



HIGH ACHIEVER'S

Network

PRESENTS

THE 8 RITUALS OF VISIONARY LEADERS™

By

ROBIN S. SHARMA, LL.M

16421 N. Tatum, Suite 122, Phoenix, AZ 85032

www.highachievers.org

(602) 569-5255

THE Robin Sharma Leadership

LEARNING GUIDE

Leadership Lessons for Professional and Personal Mastery • A publication of Sharma Leadership International

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LEADERSHIP WISDOM FOR LIFELONG SUCCESS

1. Link Paycheck to Purpose™. Purpose is the greatest motivator in the world. One of the deepest human hungers is the need to contribute and make a difference. Show your people how the work they are doing touches and improves lives.

2. Manage by Mind, Lead by Heart™. Visionary leaders let their humanity shine at work. They know that great leadership precedes great followership and do whatever it takes to engage the trust and loyalty of their team.

3. Reward Routinely, Recognize Relentlessly™. People who feel great about themselves do great work. Effective leaders relentlessly reward superior performance. They understand that praise is free and have the wisdom to know that behavior that is rewarded is behavior that will be repeated.

4. Surrender to Change™. Rather than resisting change, understand that change is essential to growth and embrace it. Change precedes all progress. Open your eyes to the boundless opportunities that change presents and become a part of it.

5. Focus on the Worthy™. Spending all your time only on those high-yield activities that deliver the results you need to see for success is the secret of personal effectiveness. Remember, if you don't act on life, life will act on you.

6. Leader Lead Thyself™. Success on the outside begins within. You cannot do great things if you do not think great thoughts and you cannot manage a team unless you first learn how to manage yourself.

7. See What All See, Think What None Think™. In this day and age, ideas are the commodity of success. See the world through the eyes of a child. Become a possibilitarian. Get creative and innovative.

8. Connect Leadership to Legacy™. Concentrate on contribution and creating something great for those who will follow you. As the sages of the East used to say: "when you were born, you cried while the world rejoiced. Live your life in such a way that when you die, the world cries while you rejoice."

From the #1 National Bestseller - *Leadership Wisdom from The Monk Who Sold His Ferrari* (HarperCollins)

INSIGHTS ON LEADERSHIP IN BUSINESS AND IN LIFE

"The greatest privilege of leadership is the chance to elevate lives." ~ Robin S. Sharma

"The tragedy of life is not death but what we let die inside of us while we live." ~ Norman Cousins

"The deepest personal defeat suffered by human beings is constituted by the difference between what one was capable of becoming and what one has in fact become." ~ Ashley Montagu

"In the midst of winter, I found there was within me an invincible summer." ~ Albert Camus

"The most pathetic person in the world is someone who has sight but no vision." ~ Helen Keller

"If a man is called to be a street sweeper, he should sweep streets even as Michelangelo painted, or Beethoven composed music or Shakespeare wrote poetry. He should sweep streets so well that all the hosts of heaven and earth will pause to say, here lived a great street sweeper who did his job well."

~ Martin Luther King, Jr.

"I cannot believe that the purpose of life is to be 'happy'. I think the purpose of life is to be useful, to be responsible, to be honorable, to be compassionate. It is, above all, to matter: to count, to stand for something, to have made some difference, that you lived at all." ~ Leo C. Rosten

PUBLISHER'S MESSAGE



In today's brave and exciting new world, with its breathtaking change and dazzling opportunities, the need for true leadership has never been so pressing. Engaging your highest abilities as a leader will not only transform your team and your career, it will deeply enrich every aspect of your personal life as well.

I hope you enjoy this issue of the Leadership Learning Guide and share it with others so they too will improve the way they work and live.

Robin S. Sharma

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EFFECTIVE
TIME
TACTICS

- 1 Be Unorthodox.** Run your own race. Get up before others, take lunch after others and avoid the crowds.
- 2 Simplify Your Life.** Be more selective in what you read and in the things you do.
- 3 Get Up at 5 a.m. Daily.** Early rising gives you a psychological advantage and a head start.
- 4 Always Carry a Book with You.** According to *US News & World Report*, the average person will spend 5 years waiting in lines over the course of their lifetimes. Use such down time to grow.
- 5 Sell Your TV.** Use free time to read, renew and build relationships.
- 6 Seize the Critical 15.** The first 15 minutes of your day is best spent planning.
- 7 Listen to Books on Tape.** Use your drive time to learn and expand. Make traffic jams educational opportunities.
- 8 Take Time Off.** Take a weekly sabbatical to renew and recharge. Time for recreation is an investment, not an expense.

5 LESSONS
TO LIVE ON LEGACY

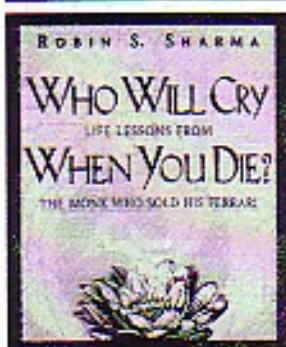
As Robin wrote in his book *Leadership Wisdom from The Monk Who Sold His Ferrari*, "greatness comes by beginning something that does not end with you." All effective and enlightened people are determined to live for something greater than themselves. They find a compelling cause that they can work towards, one that excites them and engages the full extent of their personal talents, whether that is a dynamic business, an inspiring artistic endeavor or raising a loving family. All peak performers have a clear sense of where they want to be at the end of their lives and link everything they do to the advancement of this mission. Here are 6 ways to live on legacy:

- ☐ **Envision your life's footprint.** Have a clear mental picture of the contributions you want to make over your life.
- ☐ **Neglect the Unworthy.** Have the courage to focus your talents and time only on those pursuits that will lead you to your life goals, those high-leverage activities that offer you a great return on investment.
- ☐ **Enlist support.** Tell the key people in your life about the legacy you are determined to leave and ask them to play a part in its achievement.
- ☐ **Find mentors and models.** Search for people who have achieved what you aim to achieve in your life. According to the timeless Law of Duplication, if you do the things that they did, in the way they did them, you are certain to get the same results.
- ☐ **Concentrate on "Daily Victories."** A fulfilling life is made up of nothing more than a series of productive and successful days strung together to form a whole. Stop putting off the initiation of your success until "the perfect time" – it will never come.
- ☐ **Add value before expecting profit.** Remember that when you focus on adding value rather than expecting a profit, abundance always flows. Commit yourself to going the extra mile and following through on your promises.

LIFE
LESSON

All too often in these stress-filled times, we fail to focus on the things that matter most, those daily activities that really create an impact and advance us closer to our life vision. A simple way to restore focus in your business and in your life is to create a "Daily Code of Conduct". This is nothing more than a one page listing of the values, virtues and vows you have pre-determined you will live by every day for the rest of your life. Reading this takes about 3 minutes out of your morning but very powerfully connects you to the things that truly count. This "re-focusing" session infuses every remaining minute of your day with a deep sense of wisdom, passion and commitment.

#1 National Bestseller



Item 138 - \$16.00

Who Will Cry When You Die?

A potent blend of life improvement wisdom and practical insights, *Who Will Cry When You Die?* contains 101 of Robin Sharma's most powerful lessons for working and living with more happiness, balance and fulfillment. A national bestseller two weeks after its publication, this highly readable book will teach you how to conquer the worry habit, ways to master adversity, techniques to manage stress, a unique way to realize your goals and hundreds of tips on living a richer life.

To order call 1-888-RSHARMA or visit www.robinsharma.com

LIBERATE THE CREATIVE FIRE

Ideas are the commodity of success in this rapidly changing world we have the privilege to live in. Here are some simple tips to create a Culture of Creativity within your organization:

- **Reward new ideas**, even if they ultimately lead to failure. One Southwest Airlines employee suggested an innovation that, when executed, lost money. He was promoted.
- **Have fun at work**. Stress is a great silencer of the imagination. Use humor to diffuse tension like all world-class managers do. Schedule weekly team-building sessions that are not only productive, they are fun.
- **Invest in a daily rest break** to think about what you are doing and how you can improve it.
- **Set a personal "idea Quota"**, say 7 new ideas a week, 1 new idea a day, if acted upon, will transform your team – and your life.
- **Connect with Nature**. In Robin Sharma's Leadership seminars, he teaches people to sharpen their thinking processes and tap hidden creativity to achieve mental excellence. One of the most effective (and simplest) tools offered is The Weekly Retreat™. By scheduling 1 hour a week for a solitary date with yourself in natural surroundings, you will connect to your creative side and be flooded with a wealth of ideas to improve the quality of your days.

10 WAYS TO MOTIVATE YOUR TEAM

- 1 According to management research, the best way to motivate an employee is for the manager to give an immediate thank you for a job well done. Yet, this simple, no-cost strategy was only used 42% of the time.
- 2 Create a "Victory Wall" in your workplace where good performance is celebrated. Post thank you letters from customers, motivational quotes, goals etc.
- 3 Fill a "Treasure Trunk" with small gifts that managers can immediately give to team members on a job well done (i.e., motivational tapes and books work well).
- 4 Develop a suggestion box program.
- 5 Learn to listen better. A deep human need is the need to be understood.
- 6 Give regular feedback on performance.
- 7 Learn your team's personal goals and align them with the goals and mission of your organization.
- 8 Cruise the office daily. Listen to your people. See complaints as gifts.
- 9 Look for something to praise and do it publicly.
- 10 Be committed to developing the potential of your team. Train, train, train.

For more ideas on Management Mastery visit www.robinsharma.com

THE SHARMA LEADERSHIP CHALLENGE

Robin S. Sharma recommends that you read these 9 books over the next 9 months:

1. *Leadership is an Art* – Max DePree
2. *The Autobiography of Benjamin Franklin*
3. *Character is Destiny* – Russell Gough
4. *Flow: The Psychology of Optimal Experience* – M. Csikszentmihalyi
5. *Secrets for Success and Happiness* – Og Mandino
6. *Synchronicity: The Inner Path of Leadership* – Joseph Jaworski
7. *If I Knew Then What I Know Now* – Richard Elder
8. *Tuesdays with Morrie* – Mitch Albom
9. *The Art of Happiness* – Howard Cutler

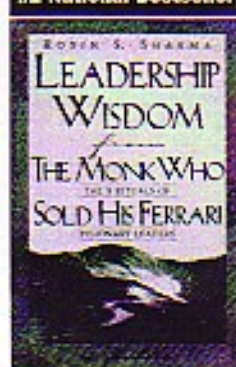
More recommended readings appear at www.robinsharma.com

Leadership Wisdom from The Monk Who Sold His Ferrari

"One of the best business books of the year." ~ Profit Magazine

"Very informative, easy to read and extremely helpful." ~ David Bloom, CEO, Shoppers Drug Mart

#1 National Bestseller



Item 101 \$18.00

This is the book that is transforming the lives of thousands of businesspeople across North America. Written in the form of a captivating fable, **Leadership Wisdom from the Monk Who Sold His Ferrari** reveals the 8 Rituals of Visionary Leaders™, 8 simple lessons that will change the way you work and the way you live. You and your team will learn how to be a true leader, a powerful system to boost employee commitment, loyalty and morale, little-known ways to thrive on change, the importance of self-leadership and

personal excellence, time management tactics that will save you at least 1 hour a day, the need to leave a legacy and hundreds of proven techniques to liberate creativity, passion and energy at work. This book has been embraced by many of the nations' leading organizations including Nortel Networks, Minolta, Arthur Andersen, Shoppers Drug Mart and CIBC. **To order your copy today, call 1-888-RSHARMA or visit our web site at www.robinsharma.com.** Special discounts available for quantity purchases.

THE POWER OF SELF-DISCIPLINE

Mark Twain said "Always do what is right. This will surprise some people and astonish the rest." Most of us know what is right: we should stay inspired, work hard, advance our goals, serve others and strive for self-mastery. Yet, what separates the peak performers from the weak performers is that the former group acts on what they know. Knowledge is not power. It is only potential power, its potential coming to life once it is put to good use. How then can knowledge and wisdom be put into use to improve the quality of your life? Through the daily practice of self-discipline.

Self-discipline keeps you calm in a stressful situation. Self-discipline gives you the personal power to persist where others have failed. Self-discipline allows you to attain the highest levels of your mind/body potential. It is your master quality for successful living. As Robin wrote in

MegaLiving! "Be the master of your will but the servant of your conscience." To cultivate self-discipline, apply these powerful strategies:

- **Practice Impulse Control.** Discipline is built by sacrificing short term gratification for long term satisfaction. Start off small by doing things you don't like doing: volunteer to give a speech, make the cold call you don't want to make, push your plate away though you are still hungry or get up at 5 a.m. to read a good personal growth book.
- **If you've read *MegaLiving!*, you know Robin's now famous "Step Counting Strategy" to build mental focus and self-discipline.** Simply count your steps on your way to work, or to your errands every morning for the next 21 days. When your mind wanders off your step counting, gently re-focus and return to your counting. By doing this exercise, you are training your

mind to obey your commands and to concentrate only on what you want it to concentrate on. Within a week or two of steady practice, you will feel more serene, confident and your inner power will soar.

- **Keep a journal.** Self-discipline, just like a rich, dynamic life, is built by making wise choices in what you do, say and think every moment of every day. As John Henry Gray once said: "Success lies in doing not what others consider to be great, but what you consider to be right." One of the traits of top executives, entrepreneurs and athletes is that they engage in a regular period of reflection. They take the time to think deeply. By reflecting on their actions and making daily improvements and course corrections, they attain self-mastery, which is the mother of all personal and professional success. Keeping a journal offers you an excellent place to reflect.

SAVE AN HOUR A DAY

- 1 LEARN TO CONCENTRATE.** Mental focus is one of the best kept secrets of expert time managers. Rather than spreading your attention in too many directions, concentrate only on the task at hand. With practice, your mind will not wander and your productivity will soar.
- 2 LEARN TO SAY NO.** Remember Pareto's Law: 80% of your results come from 20% of your daily activities. Have the courage to focus your time and energy only on those pursuits that count and say no to the unimportant ones.
- 3 JOIN THE 5 O'CLOCK CLUB.** One of the timeless time tactics used by high performers ranging from Gandhi to Ted Turner is getting up early. Commit to rising earlier for the next 21 days.
- 4 MASTER MULTI-TASKING.** Do two things at once to save time. Pay bills while watching T.V. Read while waiting in line. Listen to motivational tapes over breakfast.
- 5 USE YOUR LUNCH BREAK WISELY.** Tom Peters advises to use lunch times for networking and business development. Capitalize on this time by exercising or doing low-stress errands.

- 6 OWN YOUR PHONE.** Your phone is there for your convenience - don't let it rule your schedule. Resist the urge to pick it up every time it rings. Use voicemail.
- 7 USE YOUR COMMUTE TIME.** If you commute 30 minutes a day each way, after 1 year, you will have spent 6 weeks of eight hour days commuting. Read, visualize or listen to audiotapes.
- 8 PLAN, PLAN, PLAN.** Spend one hour on Sunday night to plan your personal, professional, social and spiritual goals for the week. Then integrate them into your written schedule.
- 9 EMBRACE TECHNOLOGY.** Experiment with electronic planners, cell phones, lap tops and pagers. Learn to use what works best and master its technology.
- 10 MAINTAIN A BALANCE.** Abe Lincoln said "If I had 8 hours to chop down a tree, I'd spend 6 hours sharpening an axe." Nourish your mind, body and spirit to maximize performance.

TIMELESS WISDOM FOR EFFECTIVE LIVING™

(Adapted from *MegaLiving!*™
by Robin S. Sharma)

- Be truthful, patient, persevering, modest and generous.
- Two of the fundamentals for a happy, joyful life are balance and moderation. One must maintain a balance of all activities and do nothing to extremes.
- Peak performers are physically relaxed and mentally engaged.
- Be the master of your will but the servant of your conscience.
- "Today is yesterday's pupil."
~ Benjamin Franklin

VISIT US ON THE WEB!

Browse our hugely popular web site at WWW.ROBINSHARMA.COM. You will find articles on everything from creativity to time mastery, a library of motivational quotes and hundreds of quick strategies to improve life quality.

TAKE THE LEAD IN BOTH YOUR BUSINESS AND PERSONAL LIFE

by Robin S. Sharma, LL.M.

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IN A WORLD OF DAZZLING CHANGE AND mind-numbing turbulence what separates the best from the rest is a simple quality shared by peak performers in every field from business to the sciences and from the arts to athletics. The name of that elusive master quality that will transform the way you do business and live your life? **Leadership.** By committing yourself to showing leadership in all that you do, you will quickly be on the path to lifelong professional and personal excellence and fill your days with a renewed sense of energy, drive and vision.

Here are 8 leadership lessons that I share with people in my seminars:

CONNECT WITH YOUR LEGACY. When I was growing up, my father said: "Son, when you were born, you cried while the world rejoiced. Live your life in such a way that when you die, the world cries while you rejoice." We are in a new era of business. A fat paycheck and a three week vacation in Hawaii are no longer enough for today's enlightened professional. Instead, we want to know that our work makes a difference in the lives of our customers. We want to make a positive impact on the world around us and know that we are living for something more than ourselves. By making the time to reflect on your ultimate contribution – your legacy – you will restore the professional passion and focus that you may have lost. Remember, greatness comes by beginning something that does not end with you.

SERVE AND GROW RICH. "It is the individual who is not interested in his fellow men who has the greatest difficulties in life and provides the greatest injury to others. It is from among such individuals that all human failures spring," observed Alfred Adler. Leadership is all about dedicating yourself to liberating the strengths, talents and dreams of those around you while you, at the same time, manifest your own ones. By recognizing that it is only when you help others achieve their visions that they will buy into yours, you will make quantum leaps in the success levels you see in your own life. As the timeless truth says: "giving begins the receiving process." By growing excited

about helping others get what they want, they will energetically help you achieve your own desires.

BUILD A TRUST ACCOUNT FOR YOUR KEY CONTACTS. All elite performers know that the essence of success in business lies in cultivating successful relationships. And at the heart of every successful relationship lies a foundation of trust. Begin to see every encounter with your colleagues, prospects and customers as an opportunity to make a small deposit in the "trust account" you have set up for them. Keeping promises, being punctual and showing courtesy are all simple but powerful ways to foster trust in your primary relationships.

SET DAILY WINS. In my sales leadership seminars, I have created a specific goal-getting system that shows people how to translate their positive intentions into tangible results. One of the techniques I suggest is to spend the first 15 minutes of your day setting three "Daily Wins", meaning three key goals that you are committed to achieving before your day is over. The magic of this process is that by never letting even one day slip by without advancing your objectives and moving closer to your ultimate vision, you create an unstoppable sense of momentum that will flood through every aspect of your life.

TAKE WISE RISKS. Most people live their lives within an imaginary comfort zone, doing the same things with the same people in the same way, every day. They live within this zone of complacency because they perceive it to be the safest, most secure place to remain in these change-filled times. The irony, however, is that this is the least secure place they could be. To find real security within your professional life in the new economy, you need to get out of your comfort zone and become great at taking risks. You must embrace the new technologies that are out there and discover the new practices. Real leadership is about getting good at being uncomfortable and having the wisdom to know that although change initially feels stressful, it inevitably brings progress.

FOCUS ON THE BEST (and delegate the rest). Great leaders have a clear sense of their 'best practices', those key activities that create the results that they seek. They understand that the person who tries to do everything ultimately achieves nothing and so they focus their time and energy only on the pursuits that generate the highest impact. Everything else is a waste of time. Take the time to reflect on the best uses of your time and have the courage to say no to the rest. As Peter Drucker noted: "There is nothing so useless as doing efficiently, that which should not be done at all."

SHOW COMMITMENT. "I am an average person with below-average capabilities. I have not the shadow of a doubt that any man or woman can achieve what I have if he or she would put forth the same effort and cultivate the same hope and faith," said Mahatma Gandhi, a visionary leader if there ever was one. Most people spend their lives waiting for circumstances to be perfect before they take action on their goals, hopes and dreams. Sadly, the days slip into weeks and the weeks slip into months and the months slip into years. By the time they are ready to act, they have run out of time. Life leadership is really about raising the level of your personal commitment to excellence and doing whatever it takes to accomplish your stated objectives. Remember, if you don't act on life, life has a way of acting on you.

CREATE LIFE BALANCE. Leadership is not just about showing a sense of mastery in your professional activities. Leadership is a philosophy that must be practised in your personal life as well. Great leaders realize that rich family relationships and a well-balanced personal life is a precondition to lasting business success. Make the time to play with your children, connect with your partner and renew yourself through intelligent recreation. Leadership in your business truly begins with leadership of your life.

Robin S. Sharma is one of North America's most electrifying keynote speakers and the nation's premier authority on leadership in business and in life. More of his wisdom appears at www.robinsharma.com

WRITE A LEGACY STATEMENT

Someone once said to me that the first 50 years of life are dedicated to building one's legitimacy while the last 50 are devoted to building one's legacy. How true. So many of us spend the first half of our lives striving for achievement and struggling to gain respect. Once we have this legitimacy, whether it comes in the form of prestige or material possessions, we quickly realize that something is missing. We then spend the remaining years of our lives trying to do what we should have done from the beginning: creating a legacy.

The time to start building your legacy is today not 10 years from today, when you "have more time", because we both know that time will never come. Reflect on what it is you want to create in your life and, more importantly, what gift you wish to leave to the world when you are no longer here. Greatness comes from beginning something that does not end with you. To help me see my own life's legacy more clearly, I have written a personal legacy statement. While many of the corporate executives I work with as a success coach have personal mission statements, few have considered scripting individual legacy statements. While the former defines your vision for what you want to create while you live, the latter expresses that which you aim to leave when you die. There is a distinction between the two and one that, if you think about it, will help you avoid feeling regret, sadness and disappointment over what could have been when you arrive at the end of your life.

Excerpt from *Who Will Cry When You Die?*
by Robin S. Sharma (HarperCollins)

Audiocassette



National Bestseller

Item 77 - \$19.95

Restoring Spirit At Work Robin S. Sharma Live!

This inspiring and idea-rich audio learning program captures Robin Sharma's electrifying keynote presentation on leadership in business and in life. Thought-provoking and full of original insights, this audiocassette has transformed leaders and managers within organizations worldwide. In 60 minutes you will learn how to create a vision for your future, ways to make quantum leaps in your career, powerful lessons on being a better leader, how to increase your passion for your work and strategies to find more meaning in all you do.

CALL 1-888-RSHARMA to order. You can also
order online at www.robinsharma.com

SHARMA LEADERSHIP REPORT

FREE

Now you can join over 25,000 elite performers across the globe who receive this one-of-a-kind electronic newsletter. Packed with Robin Sharma's latest insights on leadership, self-mastery, work/life balance and the new world of work, you can order your free subscription (\$99 value) by visiting our web site at www.robinsharma.com

CREATING BALANCE

- Exercise Daily.** As Robin wrote in *Leadership Wisdom From The Monk Who Sold His Ferrari*, "those who don't make time for exercise must eventually make time for illness." Time for re-creation is an investment, not an expense.
- Walk in the Woods.** A regular walk in nature restores perspective.
- Count Your Blessings.** Writing down 50 things you have to be grateful for is a powerful way to shift your mindset and develop happiness.
- Read Inspirational Books.** Commit to reading something positive for 30 minutes every day for the rest of your life.
- Be Kind.** Random acts of compassion not only make others feel good, they will fill you with a great sense of joy and fulfillment.

The human mind and spirit can perform miracles if properly used and conditioned for excellence.

ACTION SHEET

Below are listed “Personal Decisions” made for follow-up to maximize benefits:

[illegible]

"Character is the ability to carry out a resolution long after the mood in which it was made has left you."

Cavett Robert

HIGH ACHIEVERS NETWORK

PERSONAL ACTION CONTRACT

Because I feel this is the most important idea for me from this program, I make a firm commitment to use it within the next three days.

1. What are a few ideas I got out of this program that I can personally apply?
2. Which one would have the most impact?
3. How can I apply this to my life? (Action Steps)
4. How would this benefit me? (Results)
5. Who will I partner with to accomplish this? (Accountability)
6. I will implement this idea by: (Date/Deadline)

Date of Commitment: _____

Follow-up Date: _____

Signature

"Character is the ability to carry out a resolution long after the mood in which it was made has left you."

Cavett Robert