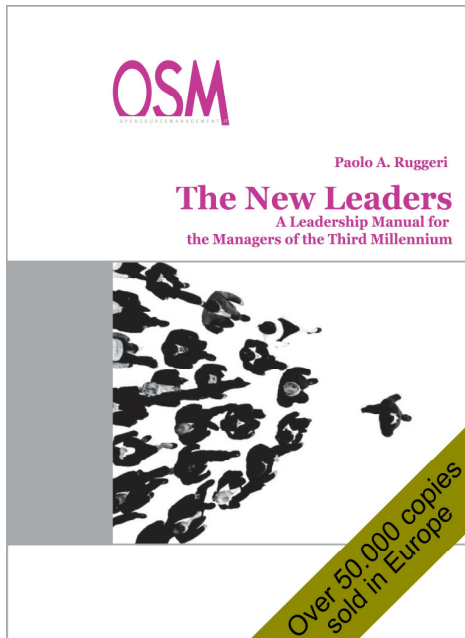


The New Leaders

A revolution on HR Management



Paolo A. Ruggeri is a leading authority on leadership, people management and training of personnel. He has been training business owners and professionals in Europe and the United States for over twenty years.

In his book *The New Leaders* he is making available to readers the successful techniques and actions developed in the course of fifteen years' work, which have helped numerous small-to-medium sized companies to achieve a leadership position in their own markets. *The New Leaders* has sold over 50.000 copies in Europe alone.

In this newsletter we publish an excerpt from the first chapter of the book where Paolo explains the importance of personal goals. *The New Leaders*, a Leadership Manual for the Third Millennium Manager, is available on I-Tunes (<http://itunes.apple.com/us/book/the-new-leaders/id564801943>), at leading bookstores in the United States and directly from the author by writing to info@paoloruggeri.net

For more information about Paolo Ruggeri's books and services visit www.paoloruggeri.net

On Goals

On Goals

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

Hundreds of books have been written about goals, but personally, I am still surprised and fascinated by the power of goals in bringing you closer to success.

Now sit quietly in a room and imagine yourself experiencing the following situation: you have just won 50 million Dollars at the national lottery. Yes, you really are the winner! How does your life change? I would like you to analyze it for a minute with me (please really do this mental exercise): What kind of house would you go and live in? How about a vacation home on an exclusive island in Polynesia or the Caribbean? What kind of car would you drive? What activity would you devote yourself to? Would you go on a trip around the world? Do you have any hobbies you would like to take up? Now let's take a

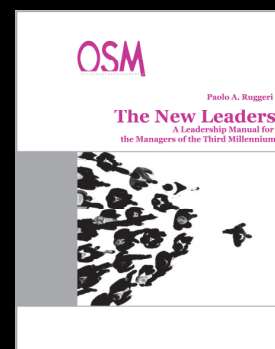
THE BOOK

LEARN TO MOTIVATE & ENGAGE YOUR EMPLOYEES

Market conditions will not improve shortly. You and your company should learn how to make a difference. In order to do it, you'll need to work on yourself, learn how to make existing staff more productive and develop more leaders in the company.



Don't miss the opportunity to read Paolo Ruggeri's first and most famous book: *The New Leaders*. The book will help you improve your leadership skills. It contains practical advice and smart tips you can apply immediately to increase your staff's effectiveness.



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look at your professional life, that is, if you still mean to have one. What sort of business would you like to embark on, or continue with, that would give you a lot of satisfaction? What kind of investments would you make?

Good. Thanks for your collaboration in painting this picture of your wishes. Keep it clearly fixed in your mind. Now I have some bad news for you: you haven't won the 50 million Dollars. I would like to analyze the picture you have just painted for a minute and see how your life would change after this bad piece of news. Is the mansion still there? What about the beautifully furnished house? And the vacation home in the Caribbean? What is left in the picture of your life?

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

You will never be able to attain something you are unable to imagine beforehand

You see, everything in this world is created twice: the first time around it is created in our minds, and only after it has been created quite clearly in our minds can it be created in reality. Everything around you has been created in that way. Try to imagine that you are going to build a house. Before you begin to build it, you make sure you are very clear about what you would like to build, the length of the walls, the size of the rooms, the number of floors and so on. Imagine the chaos that would result from starting the work without having any kind of plan. How much time and energy would be wasted and how many things would be done that would then have to be changed.

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

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

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

THE EVIDENCE

WRITE YOUR GOALS

Quite a few years ago during a training course, the conference speaker told us this odd story. At Yale University in the United States, all the final year Economics students were engaged in an experiment. They were all brought together and asked which of them "had a goal in life". A certain number of students said they did, and when asked "which of them had their goal written down somewhere", 3% of them answered affirmatively. Twenty years later, all those who had taken part in the experiment were sought out and it may have been a coincidence, but the 3% of the students who had written down their goals were earning more than the remaining 97% of them combined!

When they told us that case history and subsequently asked us to write down our goals, I thought the story had been made up to impress us and to make us realize that it was important to have a goal in life. Well, today, twenty years later, my view of that exercise has drastically changed. If you write down your goals, look at them and continue to pursue them, you will attain them.

Allow me to tell you my own story. When I took that training course I used to drive a rickety car with over 200,000 miles on the clock. In some cases I had no money for gas. I was dependent on my parents for my basic subsistence. On top of this I was a high school drop-out, having left school before completing my senior year.

Today, as I write this book, I run a leading company in its business sector, I have 80 extremely motivated employees, I earn in one year what an ordinary person earns in twenty years of work, I drive a sports car, I am married to a fantastic woman and am a highly esteemed professional in my line of business. It might sound absurd, and it may be a coincidence, but many of the things I wrote down that day have materialized. WRITE YOUR GOALS!

ridiculed. But in the end, if its creator continues to believe in it, it invariably materializes.

The power of imagination

True, you haven't got the 50 million Dollars from the lottery, but why not believe as from this moment in your ability to achieve the things you put in your picture at the beginning of this chapter? It is not the 50 million Dollars that will enable you to achieve them but your ability to imagine them. We might therefore say that man, once he has had a dream or has a goal in mind, can act in one of two ways:

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

B) He can let his imagination be changed, taken over or disrupted by setbacks or negative influences from the surrounding environment. In this case he becomes "realistic" or even pessimistic.

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

The material universe has changed your ideas. You have been taken over. You have allowed your most powerful weapon, your ability to imagine a different, brighter future, to be knocked to the ground by the bombardment of bad news or negative experiences that life has put before you. They have convinced you that it is not possible! But to imagine, to believe in a brighter and better future is the most important life-giving quality you have. Those who have stopped having a goal, who have stopped dreaming, tend to have a "realistic", pessimistic, almost defeatist, attitude and feel as if they have little control over their lives.

Remember: Enthusiasm is what you feel when you are overcoming some obstacles to reaching a goal. Having a goal is the most powerful spiritual fuel an individual can have. The moment you decide to sit back without a goal, to let your imagination be conquered by negative news, that will be the end. You will begin to die out as an individual.

Goals

Having talked about it for this long, it is now appropriate to spell out exactly what a goal is. We can say that a goal is A PRECISE DESCRIPTION OF A PARTICULAR SCENE THAT DOES NOT EXIST AT THIS MOMENT IN TIME, BUT THAT WE WISH TO ACTUALIZE. It is like a photograph of what you would like there to be at future date in the material universe. "Being happy" is not a goal but the consequence of making

progress towards a goal. "Having a lot of money" is not a goal but only part of the goal, and lacks the most important component of the photograph, i.e. what you will build in order to produce wealth. In my professional capacity as consultant in human resource motivation and development, I have been fortunate to meet numerous successful individuals. What I most striking about them was the fact that their success was not the result of chance circumstances but had been assiduously pursued. Every one of them had had a dream, a long-term idea of something they wanted to realize, and their lives had been devoted to the realization of that dream. We cannot realize emotions or sensations. We can only realize the things that give us the emotions or sensations we wish for!

Creating your own destiny

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

Let's begin from the professional sphere: How would you like your professional activity or career to be? If you have a company, write down how you would like it to be. Don't write "large", "expanding", or "market leader", however. Describe it. You see, if you were building a house, you would have a plan with the rooms, the floors and the measurements. The builders would certainly laugh at you if you gave them a plan that simply told them you would like "a big house", "a comfortable house" or "a house where you would be happy". Go into detail. If you own or manage a company, how many employees you would like it to have? What would your sales be, what industry would be it in? What kind of customers would you like to have? Let your imagination run free. Of course, you can be a little realistic too. Remember, however, that a study conducted in the 70's analyzing the common characteristics of geniuses (Leonardo da Vinci, Einstein, etc.) revealed that every one of them "had their feet on the ground but their head in the clouds". So, dream on, give free rein to your imagination. If you are the manager of a company division, how would you like that division to be? What kind of tools would you like to have? Then describe yourself, what education, experience and skills would you like to have by then?

How much would you like to earn every month? Etc. Then consider your family situation. What kind of family and what kind of relationship with your partner would you like to have? Describe in detail this area of your life too.

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

You will notice that, as you do this, you may have some negative thoughts entering your mind: "No, what I want to realize is impossible", "I'm too old", "I don't have a college degree", "The market situation is too difficult" and so on. These are all negative thoughts that underrate yourself and your potential.

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

Heeding these irrational thoughts will turn you off and leave you feeling demotivated. Instead of that, pay attention to what is left of your real SELF. Perhaps somewhere inside you there is a feeble voice saying to you, "Perhaps I can do it! Damn it, why shouldn't I too be able to realize my dreams?"

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

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

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

From the first chapter of "The new Leaders" written by Paolo Ruggeri

Paolo Ruggeri

For more information about Paolo Ruggeri's books or to inquire about booking Paolo for a speech visit www.paoloruggeri.net or write to info@paoloruggeri.net

THE BOOK

BECOME A LEADER

Do you have any troubles managing your employees? Do you want to learn how to motivate and make them more productive? Do you want to find out what factors can increase their engagement and motivation? ? Learn how to manage your team. Become a true leader!



It includes case histories of companies that have successfully resolved personnel management problem, providing many practical examples that every manager can immediately apply in order to improve their staff's productivity.



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