our culture teaches us to try and avoid destiny instead of showing us how to harness it. The key to harnessing destiny is: "You have the capacity to enjoy whatever you do, because that capacity is within you." However, if someone says to their child: "You must always do what you like", this will generate a huge block in them.

Destiny is an educational design whose purpose is to enable human beings to verify and discover information that governs the Universe and its perfect order. It is therefore the best opportunity for transcending all human limitations. Instead of complaining about the difficulties that we face in life, we must take advantage of them as a great opportunity for transcending them; then they will disappear for good. If we do not learn from difficulties, far from disappearing, they will become more complicated, they will persist and they will become permanent.

3. Mission

This is what we can teach in the world of matter. We should enjoy our mission intensely, whether or not it is part of our function.

Our mission enables us to recuperate a large amount of the vital energy invested in the exercise of learning to be happy. Our mission is what we already understand, what we already know; it can therefore be used to serve others while bringing enormous enjoyment.

Both our mission and our destiny are represented in our personality: the latter through our belief system and the former through understanding. As we progressively transmute our ignorance into understanding and wisdom, we will increasingly have a bigger mission and therefore more satisfaction.

4. Function

This is what each individual does to support themselves; it consists in putting all possible enthusiasm, joy and love into what one does, even if it is not part of one's mission.

We know that all living beings have a function within the order of the Universe. It takes wisdom to accept it with joy, enthusiasm, and total capacity for action and service. One's function does not consist in "earning one's living"; living is not "earned" because it is a divine gift. What one earns is what supports this biological entity, this body.

Thus, our support is guaranteed as a result of our function. Those who are happy and enjoy what they do will always have an abundance of resources at their disposal.

5. Intention

This is what we want for ourselves or for others. Intention must be directed in a way that does not interfere with the destinies of others nor seek to avoid our own destiny.

Intention is the most complex element for human beings today, because feelings, the idea of kindness and the other ideas that our culture has erroneously conveyed to us lead us continually to try and interfere in the destinies of others. If we were to accept that destiny is something extraordinary and not "bad", that it is the best opportunity we have to fulfill what we came to the world to do, we would stop trying to change the destiny of others.

When a son or daughter wants to fly the nest and their parents object to it, how should we act so as not to interfere? We always want things to go our way. In this case, the parents consider that it is not the right moment for their son or daughter because they do not have a steady job, for example, and they do not want them to leave home. The "I want's" are the cause of suffering. An "I want" is also unconscious selfishness because we want others to be happy doing what we want them to do.

What would be the wise and loving thing to do in this case? To say to the son or daughter: "What matters most to us is for you to be happy and find your way, so we respect your decision. We want you to know that if you want to come back the door will always be open."

In short, wisdom means being clear about our purpose, taking advantage of our destiny, enjoying our mission, accepting the function and holding the intention of not interfering in the destiny of others. All this must be practiced in thought, word and deed.

Chapter 1. Prosperity

In order to begin working with the tools for prosperity and in the process of developing leadership ability, it is important to consider and value what we call the *environment*.

The environment is the means that sustains life and underlies the business and activities of every human being. Without a healthy environment, these activities would be worthless because if the social, familial and labor aspects of the environment deteriorate, all efforts and apparent progress and wellbeing that have been attained would crumble as the foundations sustaining them disappear.

A disharmonious business is like a building with no foundation.

Applying the principles of the Law of Harmony to economic and social processes prepares the social terrain for the leader to plant the seeds of prosperity. *Harmony* is the balance that provides satisfaction, stimulates creativity, generates enthusiasm, improves communication, fosters participation and creates a favorable environment for obtaining excellent results in any human endeavor.

Negative environments kill enthusiasm.

Leaders have an internal ability to influence the environment. Anyone who believes that their inner state depends on the environment will not be able to do anything and will remain blocked, making success impossible; those who believe this have not yet found themselves. In contrast, developing a prosperity process requires that the inner self remain unaffected by external conditions.

A good social environment is the hotbed of prosperity.

The secret to *prosperity* is having:

- ✓ First of all, an **inner state of harmony** (inner peace), regardless of the external environment. Being at peace in a harmonious environment has no merit and requires absolutely no spiritual development. On the other hand, it is precisely in these unfavorable environments that leaders are made.

Challenging environments provide the best opportunity to learn how to be prosperous.

People who are depressed or complain all the time can only see negativity, sadness, apathy —ultimately, failure. To get out of this situation, we encourage these people to start to smile, show a happy face and be optimistic and enthusiastic, enabling them to attract the same in return. The first response we typically receive to this suggestion is: "But how can I express something I don't feel? How can I be happy with this crisis?" The fact of the matter is, there is no way to move beyond blockage and crisis towards success, in any area, unless an internal change is made.

The first step to success is to fill up with happiness precisely when there is none. Shining light where there is none and filling ourselves with light where darkness reigns so that we can provide illumination is part of the human evolutionary process; leaders must be able to do this without being infected by the external darkness. When you smile at the Universe, the Universe smiles back at you. And the more problems there are, the more smiling, happiness and enthusiasm are required to contrast and neutralize the negative state.

- ✓ Second, **a healthy and pleasant external environment**, which is created by respecting others. You yourself create the environment. Healthy and positive environments do not exist on their own; they exist only when there are people capable of generating them. If we expect there to be a perfect external environment that will gift us with a pleasant inner state, we will have no strength, we will not be in control of ourselves, and we will never lead anything. In the face of adversity, we learn not to let external conditions affect us.

To be a leader, the most important requirement is knowing how to manage yourself. As long as you blame others or the environment for the way you feel, you will never be a leader. You know you are leading yourself when you do not allow external events to affect you internally.

In other words, it is nearly impossible to be a leader if you are not in control of your own life. True leaders are people that have conquered themselves, have the capacity for self-commitment, have developed their own abilities and, at the same time, have overcome their own weaknesses.

Before thinking about leading others we must first obtain two fundamental tools:

1. The ability to know how something is done: have a clear understanding of the path to success.
2. Obtain the necessary elements to be used to follow that path.

Prosperity is the result of giving, as in order to receive you must first be willing to offer something in return. A leader conveys values but gives nothing away; the leader follows the Law of Compensation to avoid harming others and instead commits and serves. Leaders give things that they will always have enough of, things that will never run out; in other words, their qualities, service orientation, enthusiasm, commitment. In a nutshell, their values

Nothing in the Universe is for free; everything is governed by the Law of Compensation and no one will receive more than they are due, nor be able to lose that which they need. If we break the cycles of the Law of Compensation, we will be neither successful nor prosperous and we will be unable to serve or help anyone. No matter the type of energy, it will run out if not replenished. This break in the cycle is what causes imbalance, represented by poverty, misery, etc.

When we talk about prosperity, we are not talking about depleting the energy reserves of the Universe, or even of the individual; we are talking about increasing these reserves so that there is more and more for everyone.

True leaders take control of their lives —that is, they make decisions and take responsibility without blaming others—, know how to act —both towards themselves and with others in order to generate compromise—, and know how to serve. Those who fail do not know how to commit or serve.

A key trait of both leaders and people who have undergone spiritual development is *service orientation*. No specific occupation or other knowledge is required to serve; all you need is one special ability: the willingness to commit to something. We must seize the opportunity to serve whenever it arises. In any case, it is important to keep in mind that the purpose of service is to bring satisfaction and support to others, which means that anyone who relies on our services will receive our best: our values.

When people work towards a goal, they should pay attention to whose interest they are able to spark, as this will reveal their level of *charisma*; charismatic

people are able to make things appealing to others in some way. And the ultimate aim of leadership must always be to offer services to others.

Leaders make proposals that enable the channeling of resources; if leaders waited to have resources before making a proposal, they would never achieve anything either. Leaders have the ability to coordinate, bring together and engage others in order to develop an attractive and appealing process. But initially, all leaders need is their own human capacity; a leader acts as a channeler and unifying force for the processes of abundance.

1.1 Opportunity

Opportunists seek to receive without offering anything in return, whereas those who seize opportunities expect to obtain results by giving a lot. Opportunity is omnipresent and we must therefore know how to take advantage of it. A leader never misses an opportunity, whereas others stand in opposition to the Universe instead of flowing with it.

Opportunities serve as an exceptional workplace tool; they always exist, and even though many people neither see nor understand them —sometimes not even believing they exist— this does not mean they cease to be present. Opportunity is an attitude; in other words, attitude is what allows people to seize opportunities.

People seldom see opportunity in adversity, yet this is where it is the most apparent, as the chance to be happy arises precisely when adversity does not imply suffering. If, however, we view an opportunity as something that generates inner satisfaction within ourselves without requiring any effort, we misunderstand opportunity. For this reason, many people say: "There aren't any opportunities" or "They're never given to me," when what really happened was that they did not know how to spot them.

The first opportunity that is exists is to adopt a service orientation, as well as to be happy serving and make the most of the circumstances. We all have an inner opportunity to grow, have peace, and live happily, but we and only we can give or take this opportunity to or from ourselves. We are entitled to carry out our function, and if we refuse to serve, we run the risk of ending up poor.

1.1.1 Ways opportunities are wasted

- 1. Shyness and fear**, which is a well-known mental limitation: fear of progressing, acting, serving, doing something, etc. We call on you to always make the decision to be first; do not wait to be the second or third, much less the last, to do something. When you spot an opportunity, you have to seize it without hesitation. Fear will never be a leadership tool, but rather a tool for failure.
- 2. Saying "No"**. We are so used to saying "no", "who knows", and "it depends", placing conditions and reservations on everything we do; however, when someone asks us a favor, the right response is: "Of course! How can I help you?" This does not mean we will always be able to help, just that we are willing to helping. If it ends up being impossible, we can say: "I would be more than happy to help you find another option." Bear in mind that we are calling on the reader to *give up saying no* despite how much effort we have put into learning to say it; we were trained to say no and, as it turns out, that training was destined to failure. Saying "yes" means being open to doing something, to serving. In contrast, those who say no are blind to what they are missing. Let us give ourselves the option of considering what we are being offered because if we say no, people will no longer give us these opportunities.
- 3. Mental justifications**. Whenever an opportunity to serve presents itself it is important to invoke as much enthusiasm for service as possible. We often find that people are presented with excellent opportunities, but they waste them by providing mental justifications such as: "I don't know how to do that", "I don't like it", "This task isn't for me", "This isn't my thing", "You can't trust anyone in this company", etc. These are nothing more than mental limitations, which a leader would never have.

1.2 Tools for prosperity

The key tools that must be used to achieve prosperity are:

- 1. Transcending your own fear** so that you can come into contact with others' values and can make the most of the human potential surrounding you. Timidity limits leaders, whose primary fear is of criticism and what others will say. But you do not have to worry about others or depend on their opinions of you. To the contrary, you have to give yourself the opportunity to display your own values, evoking admiration in place of criticism.
- 2. Taking advantage of opportunities.** This means that when someone asks for a volunteer, or anything else, you should be the first to raise your hand, without thinking, because if you do not take advantage of opportunities, someone else will.
- 3. Not allowing the external to affect you,** but rather the opposite; your own mental state should affect the external, such that your mental state is geared towards prosperity. This requires both training and a conscious and consistent effort to work on yourself.
- 4. Generating harmony from wisdom.** When we overcome ignorance, which is responsible for imbalance, we make way for a harmonious external environment. But it is not the environment that changes; it is our inner state of mind that produces the change. Leaders are able to generate a state of prosperity that fills them with peace and harmony, which they can then project outward.
- 5. Summoning enthusiasm for action.** Life does not respond to inertia; thus, the right thing to do is to put your service orientation into action. You do not have to ask God, or anyone else, to solve your problems. All you have to do is be willing to serve and open yourself up to receiving the tools of service, and by doing so, you will escape your own constraints.

Service orientation is an internal disposition toward passionately pursuing all tasks, no matter how rudimentary. If we have to wash the dishes, we will do so enthusiastically, with the same passion as if we were running a company.

6. Taking responsibility for your own life and helping people begin to accept their own lives without blaming others. Blaming others is extremely easy: we tend to blame others, the boss, the company, the government, society, even God. Taking responsibility for your own life means realizing that the problem is internal, not external.

7. Making a full commitment. This means committing to yourself and helping others commit to the process without, of course, forcing them, because if you need to force others to do something, this shows a lack of leadership ability. Most people do not commit because they believe it robs them of their freedom, but this is only because they do not understand the true definition of freedom. *Freedom* is a spiritual state of harmony in which the individual is at peace without depending on external conditions. In contrast, viewing freedom as the ability to do whatever you want without others saying anything goes against the Law of Respect and constitutes not an exercise of freedom, but a display of ignorance.

*Success is the result of working on inner development
and committing to everything you do.*

Prosperity is the ability to more than meet your needs, whether they be emotional, financial, health or any other needs, regardless of your actions or position: you may be a homemaker, basic employee or owner of a multinational company.

1.3 Humility as a tool for prosperity

Humility is not poverty, it is the quality that allows us to eliminate the ego, suffering and pride, which all act as major constraints on happiness. *Being humble* means minimizing the ego and reducing pride; it does not mean submission.

Humility is a virtue and poverty a limitation.

What we suggest is that we become leaders in humility, starting with ourselves and then projecting it towards others. Those who attain the virtue of humility will have profound success in life, as they will eliminate all resistance to

the flow of wealth through the Universe. Just as we can find very prideful people living in poverty, we can also find very humble wealthy people.

People who are happy with what they have will be rewarded with abundance, which is the logical result of humility. Humble people are rich in wisdom, with an abundance of that which they have, because those who are wise cannot be poor. Poverty requires a mental state of ignorance and pride.

The pridefully poor blame others and believe that all mistakes are made by others. These people are unlikely to succeed and use prideful statements such as: "What would you know, I've been doing this my whole life", "I'm not going to engage any more with this. If you don't like what I do, you can do it yourself." These are people who, when presented with a mistake, do not see an opportunity to improve or learn. A leader with an ego poses a real threat.

We need to play the *game of humility* on a daily basis, as this will make eliminating the ego more enjoyable. For this purpose, we must acknowledge, first, that we have not yet achieved perfection and, second, that we are ready to achieve it by recognizing what we have learned from our mistakes. Thus, for example, turning the other cheek means apologizing to someone even though they were the one that made the mistake, as this will disarm both your own and the other person's pride. To the extent we break down our inner limitations, we open the door to prosperity.

Humility is a big challenge for leaders because we have been sold the idea that humility equals poverty or low self-esteem, but it is not. When properly employed, humility contributes to the ultimate elimination of the ego.

In relation to humility, we can talk about power.

In order to manage power, one of these two conditions must be met:

- ✓ Be sufficiently wise (or be humbly wealthy). In this case, the person will manage power and wealth while at the same time being happy and satisfied.
- ✓ Have no feelings, because they were never developed. In that case, the person will not be happy because they are afraid of losing their power and wealth, which will also generate many conflicts.

Being *humbly wealthy* is a profound spiritual quality that is linked to abundance and wisely handling resources. We are not talking about poverty, but

rather mental flexibility; we are talking about the ability to accept new ideas, about the lack of rigidity and about breaking down paradigms that limit happiness and prosperity. The weaker our belief system, the easier we can change it and open the door to abundance, prosperity, happiness and success.

Successful people know that the more they give and serve, the more they will receive; they give more to gain wealth. If this is done out of wisdom, it is incredible. The problem is that distinguishing between people acting out of wisdom and people acting without feelings is not easy. One way that we can differentiate these types of individuals is to look at how they interact with others. The interactions of people acting out of wisdom are simple and humble, whereas others interact with pride; however, in the economic area, they both adhere to similar principles. People acting out of wisdom give others no more, and no less, than what they are due, but someone who acts out of kindness is incapable of doing that.

There is a very fitting story that demonstrates this:

"A businessman had a relatively large company and one of his most important executives made a mistake that cost the company ten million dollars. The businessman called him into his office and before he even said anything, the executive handed him his resignation letter. The businessman grabbed the letter, tore it up, and said to him: 'Do you think I'm crazy? I've invested ten million dollars in your training and you think I'm going to just let you leave? If I let you leave now that you've made this mistake, you'll take what you've learned from the mistake and use it for another company, but at my expense. So please, show me what you've learned from this mistake.' Surprised by the businessman's response, the executive said he would show him and that he would not make the same mistake again. Years later, the executive had an interview with the manager and he showed him not only that he had recovered the ten million, but also that he had never made the same mistake again. The businessman knew that in order to be successful you have to not only recognize but also apologize for your mistakes, and this was what the executive did; he was an intelligent business owner and gave him the opportunity to make amends."

1.3.1 Principles of humility

The principles of humbleness are as follows:

1. *Recognize and learn from mistakes.* We acknowledge our mistakes and recognize that we can learn from them because this is an evolutionary tool. Who does not admit that they have made a mistake? Only the ego, and that is called pride. People who do not admit their mistakes do not learn from them, causing them to develop conflictive relationships and become dissatisfied. We need to make mistakes in order to learn new things and become enriched spiritually. One thing that all successful people have in common is that they learn from and never repeat their mistakes.
2. *Apologize.* We apologize when we make a mistake, which gives us peace of mind. Mistakes are unintentional and we have to learn from them. A proud person will never ask for forgiveness because they do know that they have made a mistake and are unwilling to learn new things or yield; this type of person is "ego-rich. "
3. *Turn the other cheek.* When we are attacked by someone else we must respond by saying: "I understand that you're upset but please forgive me. I didn't mean to offend you. "

This does not refer to anything physical, but rather intellectual and spiritual. By doing this, you eliminate your ego and free yourself from that powerful negative element that is so profoundly limiting. Even if you are attacked without justification, you should learn how to neutralize the situation without resisting, instead of displaying the force of the ego. And the way to avoid resisting in the face of a force being directed at you is to turn the other cheek. In concrete terms, this means saying to the other person: "I'm sorry, you're right," even if it is not true.

A force can only be damaging to you if you resist it.

This is why humility is a tool of wisdom. If you exert no force against something, it cannot manifest itself against you. Resisting a force is the same thing as measuring the forces, and what happens when the approaching force is greater than your own? You are crushed, which does not exactly

show wisdom. In part, this is essentially what martial arts is; bringing your opponent down not by resisting, but rather by using your own force. From the perspective of wisdom, nothing can act against you if you do not exert any force.

4. *Be willing to yield.* When you yield, you not only gain experience, wisdom and mental flexibility, but you also discover different points of view, learn to neutralize situations and, in general, improve your ability to manage your own life. On the other hand, people who do not yield learn nothing new and their pride grows, as they believe they are always right and others are always wrong; these type of people commit the biggest mistake of all: they learn nothing. Yielding is a technique, first, of mental flexibility, and second, of wisdom. This simply means being open to considering different points of view and experiences and proposing compromises. Based on a psychological analysis and the statistics available on people that have had success in different areas, such as finances, relationships and leadership success, we find that, without exception, everyone exhibited mental flexibility: they know when they have to yield, they gain experience, improve their relationships and allow things to flow. On the other hand, rigid people easily fail because they show too much resistance and do not go with the flow; mental rigidity does not breed success, it breeds failure.
5. *Do work with passion.* This is key. It does not matter if you are an aerospace engineer and the task is cleaning bathrooms or delivering mail; you must passionately pursue every task, whether it is designing, managing or implementing a project or engaging in the most menial task in the world. Anything done with passion will go well. Pride does not accept these situations because it is the "powerful ego king" and these situations make it feel downgraded.
6. *Be happy with what you have.* If you are not happy with what you currently have, you will never be happy no matter what you have. But if you are happy, the doors will be open for you to receive even more happiness because you have learned how to appreciate it. If you do not value what you have, it will be difficult to get more.

1.4 What to do if the environment is unfavorable?

Before we can lead anyone else we must lead ourselves, which requires us to do the following:

1. Not let the environment affect us.
2. In the face of a very negative environment, we have to provide others with information to see if they are able to understand and implement the it. One of two things can happen in this case:
 - ✓ If implemented, the environment will improve and become prosperous.
 - ✓ If not implemented, the environment will not improve and there will be no opportunity for prosperity. In this second case, there are two options:
 - Evaluate who needs to step aside: ourselves or others. Sometimes, out of respect for others, as we cannot force them to implement it, we must remove ourselves from the environment.
 - Join the others, but this constitutes a failure in leadership.

Prosperity leads to happiness, a better quality of life, and higher satisfaction in everything we do. Prosperous people are successful in all of their endeavors and therefore find happiness in every area of life, such as relationships, finance and health. When we are successful and prosperous we know that we are truly connecting with our values.

We can identify an *environment of prosperity* by the following:

- ✓ Tasks are gladly completed, no matter what the task is.
- ✓ We collaborate enthusiastically.
- ✓ We are ready to passionately carry out any task.
- ✓ Work is undertaken as a mission, as something we are committed to and that must be carried out.
- ✓ Everyone's aim is to serve.
- ✓ Service is gladly provided.

- ✓ We can always find a smiling face.
- ✓ We can always hear a kind word.
- ✓ We convey optimism.
- ✓ We listen attentively.
- ✓ We are always ready to learn.
- ✓ We see a learning opportunity in every situation.
- ✓ All proposals are valued.
- ✓ Different ideas are accepted; we are flexible.
- ✓ Everyone is important and we view them with love.
- ✓ We value our co-workers, even when they make mistakes.
- ✓ There are constant proposals, not mandates, for improvement.
- ✓ Peoples' qualities are acknowledged.
- ✓ We display an understanding attitude.
- ✓ Everyone benefits from good wellbeing.
- ✓ Everyone has inner happiness.
- ✓ Relationships are based on mutual trust.
- ✓ We know how to share.

Chapter 2. What is a leader

True *leaders or managers* have a firm conviction in their cause and work and are recognized as the focal point where all ideas and people converge and meet to shape the organizations or working teams. A leader is like a wheel axle; social and business organizations revolve around it and are harmoniously united.

Leaders have the skills, information, loyalty, tenacity and ability required to develop, maintain or restore any process within an institution. A good captain saves his ship or goes down with it, but he never abandons it.

Behind every great company is a great manager.

We have to ask ourselves the following questions about our day-to-day work in order to measure our leadership ability and thus identify important areas where we can improve as managers:

1. *Do I give my colleagues the information they need at the right time?*
2. *If they make any mistakes, do I correct them in a pleasant way?*
3. *Do you I always highlight my colleagues' qualities?*
4. *Am I always open to dialog?*
5. *Do I admire my company and am I always promoting it?*
6. *Do I feel very good in my job?*
7. *Do I consciously take responsibility for my position?*
8. *Do I directly support my colleagues' training and capacity-building?*
9. *Are my suggestions usually accepted easily?*
10. *Do I keep calm in difficult situations?*
11. *When I intervene in other people's conflicts, do I usually help to settle them?*
12. *Do my colleagues trust me?*

13. *Do I feel I can trust my colleagues?*
14. *Do people often ask me for advice?*
15. *Are people usually happy when they see me coming?*
16. *Do I use firmness and dialogue instead of aggression and imposition?*

The true manager has a gift for earning the affection and admiration of others.

When you have knowledge, experience, wisdom, credibility and leadership, you automatically take on the responsibility that goes with the function, office or position you hold, which requires you to handle even more delicate management elements such as prudence, tact, serenity, discretion and a sense of justice. Furthermore, a strong orientation towards commitment and serving is essential to prevent you from falling victim to pride or abuse of power.

Leaders are those who have already conquered themselves.

Although mistakes are required to learn, they are not good for managing; therefore, a true leader is someone who makes fewer mistakes and accepts more responsibility and commitment. In order to have a life full of satisfaction, in other words, to be successful, you have to both understand the Laws and recognize the value of commitment.

Every human process begins with an individual. We first learn how to achieve success for ourselves, organizing and leading our own lives, in order to subsequently have the authority to teach others how to do the same. The ability to say that we are our own leaders belongs to the cognitive realm; it is there where we learn to manage the path towards success, with thoughts of self-love developing in the *upper portion of the human personality*. In contrast, undervaluation, low self-esteem, feelings of guilt, bitterness, resentment, and other mental limitations that prevent us from being successful and gathering resources are located in the *lower portion of the human personality*.

In order to be a leader, you must train yourself to accept and understand life with a certain level of wisdom. We have to give up acting based on our own

learned limitations, because as long as we doubt whether we deserve or are capable of the best, we will never become our own leaders.

Leaders understand that individuals are overflowing with qualities and strengths that can be used, externalized and exploited to improve themselves and their experience, as well as to support others.

In order to efficiently serve and lead any process, you must have the proper resources and tools. For this reason, willingness to receive is critically important; if you are not open to the abundance of the Universe, you will not have enough resources to carry out your function. Being a leader means you are able to recognize that you always have what is right for you and you are open to everything, because by giving your best, you receive the best.

A key trait of both leaders and people who have undergone spiritual development is *service orientation*. No specific occupation or other knowledge is required to serve; all you need is one special ability: the willingness to commit to something. We must seize the opportunity to serve whenever it arises. In any case, it is important to keep in mind that the purpose of service is to bring satisfaction and support to others, which means that anyone who relies on our services will receive our best: our values.

When people work towards a goal, they should pay attention to whose interest they are able to spark, as this will reveal their level of *charisma*; charismatic people are able to make things appealing to others in some way. And the ultimate aim of leadership must always be to offer services to others.

Leaders make proposals that enable the channeling of resources; if leaders waited to have resources before making a proposal, they would never achieve anything either. Leaders have the ability to coordinate, bring together and engage others in order to develop an attractive and appealing process. But initially, all leaders need is their own human capacity; a leader acts as a channeler and unifying force for the processes of abundance.

2.1 How many paths to success are there?

There are as many paths to success as there are human beings. The end is all the same, success, but the means of arriving may differ. A successful person is someone whose quality of life is completely satisfying; in other words, successful

people have everything they need to be happy and can be happy with what they have. In reality, we have abundance beyond our needs.

Every human being has a unique path, because every human has different experiences and roles. When we try to carry out roles not meant for us, we make mistakes and fail. In the end, there are no good or bad paths, each path is perfect for the person who needs it; however, if you take a path not meant for you, this means you are confronting life, have not accepted its Laws and have not attained sufficient spiritual development to be happy.

Success is not given to us freely; it is neither a question of good luck nor a type of reward, but the result of working on ourselves.

There is not a single path that does not pose problems because, otherwise, we would not learn anything along the way and, consequently, we would neither develop spiritually nor evolve. Problems are also personalized; if you seek out a problem not intended for you, you may not have the tools to work through it. Therefore, the wisest option is to let life bring problems to you, the ones meant for you.

If you are on the wrong path, life will block you or remove you from that path. If you feel uncomfortable for any reason, this means life is trying to show you that a learning opportunity exists, which is ultimately life's purpose.

Paths are chosen not because you "like" it, but to "learn to like" it, and are in fact not even chosen at all, but identified based on the signs that life gives us. By observing closely, we start engaging in a process of trial and error and once we have learned to love what is causing us trouble, we convert the material —having what you need— into a spiritual process —knowing how—, thus combining the two tools for success and converting our fate into a mission.

The first thing a leader does is *commit to the goal*, which is nothing more than following through on what they came here to do, learning, of course, how to be happy throughout the process. As we must first learn, the goal should be sufficiently flexible and should not be identified using targets, objectives or ideals, because this is not what it is about. Some may be very rigid; however, the goal is based on discovering your own path by successive trial and error. For example, your goal may be to go north, but then life tells you to go south, and you should be ready to change course without hesitation.

Do not go looking for problems, just take advantage of them.

People who only do what they truly enjoy live within their comfort zone; they take on no challenges and put in no effort, and they will never become leaders. In general, we attain the highest satisfaction in any area of life, both spiritual and material, by doing precisely that which we do not enjoy or which scares us.

*Freedom does not mean doing what you want,
but rather freely taking responsibility for your own decisions.*

In order to have success and be a leader, you must be familiar with the tools and Laws of the Universe. Leaders cannot improvise; instead, they must do substantial inner work and apply wisdom, not feelings or ignorance. Wisdom is love, not kindness, because kindness is a learned feeling.

2.2 The leadership process

The process for assuming leadership consists of three steps:

1. Make all the decisions in your life.

We must be mindful of the fact that *we are constantly making decisions*. We could choose to believe at times that others decide for us, but this is not true. We easily allow others to make decisions for us and easily blame others for the decisions we have made. These are both mistakes.

2. Commit to your decisions.

On the other hand, leaders must have developed their *commitment orientation*. If you feel obligated to do something, this means you are not committed to it. 'Thinking' about a commitment does not commit us as much as vocalizing it, and 'vocalizing' it does not commit us as much as 'writing' it, which is the most powerful. Commitment is a tool for success and prosperity. So let us start being committed to everything we do. Let us believe that what we do will be profound and enduring, not superficial. When we truly commit to something this means that we intend to maintain that commitment to our job, function or relationship for the rest of our lives. And if life quickly shows

us something else, we accept it, because we cannot go against our destiny. We accept it as a decision.

3. *Accept responsibility for the consequences of your decisions.*

The third step to becoming a leader is to accept the consequences of your actions, that is, take responsibility for your decisions and do not blame others when the result is not what you expected.

2.3 Training leaders

Every year, thousands of specialists in different branches of knowledge graduate from universities. Nevertheless, each passing day our society becomes more chaotic and disoriented, a society that cannot seem to solve its countless problems, a society ripe with bad relationships, family crises, violence, power struggles, social imbalance and increasing difficulty surviving.

Is this not a clear sign that we lack *harmonious leadership* in today's society? We might ask ourselves why schools are not educating social, business and family leaders. The answer we find is that students are currently being educated to compete, win, and be the best, not to share, serve, and harmoniously integrate into society, which would lay the foundations for training true leaders.

*Education imparts knowledge and develops techniques,
experience breeds wisdom, and life forms leaders.*

In today's rapidly growing society, it is increasingly difficult to find true leaders because, as mentioned, the principles of collaboration, commitment, and service are disappearing from the general population due to the improper use of pedagogical methods where aggression, prohibition, orders, and protectionism reign. All of the above serve as limits on our capacity to take on full responsibility for and commitment to our life and relationships.

Nevertheless, we still find excellent leaders who are able to organize and manage companies with a high degree of financial satisfaction and human and social performance. These leaders all have one thing in common: from a young age they were given the opportunity to control their lives, share with others, work through their problems, experiment, and discover life's truths for themselves. In

this way, they learned how to cooperate, serve and find solutions together, valuing others' qualities and skills and experiencing first hand their pain and suffering; they were also able to gain wisdom not taught in any school or university.

*The most important education a leader can have is
to learn the true meaning of responsibility, service and sharing.*

The school of the leader is life itself. You cannot study to become wise, and you cannot study to become a leader. In schools, colleges, and universities, you learn theory and gain basic knowledge required to enter the true path of training through practice and experience. Leaders are made in the workplace through experience, moving from ignorance to wisdom, "believing" they know to "knowing" they know how to do something.

A typical and common trait among true leaders, without exception, is that they all started doing rudimentary work from a young age and —regardless of whether they went to college or not— acquired fundamental experience and wisdom by working with people and with problems in companies. This is how they discovered the secrets of good management and uncovered hidden details that escape the common eye. This is also how they developed the ability to bring their companies to achieve the biggest and, at times, most surprising successes.

Leaders have the unique ability to understand and properly deal with the specific difficulties faced by their colleagues, as they have already performed many of the tasks that they are now delegating to their colleagues.

In the area of business, the leader's most important mission is to develop a healthy relationship with its employees and foster a sense of family: the feeling that you share the same destiny and are undertaking a collective mission.

Successful businesses are formed when all of its members have a shared destiny and commitment to a collective mission.

Leadership wisdom is a human trait developed directly through experience. The best leaders are people that had to undertake responsibility from a young age; in contrast, people that grew up in an over-protected environment will struggle to become leaders because they have not developed inner strength and self-assurance.

The most important leadership is leading yourself. Until you have learned to freely direct, control and manage your own life, emotions, feelings, thoughts, attitudes and behaviors, you are unlikely to be able to lead a group. After you have developed a certain ability to manage your own life, life will offer you the opportunity to also direct other processes. And even if not, being able to lead your own life is still an incredibly valuable tool.

2.4 Tools needed by leaders

Essentially, what a leader needs are the *seven tools of love*, but, the following five tools in particular are important for leading both your own and others' lives:

1. *Learn to take responsibility for life.* If you feel obligated to do something, this means you are not committed to and have not taken responsibility for it. We need to learn how to take responsibility for our own decisions. We are all completely free to make decisions, as this is an internal liberty; the external does not exist, what exists are respect and the rights of all human beings.

Inner maturity means taking responsibility for the consequences of your decisions; if the decision was wrong, you should accept the outcome of that mistake and learn from it; on the other hand, if it was right, you should accept the outcome of your own values and recognize that it was a learning opportunity.

2. *Respect others* because leaders that do not show respect are, even if they have the strength to manage and bring people together, nonetheless dangerous. Decide to respect others not out of obligation, resignation or lack of ability, but instead out of wisdom.
3. *Learn to serve*, as the leader's primary function is to serve, not to be served.
4. *Learn to share*, observing the Law of Compensation.
5. *Develop humility* to eliminate the ego and awaken love. Prideful leaders are dangerous because they dominate others; they have strength but lead a process of destruction. We must not fill ourselves with false humility by saying things like: "No, I didn't do anything, thank the people above me", "Don't worry, it wasn't a big deal, I'm really not any good." By using these phrases, you refuse to receive because you do not see yourself as worthy,

but this is false humility, which does not generate prosperity. The principles of humility are the principles of wealth.

Wisdom involves knowing when and when not to use something. Things are neither good nor bad, they are only well or poorly used. The tools may be excellent but be misused. If, for example, you use a hammer to wash the dishes, or if you intend to hammer a nail but use a sponge, the problem is not the elements, but rather that you do not know how to use them. This same thing can happen with behavior and leadership tools.

Likewise, a key trait of leadership is being true to and knowing yourself. If we are not true to ourselves, we are not free; we become slaves, relying on surrounding events, what others say, criticism, praise or any other type of external restriction. This is an extremely important lesson for those who are going to become leaders, as well as for anyone working on developing their consciousness.

2.5 The seven "how-tos" that every leader needs to master

1. How to motivate others. Motivating is a technique that involves knowing how to present the personal benefits of achieving a goal, whether it be an individual, group or social goal. Benefits are presented by comparing the current situation to the potential result if the objectives are attained; the comparison should be made based on sound logic, taking extra care not to offend sensibilities or create resistance. Therefore, the situation you are seeking to change should not be treated as something negative, but rather as something that can be improved through the proposed process, valuing both individuals and the results obtained up to date.

A meeting with motivated people will always give way to overwhelming success.

2. How to bring groups together. Bringing people together to start any process requires strong initial motivation, directed specifically by the leader; this is generally completed on an individual basis, providing each person with relevant information and specific treatment based on their individual traits. That motivation requires an initial investment of time and dedication by the leader that will be compensated by the results obtained at the first meeting,

as the group will be particularly enthusiastic about collaborating and integrating. Leaders personally call meetings, either verbally or in writing, but, in either case, they make sure to emphasize the purpose of the meeting and the importance of participation by everyone invited. Invitations should be issued sufficiently in advance. A leader will then subsequently provide each person invited with a friendly reminder of the date of the meeting about one to two days before the meeting. It is very important that the leader make the first contact directly. As the saying goes, "he who asks the favor, must act himself and not through others."

*The resources required for success are always available,
all you need is a leader to integrate them.*

3. How to integrate a social process. Whether social, economic or of any other type, integrating a process requires significant coordination by the leader. Before thinking about integrating, individual work with each of the potential constituents of the proposed process is required. This first task requires the leader to have excellent knowledge of the proposal, a great ability to motivate, and high levels of charisma and credibility. Later on, once people are motivated, integrating them and grouping individual resources together to drive the process is much easier.

*Wisdom does not have to be imposed,
it is recognized on its own.*

4. How to manage harmoniously. This is the main art of the leader. Leadership is lost if a leader tries to impose ideas or does not allow the proposals to be debated and evaluated.

Those who attempt to order, silence or dominate others have neither the strength of knowledge or wisdom, nor the communication ability to convey their ideas harmoniously. This consequently gives way to skepticism, controversy and anarchy. Leaders must always direct from a global perspective beyond individual or biased views and must have the ability to integrate differences towards one collective goal. Therefore, leaders never take sides in arguments or disagreements between others and if they do get

involved, they evaluate both sides and introduce additional information to facilitate agreement between the two sides in conflict. In doing so, they bring opposing sides together to work towards objectives that benefit both sides and integrate their individual proposals.

A leader never takes sides.

5. How to keep enthusiasm alive. Enthusiasm must be maintained to ensure that any kind of organizational project is able to attain its objectives. For this purpose, the leader must —throughout implementation of the process— regularly report on the progress made and continually remind people that they are getting closer and closer to the final objective. They should also monitor and issue regular evaluations of the process.

Any progress, no matter how small, keeps enthusiasm alive.

6. How to monitor processes. Proper monitoring enables evaluation of compliance with milestones, verification of results and redefining objectives on the fly, as necessary. In general, positive results can be obtained by administering short surveys and taking regular samples that measure progress towards the objective in percentages. In order to ensure reliability, measuring and sampling methods should be designed to collect information from different sources and to measure small changes showing that the process is well-focused.

By measuring results, we can confirm that the objective is being met.

7. How to identify leaders. One of the characteristics of a good leader is knowing how to surround yourself with other leaders and colleagues to whom you can delegate responsibility for different areas of the organization. Leaders can be easily identified as people that: are charismatic; are liked by others; do their work as if it were their mission; are the first to offer to help; show initiative; are credible; always talk about ideas, not people; and are relentless in attaining the proposed objectives.

We can identify leaders as people who evoke admiration.

To assess how you manage leadership, score each of these from 1 to 100%:

1. *When I present my ideas and proposals, people accept them enthusiastically.*
2. *People always ask me about and are interested in how my projects are going.*
3. *When I call a meeting, almost everyone invited nearly always attends.*
4. *At the end of the meeting, attendees thank me and ask about the next meeting.*
5. *People that know about my proposals collaborate in some way to help attain the proposals' objectives.*
6. *People feel stimulated and mutually supported in the integration processes I propose.*
7. *My communication style makes people feel valued.*
8. *I am easily able to help people with differing views in the process come to an agreement.*
9. *I keep participants fully informed regarding any progress made in the program.*
10. *I am constantly reminding others about the importance of collective projects.*
11. *I regularly call meetings in order to determine whether changes to the implementation of programs are needed.*
12. *When early results are not as expected, I easily rethink methods or objectives.*
13. *I am always able to identify colleagues to whom I can tasks requiring a certain level of responsibility.*
14. *I support and continually encourage the efforts and initiatives of my colleagues.*

2.6 Seven traits of a leader

The primary traits that characterize a leader are:

- 1. Charisma.** Charisma is the ability to attract attention. If nature has endowed us with this gift, the effort required will not be significant; however, developing this skill has more merit because it is a skill that evolves and depends on our manner of communicating, speaking, talking and relating. Some people have a gift for drawing attention, and they do it everywhere; sometimes it has to do with physical gifts, but what stands out the most are spiritual gifts, which can be developed.
- 2. Ability to commit to your role.**
- 3. Initiative.**
- 4. Willingness to serve.** A leader is the first to offer to volunteer in any situation.
- 5. Mental flexibility.** In other words, expressing new ideas and being able to make changes.
- 6. Perseverance.** If you yourself cannot persevere, bringing a group together will be nearly impossible.
- 7. Reliability.** Leaders are seen as trustworthy by others; trust is won and built.

It is important to learn not to depend on the approval of others and not to be sensitive to criticism; however, you can humbly acknowledge that you may not be displaying all of your values, and you should work to show them more.

Chapter 3. The boss as an advisor

From the oldest known tribes and civilizations until modern times, Humanity has experienced different forms of social organization, all of which had one common and prominent figure, sometimes called the chief and sometimes called the boss, warlord, king or sovereign.

*The more ability and knowledge the boss has,
the more modesty and simplicity he'll need.*

In ancient times, you had to prove that you were the strongest, most capable and wisest of the village in order to become the boss or king, as this person was responsible for organizing, managing, defending and serving the community. Hence, the chiefs and kings were not only the strongest, wisest and most equitable, but they were also the highest servant of the village, following the supreme mandate granted to them by the people.

*A boss is someone who commits to serve his people,
guiding them with love and wisdom.*

With the passing of time and development of industry, social processes such as human slavery, oppression and exploitation arose, distorting the concept of a boss, which came to be equated with the commands, arbitrariness, tyranny and aggression of oppressing agents and governments. As a result, the process of natural organization was disrupted and nonconformity, rebellion and social resentment grew.

Bosses that only issue orders breed discontent, discomfort and rejection.

Nowadays, companies and organizations have come to understand, thanks to the experience gained from the horrendous consequences of misunderstood leadership, that they have to revert back to the principles of the boss as a leader, of harmonious advising, and of social orientation in order to obtain positive results and fulfill a high social and economic role.

Leaders and bosses can be recognized by their service orientation.

Successful companies are guided by **cooperating leaders** that act as advisors with a superior ability to deliver and provide services.

The following table shows the evolution of leadership up until modern times. Please place an "X" next to the boxes you think best reflect your own behavior:

Table 1. Evolution of the boss as an oppressor to an advisor

Oppressive Boss	Advising Boss
Harasses	Directs
Judges	Understands
Orders	Requests
Reprimands	Advises
Assumes	Verifies
Threatens	Helps
Commands	Engages
Punishes	Teaches
Is a tyrant	Kind
Lacks respect	Respectful
Gives orders	Gives instructions
Is daring	Is prudent
Criticizes everything	Praises the good
Punishes mistakes	Capitalizes on mistakes
Seeks out personal privileges	Aims to serve
Searches for the "culprit"	Looks for solutions
Assumes he knows how to manage	Verifies results
Fears losing power	Confident in abilities
Marks territory	Sees the big picture
Limits self to own duties	Undertakes other duties
Complains about situations	Makes the most of resources
Loses hope in the face of crisis	Takes advantage of opportunities
Complains about difficulties	Identifies the cause of the problem
Points out others' shortcomings	Expresses appreciation of others
Focuses on others' shortcomings	Focuses on others' strengths

*Highlight someone's values and they will accept you;
point out their shortcomings and they will reject you.*

To train using these traits of the *advising boss*, we should serve and seek opportunities to serve. The two main principles of **service** are:

1. Information: sufficient, efficient and relevant.
2. Action: gladly and passionately carry out all tasks.

Now let us evaluate the key trait that each and every one of us as a boss possesses, addressing the following four aspects:

- ✓ **Assertiveness**: a loving aspect that replaces aggression, imposition and any other type of violence or escape. Assertiveness generates loving respect, individual valuation and the ability to make your own decisions. We can ask ourselves: "Am I assertive with my colleagues?; Do they follow the agreed schedule and working days?; Do they feel committed to completing their task?; Is customer service and work quality excellent?"
- ✓ **100% capacity**: if we always ask someone else to do our tasks for us, we do not showcase our abilities. We may have to delegate some duties, but there are others that we must necessarily perform ourselves. To assess your own abilities, ask yourself the following question: "Do I complete my assigned work without the help of others?; Do I easily change methods and strategies to improve results? —this is a sign of mental flexibility—; Do I view adversity as a stimulus for my creativity? —adversity acts as a stimulus to change and discover new creations—."
- ✓ **Wisdom**: recognized by its results. The questions in this case may be: "Do my colleagues and clients frequently ask me for advice?; Do people turn to me when they have personal problems? —this means I have won their trust and displayed wisdom—; Do they frequently thank me and offer to help? —*if yes, that means I am an advising boss—*."
- ✓ **Cooperation**: rigidity is not effective. Some questions you can ask yourself to see if you have this trait are: "Do I give my colleagues permission when I recognize a true need?; Do I stay to help my colleagues when we are behind

on work?; If necessary, do I stand in for my colleagues and complete any task for them?"

3.1 The success and wealth triangle

The people who struggle with this are usually the same people who do not know how to serve, make the most of opportunities and commit; they are afraid of these things and therefore, they fail. In contrast, the *success and wealth triangle*, which has three elements, requires you to consciously work on yourself:

1. Relations. Those people that do not know how to establish good relationships will struggle to be successful, as success is nothing more than the outcome of human interaction, and if you do not know how to have healthy and loving interactions, that is, if you lack good relationships, your capacity for success, satisfaction and prosperity will be seriously impaired. People who have excellent relationships will always find someone to support and serve them, as well as who they can serve, and will have a relatively rich social network that provides them with many alternate courses of action.

The first tool required to establish relationships is called *respect*. This means that people who fully respect others' beliefs, ideas, opinions, customs, destiny and ultimately, their entire being, will - as a general rule - enjoy good relationships.

How can you tell if you are respecting others? Because you never criticize, degrade, judge or condemn them for any reason.

2. Service. Each and every one of us has the opportunity to serve; not a single person does not have it. When we truly understand the meaning of service and dedicate ourselves to serving, the second tool of the triangle becomes available to us.

3. Wisdom. Wisdom is not the same as knowledge, enlightenment, or culture; wisdom is another name for being an expert in something. And you can be an expert at washing dishes, cleaning a bathroom or designing a spaceship. You do not have to master a wide array of topics to be an expert; you are an expert in any area where you excel and have wisdom for that role. This means that having wisdom in only one area is sufficient for success, in addition to having the other two elements.

Therefore, the *advising boss* is someone that knows how to serve, manages the elements of this triangle and has not been appointed only by mandate, but rather because of the individual's capacity for the position; this type of boss knows best how to serve and has the most experience in the relevant activity.

Chapter 4. The keys to professional success

To achieve professional success, leaders must—in addition to providing technical knowledge—learn how to help and advise others on how to accomplish the task with a clear view of their duty to teach, intervene and reconcile any differences between individuals. By doing this, leaders foster cooperation that allows for the harmonious development of the organizations in which they participate.

Successful leadership and prosperity are dependent upon perseverance and training in the use of the tools. Knowledge is worth little if we do not put it to good use; in other words, although the tools may be very good, they will not provide results if they are not used.

4.1 Learning to manage group situations

In addition to *conciliation*, which involves evaluating two points of view to reach an agreement between them, there is *neutralization*, which is a technique of wisdom that involves avoiding arguments or "taking sides" and instead attempting to be completely neutral.

The *universal principle of neutrality* states that: *a force cannot be measured without resistance*. This principle applies to any situation involving physical, social, family or business relation. We can see how opposing or conflicting forces always balance out at a neutral point, which is the center of gravity where everything meets, without any single one being at the center; just as with the wheel axis, everything revolves around it and maintains itself without getting involved in the movement. In this same way, it would be impossible to move a car if there were no neutral gear on the transmission.

*Peace is the result of the integration of extremes,
without ever being one of the extremes.*

Managing neutrality is a social art form that every manager, advisor or leader must know and be able to handle, as it is the secret to charisma, the key to personal attraction and the door to success in the administration of any

organization. Neutrality is superior to all other forces because it contains and manages them, without identifying with any of them.

The fundamental principles and techniques of administrative neutrality are:

1. Always remain calm. Remaining unshaken before any situation is a powerful leadership tool and a sign of maturity and ability to manage that fosters significant trust in the leader. This, in turn, gives way to deep respect and admiration that eliminates the possibility of backlash or conflict with others.

A leader that loses neutrality, that despairs, drives chaos. In order to think clearly you have to be well-rested and remain calm, because a tired mind cannot reflect. Precisely where there is conflict is where you must remain calm: a child's temper tantrum, a rebellious teenager, an incompetent employee, or unfair competitors. There is an opportunity presented in these circumstances to manage serenity.

An initial exercise could be the following: make the most of opportunities on a daily basis to remain calm, regardless of what is happening in your surroundings. It is precisely where there is conflict that you need to speak with a calmer tone so that instinct and resistance do not connect. In those cases, remaining quiet could be just as inappropriate as speaking loudly. Wisdom tells us when it is best to remain quiet and when it is best to speak, but when we do speak, we should always do so calmly. Silence is okay in certain circumstances where the person is not looking for information, but is simply expressing discontent without requesting anything; in these cases, it is appropriate to either remain silent or provide a simple response and wisely say: "I know how you feel, don't worry. I would feel the same in your position. They're just temporary situations."

No conflict resists inaction.

2. Adopt an attitude of acceptance of others. When other people feel accepted by somebody, that is, when others do not feel criticized, berated, guilty or rejected, they open up and communicate the real reasons for their actions, request and receive guidance, and collaborate on the proposed solutions. This enables the leader to gain awareness of situations that could

be hidden behind personal fears, which gives rise to friendly and harmonious relationships that effectively contribute to the search for solutions.

The acceptance techniques are very simple: do not contradict anyone, as this would mean they are not being accepted, and do not argue with or invalidate what others say. The attitude of acceptance, which, in a nutshell, means neutralizing, is demonstrated using expressions such as the following: "I understand what you're telling me, you are completely right. Let's think of a different option. What do you think about looking at it from a different perspective?"

Never say never, because everything has a solution.

3. Identify and emphasize the benefits of every situation. A great scholar once said: "Everything I know is thanks to my ignorance." Highlighting the benefits of each situation allows us to always see the positives in everything, which helps ensure that people focus on their capacities and opportunities for learning rather than on their limitations. By doing this, you become overwhelmed with a feeling of "winning," even in the most difficult situations, which makes overcoming any crisis possible. For example:

- ✓ *What we can learn from this situation will be very beneficial for the company.*
- ✓ *Searching for that lost document allowed us to reorganize the entire file.*
- ✓ *Thanks to that mistake we were able to find the failure in the system.*
- ✓ *Your hearing impairment allowed you to develop a great skill for reading others' lips.*

Everything is a learning opportunity. If we understand what each situation teaches us, we will be very successful.

Every situation provides us with benefits.

4. Understand others' traits. Each person is a different world that perceives life uniquely. Trying to understand how other people interpret and feel is one

of the secrets to good communication, which also helps us to understand others and reach good agreements. With this purpose in mind we can develop verification questions, for example: "How do you see it?, How do you feel about it?, How would you do it?" We also must take into account that there is no such thing as a better or worse opinion or idea, just different, and that in any case, the differences can be reconciled.

Everyone has their own position, point of view, personality, customs and culture. We have to understand that every individual is a unique and different being fully worthy of respect.

Understanding others requires knowing how they see the world.

5. Do not invalidate others' opinions. Every opinion or idea is valid and right for the person that has it. Thus, when we invalidate someone with statements like: "That's not true", "You're wrong", "I don't agree," etc., the other person feels that their ideas are being attacked and therefore reacts defensively, triggering debate and controversy that harm relationships and prevent the development of an adequate compromise. The following examples demonstrate how to communicate in an ideal neutral manner without invalidating others: "You're right; but if we consider that ...", "I understand, but perhaps we could think of another alternative", "I would have thought the same, if weren't for the fact that ...". By using this form of harmonious communication people feel their views have been valued and feel complimented on their knowledge, using the additional information provided to conclude on their own that they were mistaken, or to realize that there was a better way of doing things.

*Nothing makes someone feel better
than being taken into account and listened to carefully.*

6. Do not contradict anyone, as everyone is right from their point of view. This has excellent results for maintaining public and social relations. Others frequently tell us things that we may not agree with, but this does not give us the right to invalidate them. These situations are best managed from neutrality, simply listening attentively and highlighting the positive; this is how we win clients and friends and make others happy.

The techniques of neutrality are very similar to humility; there is a direct relationship between the two. A leader does not take sides and does not belong to any extreme but rather neutralizes sides and achieves a harmonious process.

Everyone is right from their point of view.

7. Do not criticize or talk badly about others. It is often said that jokes and gossip travel faster than light because it takes longer to talk about someone else than it does for them to find out about it. This mechanism can be used positively, always saying good things about other people, highlighting their qualities and weighing competitors based on the quality of their services. As regards improvement in relationships and trust, the results are striking, as when you fear nothing because you know your own value and know that truth and quality are self-imposed, you therefore do not need to defend yourself.

When people complain about the boss, the problem is not with the boss, but with how they act towards the boss. If co-workers criticize the boss, you can try to neutralize it by intervening with wisdom. As we must not invalidate others' opinions, we can say: "I know you felt that way, but there are some important factors that we can evaluate about the situation and that bring us to conclude that the problem is not with the boss, but with some other element of the situation that we were not able to understand." By intervening in this manner, we can begin to see what can be found out and learned from the situation. You could also suggest: "What do you think about supporting the boss so that we can develop a solid working team?"

The speed of gossip can be used positively.

8. Always communicate harmoniously. Communication benefits from the power of word of mouth and is an extraordinary tool in the hands of the leader. Communicating harmoniously is much more than talking, it is knowing what to say in a kindly manner that facilitates understanding and acceptance by the person receiving the information. We are subconsciously accustomed to limiting, aggressive and imposing communication, meaning we frequently obtain less than stellar results in our relationships. We suggest

you look at the table provided in the *Learning to have peace* chapter that lists examples of aggressive vs. loving communication.

Communication is the leader's social tool.

4.2 Methods for managing teams and meetings

In order to obtain the best results managing teams and organizing meetings, the facilitator, speaker or lecturer must properly use the neutrality techniques, which may be supplemented with the following methods:

1. Creating a cordial and trusting atmosphere. The best way to accomplish this is through humor, kindness and a smile. Meetings can be started by posing a few questions to verify participant expectations and then having the facilitator explain that he is there to provide services and share his professional experience in collaboration with that of the participants. By doing so, you can ensure that the group feels that their views are being considered, which facilitates participation and generates a favorable environment for integration, kindness and cooperation.

The success of the whole meeting depends on the initial level of trust.

2. Establishing good initial agreements. The advantage of these is that they get the participants to voluntarily engage in the process. To achieve this, the facilitator should mention the need for reaching such agreements and ask the participants what they consider necessary to attain the objectives of the meeting. As a general rule, agreements are reached in relation to working times, meeting objectives, taking the floor, participation, integration, behavior and any other aspect as required by the process.

*Agreements are a neutral way
to achieve group integration and participation.*

3. Preventing potential problems. It is important for the coordinator to predict potential difficulties before each meeting, including: people not attending, resistance to information, apathy or tendency to contradict or argue over proposals. The key tool of a good facilitator is prior cognitive

development of the ability to remain unaffected by any situation and a very clear view of which neutral techniques to apply in each case, committing to remaining calm and sustaining a good mood in the face of difficulty. This practice ensures success, as the participants will immediately recognize a leader that is able to remain calm in the face of difficulties and who knows how to manage a group without leaning towards either extreme, while simultaneously providing relevant information in a cordial manner.

Those who conquer themselves can manage any situation.

4. Opening and closing discussions. The course of the meeting should be changed when the discussion starts to drag out or get out of control. Facilitators may use various techniques to neutrally manage discussions; for example, facilitators could use the following types of questions in order to start discussions based on the information held by the participants as deemed necessary in order to ensure that the participants contribute their ideas: "What do you think would be best in this case?", "What other ways could we carry out this task?", "How would you like to decorate the room for this event?", etc. On the other hand, the best way to cut off a discussion is to thank everyone and add something like: "Well, I think we've already elaborated enough on this topic. How do you feel about taking it up again at another time? Because it goes beyond the aim of this meeting." Another statement that gives excellent results is the following: "We'll address this topic in depth later on, but for now why don't we continue with ...". To avoid getting into an argument, the facilitator may directly offer a solution from higher up, which should be supported by technical principles. "It's scientifically proven that ...", "It has been statistically proven that ...", or "Experience has shown me that ...".

Nobody argues with someone who shows wisdom.

5. Managing inattention. The facilitator should learn how to neutrally manage this.

The primary causes of inattention are: external distractions, an uninteresting topic, very long presentations, participant fatigue and chit-chat.

To avoid this type of situation, the facilitator may organize meetings in a place with little foot traffic and decoration that does not draw attention; make efforts to ensure that the topics are being addressed in a manner that peaks the interest of the participants; attempt to limit presentations to twenty minutes —although if there is a back-and-forth of questions and answers that are of common interest, it can be extended to two hours, which must in any case be the maximum time for a conference. In addition, in order to prevent fatigue, the facilitator may include regular group dynamics and participations; lower his voice when there is significant chit-chat, requiring that the participants themselves ask people to be quiet; remain quiet and calmly wait until the chit-chat subsides; or address the individuals involved and kindly ask them: "Would you mind sharing your insights with the group so that we can all benefit from your contribution?"

*An enjoyable meeting awakens interest and
ensures participation.*

In order to evaluate how you manage meetings, please complete this exercise by scoring each of the following statements from 1 to 100%:

1. *I always maintain composure in meetings, regardless of what the participants do or say.*
2. *Participants in meetings I coordinate usually openly share their concerns and mistakes and ask for my advice and guidance.*
3. *I always find the positive side to situations presented by the participants.*
4. *When someone describes their behavior in a certain situation, I always try to "put myself in their shoes."*
5. *I never invalidate the opinion of any participants at the meeting.*
6. *I always listen closely to the participants and never contradict them.*
7. *When I refer to anyone, even if it's one of my competitors, I always speak well of him or her.*
8. *I leave every meeting with new friends.*

9. *I always successfully ensure that the initial agreements are complied with throughout the meetings.*
10. *Before each meeting, I mentally prepare myself to be ready to face any potential event in a neutral manner.*
11. *My meetings never go over the programmed time because of unproductive disputes.*
12. *Participants are active, interested, and alert during my meetings.*

Now, ask yourself: "Based on my evaluation, what are the aspects that I need to work on the most to attain excellent group management?"

At any given time in life, we will all have to work in groups, weather small or large. And it is great to know that in our homes, in smaller groups, we can apply the same leadership techniques that are applied in groups of any other size. In fact, people neither have to regularly manage groups nor have many contacts or higher education; training at home is sufficient and could even be the best training of all in some cases. If we learn how to establish good agreements at home, with the people we are closest to, we will most certainly develop the ability to manage even bigger situations.

4.3 Learning to manage stressful conditions

Stress generates psychosocial conflict that reduces wellbeing and productivity. The demands of modern life, where constant growth and personal, social and economic improvement are required for survival, tends to cause stress, in particular in companies and for people holding senior management and high-ranking positions. This is due to the fact that these individuals have a high level of responsibility for accomplishing goals, which in turn affects the rest of the staff due to the tension generated from the expectation of conflict with superiors.

Stress results in the inability to act and undermines health.

The main stress-causing situations include: family problems, economic scarcity, transportation difficulties, taking on too many duties, work overload, lack of sleep, time limitations, conflicts with your superior, activities involving high

technical, economical or physical risk, rifts with co-workers, poor health and disorganized and/or loud environments.

*Stress causes internal conflict but
it does not change the external reality of the situation.*

The first step towards controlling stress is to eliminate —to the extent possible— the conditions causing it, and to improve harmony and communication. Nevertheless, stress is fundamentally psychological and managing it depends in large part on the individual experiencing the stress.

In order to eliminate internal conflict, you must make a decision in relation to the stressful situations. Some examples are:

- ✓ Talking to your boss or resigning from the position.
- ✓ Selling your car or applying for debt refinancing.
- ✓ Going on vacation or remodeling your house.
- ✓ Proposing solutions or accepting the situation.

Once you have made your decision, internal conflict ceases and your mind relaxes because thoughts are not bi-directional; this is how we are able to accept reality. In addition to making decisions regarding specific actions, the following can also be very helpful: sleep —sleep a minimum of eight hours—, general health care, reading about self-empowerment, relaxation and meditation techniques and, above all, acknowledging that there is no reason for internal tension and discomfort, as all stress does is decrease the likelihood of finding an internal solution, doing absolutely nothing to change the external situation.

*You should never try to solve a problem
when you or others are in an altered state.*

Neutrality can also help deal with managing stressful situations, oftentimes in a surprising way, as soon as we understand that stress originates primarily from fear and expectations about a situation, which often never even happen.

Furthermore, the possibility of a real crisis significantly decreases when situations are managed with neutrality, harmony and good communication.

Studies measuring stress show that the only positive benefit of stress is to make us aware of our own inner trauma or fear. Externally, stress complicates and makes things worse, decreases potential courses of action, limits opportunities for prosperity, harms the environment and triggers all kinds of conflicts. Internally, it negatively changes cognitive structure, eliminating any possibility of thinking clearly and acting wisely, and may also express itself, above all, as ulcers.

Some people believe that they work better under pressure, that their mind is stimulated when they feel rushed and that, in contrast, they cannot complete tasks if they do not have anything pushing them to work. These same people leave things to the last minute. It is possible that they have developed a mental state for that. However, this attitude is incredibly harmful for group work because these people delay the process, since they want to do everything at the last minute under pressure. Adrenaline works for some people, but this is not true for the majority, meaning that working in groups becomes extremely complicated because the majority need more time to prepare, and working under pressure blocks them.

These peoples' adrenaline addiction creates stressful conditions which, though manageable for them, cause blockage for their colleagues. The only solution to this would be to select all of the people that work well under pressure and form a group of those individuals. However, it is true that oftentimes the quality of the end product turned out by these types of people leaves much to be desired.

Life presents us with stressful situations as part of fate, giving us the training needed to reduce personal stress, not environmental stress. We need to change our inner state, not the external situation. The problem that needs solving ultimately starts from within.

4.3.1 Stress management techniques

The following techniques must always be used after training first.

- 1. Let go of fear:** stress is fear; transcending it and overcoming inner insecurity is one of life's greatest challenges. There are two levels of forgiveness: fear stemming from the *survival instinct* and fear in the *mind* — also called *trauma*—. Other types of fear include fear of: the *ego*, "losing face", "what they'll say", accepting something other than what we believe.

To let go of fear, you have to reprogram your mind with a view to accepting and understanding. You also have to be ready to remove yourself from any attachment. A good exercise involves repeating the following words of wisdom: "I always have everything I need to be happy. I accept that I can always be happy in any circumstances and at any given time, and I accept what life gives me." This type of cognitive reprogramming for letting go of fear works on the frontal lobe, ultimately disconnecting the reactive, unconscious mind.

- 2. Accept reality:** if we are prepared to accept any situation, fear will disappear. Fears are a cognitive, ghastly image that make us believe that we cannot live without a certain thing, but that is not true; our possibility for prosperity is limited precisely by fear. We have to work to *change in the face of reality*, not to *change reality*; reality is there to force us to make an internal change. The reality never changes, but rather generates new realities.
- 3. Make decisions** in order to eliminate conflict. Learning how to make decisions is a technique. In case of doubt when you do not know what to decide, the best thing to do is to apply the seven tools of love (see the theme *Learning to love*). For example, by applying the first tool of love, accepting that life always provides what is best for each individual, we will always be able to find solutions.
- 4. Use mastery techniques:** this means not providing others with information that they cannot handle or understand.
- 5. Increase vital energy:** this means getting enough sleep, eating healthy, having contact with nature and breaking down your own cognitive conflicts of fear and stress.
- 6. Always engage in healthy and timely communications:** this also allows you to better manage stress.
- 7. Always do everything to the best of your abilities without ever worrying about the results,** that is, do not be afraid of or challenge reality; if something cannot be accomplished, it is best just to accept it.

4.4 Harmonious leadership

Social change is the result of understanding and applying principles that lead to individual, family, corporate and social improvement. For this purpose, you have to find a way to conduct an integration process and reciprocal exchange of the benefits that make up the collective goal. Anyone who participates in attaining this goal are committed to a shared mission of serving and providing support in order to implement and ensure the proper operation of institutions that efficiently respond to the needs of their constituents.

*The art of leadership is achieving results
without resistance or conflict.*

The **key steps to leading a process for change and social and economic improvement** are:

1. *Develop a good social assessment.* To do this, take samples based on what would be an ideal human and social resource that would allow for different areas of individual and group behavior within the company or community to be measured. This information can then be used to assess the current social situation, revealing the areas that need improvement with respect to the ideal. Based on this, measures to improve cooperation, harmonious communication, strength, commitment, relocation of employees, and the selection of qualities can then subsequently be implemented.

*A healthy human and social resource is
a pillar of economic development for every company and community.*

2. *Set clear objectives.* A good assessment can be used to establish objectives with clear benchmarks for those areas that need to be improved or modified. This is the way to optimize cooperation, communication, harmony, service quality and personal satisfaction, while simultaneously decreasing stress, personal limitations and conceptual blockages that prevent attainment of the proposed objectives. However, it is important to bear in mind that objectives serve solely as a reference point, and knowing how to identify the proper

tools and approaches to continually improve the different components of a business is what really matters.

*Objectives are benchmarks that test
the leader's ability to implement changes for improvement.*

3. *Harmoniously communicate and commit.* In order to ensure that everyone compromises and collaborates on working towards the company's purpose and mission, you must harmoniously facilitate understanding. You must also be able to ensure that each individual develops a self-imposed commitment to collaborate with the company. In order to achieve this, the leader must establish very clear and easily understandable proposals based on the principles of neutral communication and the techniques for breaking down conceptual blockages, fears and negative feelings.

*It is not the information itself that triggers opposition,
but the way it is communicated.*

4. *Develop neutral correction strategies.* In order to improve different aspects to attain the ideal social situation capable of supporting the harmonious development of the company, neutral correction strategies must be implemented, including the following: gain the trust of others, know how to present individual and shared benefits, stimulate creativity, manage negotiation based on common interests, and apply clear and pleasant methods for managing and advising individuals in such a way that there is no resistance or conflict, but rather that lead to the execution of agreements that benefit both sides and contribute to attainment of the objectives.

*The best strategy is that which attains the objective by
developing trust and understanding of the mutual benefits.*

5. *Measure results and milestones.* The process for attaining proposed objectives is sequential, in other words, it is developed step by step. In order to check that the process is on track, small milestones should be established that enable the measurement of positive changes experienced throughout

the process; for example: decrease in stress, decline in number of complaints, better use of available resources, improvement in relationships and better collaboration and commitment. Measuring these small changes requires regular sampling.

Reaching small milestones

helps confirm that the final objective is being achieved.

6. *Verify objectives.* Regularly evaluating the results of the methods applied may increase awareness of the objectives established or demonstrate that the objectives were inadequate for the relevant problem. This would be the case, for example, if you thought that an accounting class would improve administrative operations but then subsequently verified that the problem was one of communication. As soon as you have confirmed that the strategy is not providing the expected results, either the objective or implementation methods for the strategies must be adjusted.

The proper development of objectives can be

confirmed through the results obtained.

7. *Redefine, change and restructure.* Promptly overhaul objectives to avoid wasting time and resources. Otherwise, you may find yourself at a standstill that wears down the community. However, there is no solution that will provide immediate results, as problems are often deeply rooted in the culture and idiosyncrasies of the different communities. Therefore, the leader must constantly work to modify behaviors, adapt methods, eliminate blockages, develop creativity and increase personal initiative in order to attain success and excellence, and must also be ready to redefine objectives, change methods and restructure processes as often as required to develop the proper ones for the specific circumstances in the different areas of social and corporate action.

Laying the foundations for prosperity requires

wisdom, patience and tenacity.

4.5 Goals vs. Objectives/Targets

We need to differentiate between the word *goal* and similar words, such as *objective* and *target*. A *goal* is flexible and serves as a guide, whereas an *objective* or *target* is more rigid. For example, if someone says: "We need to increase sales by 50% within three months", this would be an objective, whereas the goal would be: "We aim to increase sales"; this conveys an intention, not a fixed target, which if unmet would lead to frustration. The ability to adapt allows us to change strategy or tools at any given time.

The **initial goal** usually involves some type of improvement to current conditions at the time the individual volunteered to lead, without specifying how much change or improvement is required. For example, improvements within the family could be applied to communication, interpersonal relations, mutual support and expressing love. The goal is established as an overarching point of reference.

The second step after the goal has been established is an **assessment**.

In the business world, as with family, we need to support collective goals in order to reach our own personal goals. In other words, individual goals are fulfilled through the collective ones and not the other way around. If there is no leadership, collective goals will be unclear, sparking conflict, in-fighting, rebellion, etc. This is because personal gain prevails over group gain.

Traditional Chinese wisdom states that the world's longest journey begins with the first step. Thus, every time we take a step we know we are advancing, and this is enough for the goal as long as regular assessments are completed. Once we are on this path, we will set clear objectives for improvement based on the measurements taken; as we start working towards those objectives, we will notice whether we are achieving success or if, to the contrary, we are stuck and regressing. To the extent we are advancing, no matter how slowly, we can continue to work in this direction. If, on the other hand, we notice that we are stuck or regressing, we must immediately apply corrective strategies or reassess.

How can we measure if the process is advancing towards the goal? By applying certain Laws, such as Laws 3-7 or 2, which is the Law of Questioning. We have to try at least three times, even if difficulties present themselves. If the blockage persists after the third try, then we most likely need to redefine the objectives. However, we should never go beyond seven tries —seven failed

attempts—, as this shows that the path is incorrect, that it does not work, and insisting would only imply stubbornness. Law 2 requires that we not make assumptions: if you want to know something, you have to directly raise the question; the answer may be yes or no.

4.6 Questions for assessing the organizational climate

Employees should ask themselves the following questions to properly assess the organization's climate:

- ✓ *What attitudes or responses of others bother me?* What this truly measures, in addition to the external situation, are the limitations of the respondent, who is the true source of the irritation. For example, if someone says: "What bothers me most about everyone else is the tone they use when communicating", this answer shows that some people are exhibiting inadequate communication, as well as that the respondent has a certain level of sensitivity. If, on the other hand, the respondent said: "I think that some conditions could be improved to obtain better results, but I don't really mind", this would show that the person has no limitations and recognizes that things could be improved. Responses to this first question can show two potential things: limitations of the respondent and, of course their observations of events that may be occurring. A respondent may sometimes express frustration with things that are not truly a problem, and this would solely show the individual's limitations. In both cases, you have to consider the strategy or objective: if the problem was purely personal, you would have to work with that person to help them overcome it, and if it was a dual-problem, communication would have to be improved to eliminate any sensitivities.
- ✓ *What attitude do I usually adopt when I don't like something about others?* This question assesses whether the person blames others or assumes the problem as their own.
- ✓ *If I could change the way others treat me, what would I ask them to do?* We use this question to evaluate both how the individual feels, as well as how others treat them.

- ✓ *What are the main complaints I hear in my workplace?* This question is used to assess whether anything we are responsible for can actually be improved, or if the responses solely reflect personal limitations.
- ✓ *What conditions would make me happy with my job?* Individuals' responses may differ, in which case, we will have to start establishing collective goals using agreements.
- ✓ *What changes would I propose to improve my current working conditions?*

This list of questions is not comprehensive, and there could be many more. These questions can be used to measure different aspects regarding both individuals and the environment in order to develop a good initial assessment. Once completed, agreements and clear objectives will be presented, both of which are necessary to ensure improvement based on the initial assessment.

Within a reasonable period (2-3 months), a second assessment should be completed, with the title *post-agreement and commitment process measurements*. The questions used for this assessment will be different: what positive changes have individuals seen in relations with their co-workers, if any, under what circumstances was the technique of showing your best personal qualities without worrying about what others are doing employed —this implies that the person has already undergone a process of *applying neutral correction strategies*—, and what were the results obtained.

4.7 Measures for identifying leaders and supervisors

This method is used when managing big groups of people where a few individuals need to be selected to fill leadership and supervisory positions. In order to identify individuals with the highest percentage of votes, enabling us to discover their leadership qualities, we measure various areas.

The following are samples of questions that may be posed:

- ✓ *If you were going on a business trip and you could only bring one co-worker, who would you bring?*
- ✓ *If you were dealing with a serious relationship problem, who would you ask for advice?*

- ✓ *If you were faced with an operational problem, which of your co-workers would you ask for help?*
- ✓ *Which of your co-worker(s) do you usually ask for work-related favors? This question assesses trust.*
- ✓ *Which co-worker do you have the closest relationship with?*
- ✓ *Who do you admire for their qualities?*

The Universe is organized around hierarchies established based not on economic status or a conceptual framework, but as real hierarchies of wisdom: the more wisdom you have, the higher you are on the hierarchy, because you are able to make wiser decisions than someone lower down the hierarchy. That does not mean they cannot form a working team, but rather that people tend to be more committed to those who have more wisdom, because the latter are able to generate compromise and prevent resistance.

This is not about doing away with bosses, unless we view bosses as imposing and aggressive individuals, because in order to have a company with no boss, each and every individual would have to undertake their own responsibility, which is not the way things work on Earth. In order for individuals to be their own boss, significant spiritual development would be required and they would have to accept their own responsibility and have a clear view of the collective goal while simultaneously understanding that their individual goals will be met within the collective goal.

Wise leaders and hierarchies are neither imposing nor aggressive; they do not provoke resistance, but rather operate by seeking individual commitment. They give information, not orders, as we are not talking about control, but rather wisdom.

It is important to learn how to identify leaders, as if a leader needs to be delegated for some reason, even if beyond our control, and someone who is not truly a leader is selected, that could thwart all the work completed up until that point. Being able to determine whether individuals are compatible is also important, as we must know whether they can be moved to a different area or if they simply will not be able to function within the organization.

4.8 Questions measuring personality

Masters would have an immediate response to these types of questions, as they determine their level of inner development. One suggestion is to use the following mastery technique for this purpose: never tell anyone the results of this assessment, because others would not understand what it is about and would completely lose their leadership ability.

If fifteen candidates apply for one accountant position, one thing is clear: all fifteen are accountants. In other words, instead of evaluating their accounting knowledge, we evaluate their traits and ability to commit to their work. Therefore, we do not have to ask any technical questions. In general, if you ask someone a question that involves them, they will respond with an apology, excuse or even a lie; this does not matter. However, if you ask a non-personal question that does not involve the relevant person, they do not feel vulnerable or exposed and are therefore more objective.

In this regard, it is important to recall the difference between *wisdom* and *knowledge*. *Wisdom* does not require *knowledge*, but *knowledge* requires *wisdom* in order to be applied wisely. It is also important to bear in mind that this is not the time to ask technical questions, but rather to evaluate the individual's ability to commit, whether they are a positive person, etc.

1. *What type of tasks would you absolutely not do?* Masters would respond by stating that there is no task they would not do. This question can uncover individual limitations; if an individual responds by saying that they would find a way to adapt to any task in order to learn something new, they could be a good fit for the position, because this shows that they have a significant capacity for evolutionary development.
2. *What conditions would make you happy in your job?* A Master would say: "That depends on me, not on what's happening around me. I would be happy anywhere."
3. *What aspects would you most value having in a job?* This question measures respondents' expectations, which are of course valid, provided they also discuss what they have to offer. If not, that is, if they ask for a lot and offer little, this shows lack of commitment.

4. *What qualities would you like your co-workers to have?* The answer to this question can help us understand what the person is offering in exchange for or to earn what they are requesting.
5. *What behaviors of others annoy you the most?* This question is used to assess whether or not the person is overly sensitive and demanding too much—which would be a bad working circumstance—.
6. *What is your greatest aspiration in life?*
7. *In what area would you like to train or study?* This question enables us to measure the individuals' stability; if their aspiration in life is completely out of line with the company's goals and activities, stability would be minimal.
8. *What commitments would you be willing to undertake?* This question helps us evaluate what the person is willing to offer in exchange for what they are asking to receive.
9. *What work activity do you enjoy the most?* This question enables us to identify the so-called *mission*, that is, whether the activity the respondent most enjoys exists within the company. If it does exist, that person may be a good fit for related functions. If not, we would have to conclude that the respondent's role does not match the mission, which would require internal development work in order to accept and transcend it.

Being less rigid and less committed are not the same; flexibility is good for reaching agreements and presenting individuals with potential adaptation options, but not for fulfilling them, which requires steadfastness.

In short: we will always select someone with mental limitations to fill a job position—because everyone has them—, but we will choose someone from among those people that interferes least with the specific related area or someone that is more compatible and can reach agreements.

Conclusions

- ✓ Prosperity is the result of a healthy environment, enthusiasm, action, commitment and service.
- ✓ The environment is key for prosperity, and we ourselves are what generate it.
- ✓ The inner state creates the external environment, not the other way around.
- ✓ If you manage your own life (decide), you are a leader. If life controls you (external decides), you will not be a leader.
- ✓ Everything we need is provided in abundance for everyone. Abundance is measured in direct proportion to individual needs; we must not make comparisons, as one kilo of food for an ant (very abundant) is not the same as for an elephant (scarce).
- ✓ Leaders need internal strength to gladly do whatever they do not enjoy.
- ✓ Leaders have to take responsibility for their own decisions and help others take responsibility for theirs, without interfering in the learning process of others, as this would go against the Law.
- ✓ An excellent leader is able to generate trust, security, self-motivation, commitment and stability.
- ✓ A leader knows how to build harmonious relationships.
- ✓ Leaders practice expressing love and developing values, in particular the values of serenity, steadfastness, understanding and valuing what they have.
- ✓ A leader always takes advantage of opportunities.
- ✓ Successful leadership and prosperity comes from perseverance and training with the proposed tools.

✓ Prosperity is the result of conscious and wise work directed by each of us.

Nothing should be believed, nothing should be taken as true or fact; *we must practice* and verify whether in our own lives this information works and produces satisfactory results.

With this information we have *three alternatives for action*:

1. We can keep it in our library.
2. We can carry it with us and show it to everyone.
3. We can integrate the information within us, so that it becomes how we act. Only in this last case will we obtain satisfactory results.

Training exercises

Exercise for transcending your fears

In the street, at a restaurant, or on the bus, observe the people around you and look them in the eyes. If they look away, they are afraid; if they maintain eye contact, they have inner security. If you smile at or greet them, some people will feel uncomfortable, but others will talk to you. This will help you to overcome your own fears while simultaneously engaging in self-reflection on the different personality types. By doing this, you will develop your leadership ability.

Exercise for improving your work environment

No matter how negative your work environment is, you can always adopt a 100% positive attitude. To do so, think about aspects of your work environment that you can improve:

- ✓ Collaboration with co-workers.
- ✓ Efficiency; assess whether people are making mistakes because they lack the information, ability or experience or because they are not the right person for that role, in which case they should be relocated.
- ✓ Relevant information.
- ✓ Good communication to prevent assumptions.

The idea we want to convey is that you have to communicate lovingly, not aggressively. In order to improve the work environment, you have to use the proper tools: information, dialogue, agreements, commitment and ability to undertake responsibility.

Cognitive reprogramming for prosperity

Repeat these phrases to yourself:

"I won't allow the external to affect my inner state".

"I'm ready to serve with all of my love, happiness and enthusiasm."

"I deeply value everything that I have and I'm committed to enjoying it fully."

"I always give my best."

Cognitive reprogramming for letting go of fear

Repeat these phrases to yourself:

"I always have everything I need to be happy. I accept that I can always be happy in any circumstances and at any given time, and I accept what life gives me."

Rules for harmonious leadership

1. Never look to blame others, look for solutions.
2. Never talk about the past, because it cannot be changed; talk about the present and what you can plan for the future.
3. Never use an aggressive tone in communications.
4. Do not take things personally.
5. Make proposals for agreements and settlements.

If you always do the same thing with the same attitude, you will always obtain the same results. Change the information, change the attitude and you will change the results.