

MONTH 1

MISSION, VISION, AND ACCOUNTABILITY

#1

INVEST DAILY IN BECOMING A GREAT LEADER

It's important for you to practice the leadership secrets in this book every day and invest in becoming the best leader you can be for yourself and your team. Leadership is always changing, and the work is never done. You can always learn new strategies and execute new plans to increase your team's success.

Leaders who don't bother to continuously improve see these same problems come up over and over again:

- **Busywork:** Employees work on things that don't matter to the company mission or bottom line.
- **Volatility:** Team goals seem to change with the weather, creating stress and uncertainty.
- **Confusion:** People don't understand why they are working on certain tasks.
- **Unrealistic goals:** Goals are too abstract and never accomplished.
- **Zero buy-in:** You struggle to get the buy-in on the initiatives you need, and you don't know why.

Look to see if your team is dealing with any of these common problems and work to nip them in the bud.

#2

OWN THE VISION

The dictionary defines *vision* as “the act of seeing or the power of seeing.” All-in leaders create the vision, explain the vision, passionately own the vision, and drive the vision to completion.

In fact, I would say that an all-in leader has an uncanny ability to envision their team's potential even when things look bleak.

- Vision inspires the team.
- Vision helps teams work through obstacles and move forward on the journey to success.
- Vision gives purpose and meaning to the work people do.
- Vision helps the team crush goals with efficiency.

It's all about the vision, the values, the data, and the people.

Own the vision and drive the vision to completion.

#3

BE CLEAR ABOUT YOUR VISION

If you want your team to work cohesively to crush projects, start incorporating statements of work (SOWs) in your projects. An SOW is an outline of all the important components of a project that your team will need to complete the project in a timely manner.

Here are some core parts to include in an SOW to give your team a clear sense of the vision for a project:

- The key components of the project as well as assigned owners.
- What the project doesn't entail. (Maybe later down the line, you anticipate your project requiring the attention of product development or recruiting. But for now, this project just needs your team's attention. Be clear about this and *all* the parameters of the project.)
- What the final product should look like.

Once you've come up with an SOW, run it by your higher-ups to see if there's anything worth adding.

Then you're off to the races with a concise, actionable document that holds every individual contributor accountable and gives your team momentum.

#4

YOU WORK FOR YOUR TEAM

As a CEO, a team manager, a business operator, etc. it's crazy to expect your employees to work as much as you do. It's *your* company or team, so of course your employees won't care as much as you or "love the work" as much as you do.

If you want to be an effective leader, you have to give your employees everything you've got. Give, give, give, and then give some more to maximize their potential with no expectations of anything in return.

You're going to have much more success if you set these expectations up front with your team and always give them the support they need.

#5

BE THE LEADER EMPLOYEES WANT TO WORK FOR

Candidates don't choose a job. They choose a great leader to work for.

And employees don't stay at a job for nothing. They stay because they have a leader who supports their growth and is always willing to do whatever it takes to maximize their success.

Be the leader who people want to work for.

#6

MAKE THEM BETTER

It's your job as a great leader to make sure you bring everyone you work with up to another level.

Wherever an employee is at performance-wise when you hire them, your objective is to make them better. Take someone good on the team and make them excellent. Take someone on the team who's excellent and turn them into a rock star.

If you can master this leadership principle and execute it every day, everyone will want to work for you.

#7

EVERYONE WINS WHEN YOU GIVE YOUR HELP SELFLESSLY

While there are millions of people in the workforce, they all can be categorized into three different work styles.

- The selfless people who always sacrifice their time and their talent for the betterment of their team and their company
- The “tit-for-tat” people who keep tabs on everything and only give as much as they receive
- The self-centered people who take without giving anything of value in return

To be clear, all three types of people can be successful; however, there are limits to your success when you constantly take without reciprocating or when you play “tit for tat.”

When you play “tit for tat,” you're only helping your team become as successful as the help that is given to you. When you are self-centered,

you create enemies as you're the only person who reaps any benefits. When you selflessly give your mentorship and your guidance, you gain allies, everybody wins, and you drive results month to month, quarter to quarter, and year to year.

#8

FIND THE TRIANGLE BALANCE

Leadership must find the right balance of three core pillars that I call the Triangle Balance:

- **Directive:** Leaders set the goals and encourage employees to work together to develop the strategy and execution to achieve them. Accountability is crucial to the success of this pillar.
- **Supportive:** Leaders check in with employees and ask questions like these: What's going well with your journey to success? What do you need help with professionally or personally to get there? How can I help unblock anything standing in your way?
- **Contributory:** Leaders must give everything they've got to maximize their team's success. The greatest leaders pour themselves into others. They constantly think, "What can I do to help my employees achieve their goals smarter, better, faster, cheaper, and easier than ever before? What strategies, execution plans, or problem-solving can I offer to help you succeed?"

#9

ALWAYS SHOWCASE AARI

A core framework for all-in leadership is the acronym AARI, which stands for the following:

- **Availability:** Ensure that your team knows you are there to help them whenever they need it most.

- **Approachability:** Showcase that you are eager to help team members overcome their biggest problems, achieve their biggest desires, and make every year their biggest and best yet.
- **Responsiveness:** When a team member asks for help or your input, give it to them right away, ideally within a few hours of their request (if it's possible).
- **Investment:** People need leaders who will do whatever it takes to help them improve to become the best version of themselves. Invest in growing the success of your team daily.

#10

UNLEASH YOUR TENACITY

The essential skill every world-class leader needs to thrive is tenacity. Tenacity can be so crucial because it's the quality that will see you through the most challenging situations. It's the thing that will motivate you to keep moving forward when failures and setbacks happen. Tenacity is not just the refusal to give up or the willingness to see things through to the end, but it's also a conviction that you need to have in yourself.

To be a more tenacious leader, you need to know that you can do anything you set your mind to.

If tenacity isn't your strength, start writing the previous statement down on paper at the beginning and end of every day as a reminder. Read it out loud to yourself every single day until you start believing it. And when you start honing your mental endurance, you'll unlock your full tenacity and be able to go through any fires.

#11

DON'T SIT AROUND WAITING

You can't create something valuable by sitting around waiting. Management gets easier when you realize that the leaders who you admire are just like you. The only difference is, they did whatever it took to get started, and they stayed inquisitive, positive, coachable, and hard-working.

Impactful leaders have the choice to get started or to sit around and never begin. But they always choose the former because nothing great ever gets done by doing nothing.

#12

FREE YOURSELF FROM THE NEED FOR RESPECT

Great leaders don't care about being called a manager. Great leaders don't care about having their team "respect" them. Great leaders don't care about being higher up on the pyramid than others.

Great leaders care about only one thing: doing whatever it takes to help their team accomplish their dreams.

You can't just expect your team to respect you because of your title. You must earn their respect by investing in them and helping them succeed. You only succeed as a leader when your team succeeds.

#13

KNOW YOUR UPSIDE AND DOWNSIDE

To become a great leader, it is extremely important to always calculate your upside and downside in all facets of your management. Business is a very strict risk versus reward game, and the people who know their numbers take all the rewards, while the people who don't know the numbers lose everything.

In management, you must understand the numbers. You have to know what is invested, how much is at risk, and what you must be OK with losing if the risk doesn't produce the reward you were looking for. The only way to do this is to hypothesize the upside, the downside, and the probability of success for every project, and once the project is completed, track the performance data.

As you track the data, if the numbers are meeting or exceeding projections, you can continue to invest in the project. If things are going poorly and you aren't seeing the results, you have to stop investing in the project or shut it down as quickly as possible.

As long as you know your numbers and track the upside and downside, you will be in a great position to continuously optimize operations.

#14

HOLD TEAM MASTERMINDS

This secret is specifically for leaders who work remotely. If this is you, I want you to make it a priority every quarter to get together with your team in person and host a mastermind.

A mastermind is an event where your team gathers together to work on projects, collaborate, brainstorm, network, and just catch up.

Masterminds may seem trivial and not necessary, but don't underestimate the power of working together in person because this is the time where your team can really overcome long-standing challenges, uncover crucial goals, and identify opportunities for improvement. In a world where a lot of people work remotely, try to get your team together in person at least quarterly regardless of the time it takes or the cost.

When I run team or leadership masterminds, we like to discuss the following:

- Big projects we are trying to accomplish (progress, obstacles, etc.)
- Team members' professional goals
- Team members' personal goals
- Biggest professional challenges and problems
- Biggest personal challenges and problems
- How to help

Every quarter, give a supercharge to team morale with a mastermind.

#15

MAKE THE CALL AND ROLL

Most decisions I've made as a leader were based on research. I'd identify a problem, research how to solve it, and then come up with a solution to execute right away. Instead of wasting time asking the team what they thought, I just rolled it out and explained, "This is what we are going to do, and here is why. Do you have any other alternatives to address this issue?"

I've helped our team make tens of millions of dollars because of different calls I made that worked out in our favor. When people in my network advised against it, in my gut I knew it was exactly what we needed to do to solve a problem or get to the next level, so I went with my instincts and took the shot.

Now it's important to point out that whatever strategies, projects, or recommendations you roll with, you have to take full ownership even

if they end up being failures. But if you are OK with taking ownership, then follow your gut. If it works out, fantastic! If it doesn't, you gained experience to make a smarter decision next time.

If you know that waiting around for a consensus isn't going to be feasible, then make the call and roll.

#16

CELEBRATE THE WINS OF YOUR TEAM EVERY DAY

Celebrating your team's accomplishments (big or small) leads to long-term success. Celebrating the wins of your team every day creates camaraderie. Celebrating the wins of the team every day helps inspire your people to do more, be more, and achieve more than they thought they could.

Encourage everyone on your team to share their wins and celebrate each other. The way we've done this with every department at Seamless.AI is by creating a "GONG" or a Wins channel on Slack where anyone can post a win they accomplished.

- Our sales development representative (SDR) sales team posts every time someone books a meeting.
- Our customer success team posts every time they save an account or upsell an account.
- Our collections team posts every time they collect an unpaid invoice.
- Our HR team posts every time they book an interview or get an offer letter signed.
- Our marketing team posts the new users, demos, and sales they generate every day.
- Our engineering team celebrates when bugs or new features are pushed out.

When the win gets posted, the entire company celebrates. Inspire your team to post their wins every day.

#17

TEACH THE TEAM GRATITUDE

Instead of waiting until your team scores a win to be grateful, teach your team to express gratitude every day.

I recommend having each employee keep a gratitude journal to list anything they are grateful for that day, big or small (a great meal, a great co-worker, etc.). Additionally, teach your team to change the way they perceive work.

Instead of looking at work as something they “have to do,” they should look at work as something that they “get to do.” They get to transform people’s lives with the product or service they provide, and that’s something to truly be grateful for.

It’s so important to have gratitude along the journey to success because these small gestures add up to a paradigm shift. Gratitude allows you to see the best in everything around you, and it unlocks the fullness of life.

#18

BECOME A VISIONARY LEADER

As a leader, you always have to think 10 steps ahead so you have a competitive edge.

To become a more visionary leader, you must

- **Be realistic:** Thinking you can’t get started on your vision until you have whatever ridiculously priced tool (you think you need) will kill your progress. And expecting to achieve 10× goals in a short amount of time will kill your progress. So be realistic with your vision and think about what you currently have at your fingertips. How can you maximize the value you’re getting out of what you already have?

- **Do an inventory of wins and losses:** Go through past wins and failures, and do an inventory of the winning habits, strategies, frameworks, and approaches, as well as the bad habits and missteps. Replicate the behaviors that led to victories and eliminate the missteps that slowed your team's progress in the past.

As a visionary leader, it should be your goal to get your team so excited about the future you envision for the company that they're ready to bust through a wall to get to it faster!

#19

LEADERSHIP IS A PRIVILEGE

Many leaders feel that having a management position is their God-given right. They act as if they are better than those who work for them. I'm here to give you a reality check and remind you that leadership is a privilege, not a right.

Leadership is never owned; it is rented, and the rent is due every day to serve your people to achieve greater levels of success in the game of life.

Great leaders are humble and obsessed with serving their team, not being served by their team. Leaders are accountable for the success and livelihood of dozens to thousands of people. Leaders' actions and decisions impact a large and diverse community.

Always remember that leadership is a *privilege*, not a right. When you are a leader, your influence can affect the trajectory of people's personal and professional lives.

#20

GREAT LEADERSHIP SPREADS LIKE WILDFIRE

One of the most amazing things about being a leader is positively impacting the people you lead. The people you lead have the potential to reach hundreds of thousands of people and kick-start game-changing ideas and conversations.

Since your impact as a leader can spread far and wide above you and those around you, give it your all. Push yourself as hard as possible to serve, to share brilliant ideas, and to inspire.

You have the opportunity to lead others to create something that changes the world. Start that fire that spreads new intelligence, ideas, and dreams far and wide!

#21

DEVELOP THE LEADERS OF THE FUTURE

The ultimate euphoria for an all-in leader is to help their people maximize their success, grow in their careers, and get to the next level. By helping your employees become the best leaders and bosses of the future, you learn from them and you both maximize your success.

In fact, that's how this book got started. I wanted to train my team, so I wrote these secrets as a leadership development plan, and they were so impactful that I decided to share them with the world.

Luckily for you, if you want to help your employees grow in their leadership abilities, you don't need to create a book. Just give them a copy of this book or create your own simple playbook and start teaching the team these principles and secrets to being a great leader.

#22

HELP YOUR PEOPLE SET GOALS

Great managers make their team stronger by helping them set goals.

Help your people set their monthly, quarterly, and annual goals and follow these strategies:

- **Set measurable goals:** Make the goal measurable rather than abstract. This way you and the employee can track progress.
- **Set goals outside of their skill set:** Make sure the goal requires the employee to stretch and learn a skill that's slightly above their current position and abilities. This forces them to hone those leadership skills.
- **Be realistic:** Avoid setting impossible goals. It's great to have high expectations, but you don't want to set a goal so high that the employee can't achieve it. Instead, start with smaller goals and use those tiny victories as momentum for the bigger goals.

#23

WE ARE A TEAM

Teach the people that you lead that you are all on a team. Everyone has one goal and one mission.

I like to tell my team that we are a championship team. If one person on the team struggles, we all struggle. If one person on the team triumphs, we all triumph. We win as a team, and we lose as a team.

Help each other persevere through the struggles, the tribulations, and the challenges. Help each other celebrate the successes, achievements, and wins.

#24

DITCH THE BLAME GAME

It's too easy to blame your lack of success on external factors like a better product or a better manager. Coach your team to quit playing the blame game and to take full responsibility for everything.

The minute you take full ownership for everything good and bad in your life is the minute you are set free to achieve your wildest dreams.

Instead of making excuses, ask your team these questions:

- What are you going to do today to take full responsibility for everything good and bad in your life?
- What are you going to do today to increase your strengths and minimize your weaknesses?
- What are you going to do today to get one step closer to achieving your goals and dreams?

#25

TO BE THE BEST TEAM LEADER, BE FLEXIBLE

This might go against what you've learned, but being a team leader and being uncompromising aren't a good combo. You have to learn to be a team player and bend to meet your team's needs.

If you doubt this advice, I want to point out the following benefits that come with being flexible:

- You learn to be more innovative and resourceful. When you're flexible, no problem can make you sweat, because you're too resourceful to stress. Flexible leaders perfect the art of turning problems into opportunities.

- You learn to empower your people. When you focus on being flexible, you shake off a lot of those selfish impulses that get in the way of serving your team.

With these benefits, learn to bend to the needs and the will of the team, for their greatest success and yours!

#26

MAKE YOUR PEOPLE FEEL IMPORTANT

When you talk to managers, you get the feeling that they are important. When you talk to great leaders, they give you the feeling that you are important.

Make your people feel important.

Your People > You.

#27

UNLOCK YOUR EMPLOYEES' PASSION

At Seamless.AI, one of our mantras is that the work we do isn't something we *have* to do, but something we *get* to do. Every day we connect hundreds of thousands of people to life-changing opportunities. And that's a privilege we don't take for granted.

Your goal as a leader should be to unlock this same drive in your people and get them excited about their work. Before you ever make a request, take these insights into account, and ignite that passion.

Make sure you're clear and specific about exactly what you want. You'd be surprised at how many leaders reach out to an employee with an ask and don't even know what they really want. Think about the things the employee wants the most, and make sure that when you vocalize this request, you speak 100% to what they want.

Unlocking passion is about focusing on what your people want, not what you want.

#28

LIFE PARTNERS NEED TO BE BOUGHT INTO THE MISSION

I've worked with a lot of employees whose partners weren't bought into the mission and vision of the team. When this happens, it ends in absolute disaster.

Eventually, that toxic energy and negative self-talk from the partner will degrade your team member's commitment, positivity, coachability, work ethic, and enthusiasm to maximize their success.

Do whatever it takes to help your team's partners understand the importance of the mission and vision of the company. If they aren't bought in, your team members won't be bought in for long either.

#29

THE ONLY CONSTANT IN LIFE IS CHANGE

Great leaders are constantly adapting to change because change is inevitable.

- Companies change.
- Technology changes.
- People change.
- Problems change.
- Opportunities change.
- Economies change.
- Goals change.

Great leaders are aware of this reality. Instead of staying wedded to the way things are, they adapt. The only way to succeed as a great leader in this ever-changing world is to constantly change with it.

#30

TEACH YOUR TEAM THE PRINCIPLES OF WINNING

Educate your team to surround themselves with people who push them to do better and be better. Educate the team to eliminate all negativity and stay away from any internal team or external team drama as much as possible.

The only thing you want the team to do is set higher goals and have higher motivation. Maintain positive energy throughout the team as much as possible because the goal is to bring out the absolute best in each other no matter what. Become unstoppable together (as a team) and individually (as a contributor).

#31

EVERYONE IS A LEADER

A lot of people think that leadership is all about a management title or directing a big group of people. True leadership is never about authority and power. It's about caring for the people you serve and helping them grow. Anyone in any position can do that.

A leader is someone with a desire to help influence and positively impact others. If you help inspire someone to do something that they thought they couldn't do or if you believed in someone when they didn't believe in themselves, then you are a leader.

If you help serve others, you are a leader. You don't ever need a title to be a leader. We are all leaders.

