

YOUR SELF – BE AN AUTHENTIC MILLIONAIRE

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'In the 21st Century, the real leaders will be the people with a unique personality, skill or product. And uniqueness never drops out of committees; it arises from deep within a person, from your essential self.'

Martha Beck – Finding your own North Star

SUMMARY

Be clear on what you want to achieve, take ownership for everything that you do and say, and also for the talents that you already have, especially those you were born with. Make a true decision on what you are going to do, and then do it. As you do, help others, always over-deliver to customers and be persistently persistent. Then, and only then, will you find that perfect balance between happiness, wealth creation, and making a difference to yourself, others and the world.

The Naked Leader is you, not me, and the message is blindingly obvious.

It is entirely built on common sense, the stuff you already know, deep down. And, deep down, you already know that your future is your choice, and no-one else's: as an individual, as a team or as an organization.

If you believe that, you are making a choice. If you do not believe that, you are also making a choice. After all, there are people out there in exactly the same, or worse, circumstances than you, who have gone on to achieve what you want to achieve, and more.

The single difference between people who achieve success and those who don't is **action**.

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What you actually do – how you act, and react – is everything. It doesn't matter what you know, it doesn't really matter what you say; your results always come down to one thing and one thing alone: what you do. What you, your people and your organization actually do, each and every day. Everything else is just noise.

If you want success (by your own definition) in any area of your life, know what you want to achieve. Know your desired outcome, take ownership, make a true decision, and then do something. And ask yourself the ultimate question of success:

Does what I am doing take me/us closer to achieving my/our desired outcome, or not?

If it does, do more of the same; if it does not, do something else – and keep going until you achieve what you want, or choose to give up.

And, to remove any fear, simply remember that one day you will close your eyes and you will die. So, get with the programme. Live life to the full, while you can, or don't – your choice.

WHY NAKED?

Many others will tell you to be more than what you have become. Many people will inspire you to be the very best that you can be. I invite you to be the very best that you already are.

On the day you were born, naked, you had everything you needed, to be anything you want. On the day that you die, naked, you will look back on whether you achieved everything that you could have. If all of this comes down to one thing, it is about fulfilling the promise of your first few seconds, while ensuring no regrets in your last...

Your truth, integrity and authenticity come from deep within, and your success will come from removing false, limiting beliefs that separate you from the essence of who you truly are, and always have been. It is this separation, from what you feel now to who you truly

HOW TO SIMPLY BE YOURSELF (IT'S ALL YOU NEED TO BE)

are, that is the root cause of many anxieties, worries and fears. When you accept that, then you start to move towards your major premise – your underlying belief system. Just reading this, and believing whatever you believe, is sometimes enough to bring you an inner peace and joy that reconnects you with your inner power.

Sustained success does not happen by accident or by chance. It happens as a result of a specific process, an exact formula.

THE FORMULA FOR GUARANTEED SUCCESS

Tell everyone you know, destroy the mystery and hype surrounding business success, and personal leadership, forever.

- 1 Know where you want to go/be – the *what* – (dreams and outcomes). Have massive dreams or, at the very least, set a standard for yourself that is higher than anyone else can ever reasonably expect of you. Focus on what you want – not what you don't want.
- 2 Know where you are now – the *you* – (ownership and honesty). Take ownership of everything that you say and do. Never say anything behind your close colleagues' backs that you would not say to their faces. Always raise issues when they need to be raised.
- 3 Know what you have to do, to get to where you want to be – the *moment* – (choices and true decisions). From the moment you are born, until the moment that you die, you will only ever do something to the best of your ability for one reason and one reason alone, and that is because *you want to* – because you choose to. When you make a decision, make it 'true' – i.e. you will actually carry it through. It only takes a single heartbeat to make such a decision.
- 4 Do it! – the first action – the *how* – (action and persistence). Take one action. Then ask yourself: Does this action, this behaviour, this thought, take me closer to where I want to go, or closer to who I want to be? In other words, does it serve or help me, our team, or our organization, or does it not?

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If 'Yes', do more of the same...

If 'No', then do something else, and if that doesn't 'work' then...

Please put the next page on a wall where you can see it every day.

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Do something else...

And if that doesn't work, then do something else.
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And if that doesn't work, *then do something else.*
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And if that doesn't work, *then do something else.*
And if that doesn't work, *then do something else.*

Or give up.

If you ever feel like giving up, remember that you will never know whether, if you had just kept going for a bit longer, then you might have moved forward. Many entrepreneurs believe that it is at the moment of your biggest despair that you come closest to the moment of your biggest breakthrough. If you give up, you will never know, but you will always wonder...

Your reaction

Your reaction to what you have just read will have everything to do with whether or not you are going to complete your adventure, and become a Naked Millionaire.

You may find this message – be the very best that you already are – an inspiring one. Great. Thank you for being inspired. However, please know this: I really don't care.

Inspiration is simply not a strategy. It's what you do with that inspiration that really matters.

I don't want to know how you feel about what I write, or say – I want to know what you personally are going to *do*.

Or, when you hear this message – be the very best that you already are – it may make you feel rather sceptical, or even cynical. Great. Thank you for being sceptical, or even cynical. However, please know this: I really don't care.

Being sceptical or cynical is simply not a strategy. It's what you do with those feelings that really matters.

I don't want to know how you feel about what I write, or say. I want to know what you personally are going to *do*.

When you hear this message – be the very best that you already are – it may make you feel very open-minded – in other words, you believe it may be true, or it may not. You are open to both possibilities. Great. Thank you for being so open-minded. However, please know this: I really don't care.

While being open-minded may sound good, it is simply not a strategy. It's what you do with your open mind that really matters.

I don't want to know how you feel about what I write, or say. I want to know what you personally are going to *do*.

HOW TO SIMPLY BE YOURSELF (IT'S ALL YOU NEED TO BE)

What you feel will determine what you believe – or it will, if you let it. What you believe will determine what you do – or it will, if you let it. Your adventure towards being a Naked Millionaire, towards achieving anything in your life, in your career or in your organization, will come down to one thing and one thing alone: what you do. What you personally do, each and every day, in each and every moment – starting right now.

Whether or not you succeed on your own personal journey will also come down to how much you *want* to succeed.

THE KILLER QUESTION

If it's all so simple, why isn't everyone doing it?

- 1 'Simple' does not equal 'easy'. Indeed, 'simple' is often dismissed or looked down on, by jargon-speaking academics, expensive consultants and highbrow media.
- 2 Because 'common sense' has become not so common.
- 3 It can be hard to simply be yourself. At work, or when starting a company, we can feel the need to conform, or seek a compromise view. I am not saying these things are 'right' or 'wrong', but conformity and compromise won't help you on this adventure.
- 4 And the biggest of them all – you went through childhood.

'We're born to win, but programmed to fail! We are programmed into the negative from the moment we come into this world. It starts with our upbringing. By the time you reach the age of 18, you've heard the word 'no' 200,000 times, seen 30,000 acts of violence, and have received more than 12 million messages in the form of advertising telling you how to look, what to eat, and how to feel. No wonder most of us grow up with a negative self-image!'

Desi Williamson – *Get Off Your Assets! How to Unleash the Power in You*

Think, just for a moment: at home, how often did you hear the word 'no' when you were a child? At school, how often

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you were taught what to think, rather than how to think? How many ‘rules’ did you learn at a young age?

‘Speak when you are spoken to.’ (Great advice for communication.)

‘Children should be seen and not heard.’ (Know your place.)

‘Don’t talk to strangers.’ (Best avoid a career in selling.)

Loving ‘no’ is the only way to meet that ‘yes’ that is just around the corner.

As a Naked Millionaire, you must reverse this teaching. The very best salespeople, entrepreneurs and business people learn to love the word ‘no’. This sets them apart from their competitors – making that next sales call, sending their book off again after many rejections, taking on board all the feedback you will receive without being hurt, or taking it personally...

CHOOSE YOUR BELIEFS WITH CARE

We start to form our beliefs when we are young. We form beliefs from listening to our parents, teachers, friends and family. And these beliefs (such as which football team is best!) can have an extraordinary power and stay with us for the rest of our lives.

How many of the following ‘facts’ or beliefs do you still hold as true?

There are seven colours in a rainbow.

There are as many colours in the rainbow as the eye can see. Rainbows, like sunlight, contain a continuous spectrum that does not neatly divide into red, orange, yellow, green, blue, indigo and violet.

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The Great Wall of China is the only man-made object visible from the moon.

The only thing you can see from the moon is a beautiful sphere, mostly white (clouds), some blue (ocean), patches of yellow (deserts), and every once in a while some green vegetation. No man-made object is visible on this scale.

If you don't know it now, you will never know it.

Often told to students just before they sit an exam – absolute rubbish! Our short-term memories serve us well in recalling what we have just taken in (the same applies for meeting notes, shopping lists and the key points of the talk you are about to make at an event).

You are not enough.

No matter what your age, your knowledge or experience, you all no doubt have been told many times that 'you are clever' or 'you are stupid' or 'you are good' or 'you are bad'. These comments are *always* – just someone else's opinion. The only fact, the only indisputable fact, is that you are. Full stop. As you read that again – 'you are', and you think about what that means for you, it may be that you are feeling a little more excited about your journey ahead.

I was once told by a 'teacher' at school that I had 'something missing'. Rosaleen Moriarty-Simmonds changed my belief in this forever. Because she most certainly does have something missing: as a result of her mother being prescribed thalidomide during pregnancy, Rosaleen has no arms or legs (just four fingers, two sprouting from each shoulder and thirteen toes on legs which come to an abrupt end above the knee.) And yet, she knows she has nothing 'missing' at all...

Anyone can achieve

Being determined to succeed is crucial. Born in 1960 as one of the generation of thalidomide children, I learned determination very quickly.

I knew the key to my future was a good education, and so, despite being 'written off' as an academic failure, I secured good 'O' level grades, obtained a diploma in Business Studies and gained an Honours Degree in Psychology.

Life is not always a bed of roses. Successes will be matched by an equal number of disappointments.

Opportunities only present themselves. Never say 'never'; have fun and work with passion to accomplish achievable goals.

If I can do it with just four fingers and thirteen toes, then anyone can!

*Reproduced by permission of Rosaleen Moriarty-Simmonds
(www.rms-consultancy.co.uk)*

YOUR THREE KEY ACTIONS

- Be clear on the exact outcomes, the results that you want.
- Take personal ownership and accountability for everything that you say and do – there is nothing 'wrong' with you.
- Make a true decision – decide to go for what you want and that you will settle for nothing less, then take one action on your journey. If it takes you closer to where you want to go, do more of the same. If not, then do something else, and so on until you succeed. What you do is all.

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If you choose to continue on Journey One, Front to Back, keep on reading and I won't insult your intelligence again!

The Journey of Hindsight continues at IV Your Warning! – 10 How to Make the Big Decision (Don't give up your day job, just yet) on page 131.

The Journey of Misadventure continues at VII Your Book – 19 How to Begin Writing a Book (and finish it!) on page 231.

‘Little minds are tamed and subdued by misfortune, but great minds rise above them.’

Washington Irving

SUMMARY

Your journey to being a Naked Millionaire will be a bumpy one. You will face many challenges and it will be tough. Stay true to yourself. Enjoy your journey as you learn more about yourself. Do what needs to be done, when it needs to be done, and that involves hard work, focus and discipline.

Are you sitting comfortably?

Good.

Then I won't begin.

This book is not about being 'comfortable' – this book is about being different from other people – different in three main ways:

- 1 *Taking ownership* of your future, and of your life – you will not expect someone else to do it for you, and you will not blame other people when things do not go as you would like them to.
- 2 *Doing what needs to be done*, when and how it needs to be done. That is likely to involve hard work, often when you least feel like doing it.
- 3 *Being confident* – you believe that you have the skills and talent to be a Naked Millionaire. And just as you never need to shout about it, so you will never believe anyone who tells you that your skills and talent are not enough.

Are you up for it? Are you prepared to go on a journey very much less travelled? Are you prepared to be one of the few, and not one of the many?

GET READY FOR THE (BUMPY) RIDE AHEAD

If you are feeling comfortable, then you may not yet be ready for your adventure, to make your idea a reality, build your business and turn your money into real wealth.

OWNERSHIP

'If it is to be, it is up to me.'

William H. Johnsen

(Born with his head much smaller than his body and nicknamed Zip the Pinhead, William used his deformity to his advantage by becoming a top freak-show artist.)

To achieve success, William did what successful people do – he took personal ownership, accountability and responsibility for everything he did. That is how he acted, and how he reacted.

And that is the uncomfortable part: everyone would have to agree at some level that they have total and absolute control over how they act, what they say and do.

Very few will accept that they have total and absolute control over how they react – to what others say, and do. To the weather. To that traffic jam. To this circumstance and that. With absolutely no blame.

If you arrive an hour late for a meeting, that is your responsibility. The fact the trains were delayed is irrelevant.

If you make a mistake in a presentation, admit it.

And if you cannot deliver something on time, say so and apologize in advance as soon as you realize the situation.

Just by taking ownership, you will be joining a select few people in this world.

Now, to make it even fewer...

DOING WHAT NEEDS TO BE DONE

‘There is always room for those who can be relied upon to deliver the goods when they say they will.’

Napoleon Hill, www.naphill.org

Imagine the scene. It is after 10 pm and you have just got back home after a really tough day. You have not eaten a proper meal, you are tired and you have an early start tomorrow.

You go straight to bed, and just as you are about to sleep, you suddenly remember that you made a promise to write an article for a magazine, and that you would send it through by the end of today.

You glance at the clock – 10.30 pm – and a little voice in your head tells you: ‘That’s OK, get up early and send it in the morning. You write better in the morning anyway, and as long as it gets to them by 9 am it will be fine. Now, go to sleep.’

What do you do? Do you (a) Go to sleep; or (b) Throw back the covers, go write the article, and send it through?

The answer all depends on how you feel – if you’re up to it, then throw back the covers, throw cold water in your face and go write and send the article.

If, on the other hand, you do not feel up to it, then throw back the covers, throw cold water in your face and go write and send the article.

This is not a book that says you must ‘go the extra mile’ or talks about how horse races are won by an inch and no-one ever remembers second place.

It is a book that says this – if you commit to do something, do it.

CONFIDENCE

'I quit being afraid when my first venture failed and the sky didn't fall down.'

Allen H. Neuharth

(Neuharth experienced many failures and setbacks, including bankruptcy, on his road to being the founder of *USA Today*.)

Confidence is absolutely critical to your success, in running a successful business, in forming trusted relationships and in becoming a Naked Millionaire.

That's confidence, not arrogance. The two are very different – confidence is knowing you have abilities; arrogance is shouting about them.

Arrogant people tell others how well they are doing (when they are probably not; they are simply feeding their own need to be superior). Confident people don't need to tell anyone how well they are doing (they already know). As a confident person, you are likely to show humility, help other people on your journey, and be modest about your achievements.

The fastest way to be confident? Act as if you are confident. The mind cannot tell the difference between something that happens in reality and something it imagines with emotional intensity. So, literally, pretend that you are confident and act as you would if you really were, and you will be. As you feel more confident, so some existing beliefs that do not help you achieve success will crumble.

I have been told there are no new ideas to be had (I believed this for two years, during which time I never once had a new idea!); I have been told that you need certain qualifications to be successful (you don't); and I suppose the biggest 'rule' I was taught when I was younger was that my success was 'just around the corner'. I have been looking for it everywhere, and have yet to find it. Because it is nowhere, except sometimes in my own mind.

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I will coach you on exactly how to break these rules. How to smash them into smithereens, and write some new ones of your own that are useful and meaningful.

Tuesday 13 January 2004, Elstree, London. I had been presenting to a group of entrepreneurs. It had been an exciting evening, with such a positive, can-do attitude in the room, and time just flew by, so much so that I missed my last train home. One of the delegates kindly offered me a lift home and we walked together to his car – to his Rolls-Royce, to be more precise.

During the journey I complimented him on his car, and after a while I plucked up the courage to say: 'I hope you don't mind my asking – did you make your money before you came, or here?'

His reply was clear: 'Here.'

His follow-up comment was surprising: 'This is the best country in the world to be an entrepreneur, the best country by far.'

Long pause – more M25, me thinking about the negative press we have in Britain and the very negative attitude towards people who make money through their own hard work (as opposed to those who win it in a lottery). I expressed this sentiment, by now hanging on this guy's every word. This 'guy' who had attended one of my talks on how to be successful, who was driving a beautiful black Rolls-Royce, and who was driving over 120 miles out of his way just to take me home, at 1.30 in the morning.

He said: 'The reasons you talk about are the very reasons why this is the best country to go for it.'

'How so?' I asked.

And, in the course of this entire book, and your new exciting adventure, please always remember his reply. Without taking his eyes off the road ahead, he said matter-of-factly:

'People get so put off by those things, they are scared – scared to be themselves, scared to have an idea and very scared to start a business. So, those that decide to do something, despite feeling very scared, cannot fail.'

GET READY FOR THE (BUMPY) RIDE AHEAD

Are you sitting uncomfortably?

Excellent.

Then we will begin...

YOUR THREE KEY ACTIONS

- Get out of your comfort zone, and get out of it right now.
- Feel positive towards money and the prospect of being happy.
- The more uncomfortable you feel, the readier you are.

The Journey of Hindsight continues at 3 How to Form Key Relationships (People and money) on page 20.

The Journey of Misadventure continues at VII Your Book – 20 How to Have It Published (while staying sane) on page 251.

‘Life is an echo. What you send out – you get back. What you give – you get.’

Zig Ziglar

SUMMARY

Form trusted relationships with people, follow through and then *get paid*. Be nice to people you do not have to be nice to. When you fall out with a business colleague do something about it, early. Have a relationship with money that attracts it into your life – i.e. value it as energy, a symbol of success. You can be happy, have money and make a difference to others.

Your success in becoming a Naked Millionaire will come down to your ability to build trusted relationships.

Let me put that another way, so there can be absolutely no doubt in your mind, or on your adventure: If you want to have no money, your success in achieving this will come down to your *inability* to build trusted relationships.

Before we come to relationships with people, there is the small matter of your relationship with ... eh, sorry, I am about to write that politically incorrect word that we don't talk about in polite society – a word that can make us feel very comfortable, selfish and greedy.

Ladies and gentlemen, I give you:

MONEY

As you embark on your ‘selfish’ journey to being filthy rich, not content with your roots or what you have right now, always remember that the best things in life are free. And remember that when you make money, others will think you must have broken the law in some way, unless you win the lottery, in which case that’s OK.

Considering money has been around a while, many people still have huge hang-ups about it. Money is the last great taboo! We can swear, smoke, drink alcohol, make open jokes about sex, and yet, when it comes to money, especially being rich – that’s a no-go area.

In many countries in the world today, it is more socially acceptable (and tax-free) to win the lottery than it is to work hard (and pay tax). There are many reasons for this, and why so many people have an unhappy, unhelpful and unhealthy relationship with money. Every day we read about people who are rich and unhappy. So much so, that some people have actually introduced a ‘rule’ that you can’t be financially successful AND happy! Just because they don’t have both, they don’t believe that anyone else can, either.

You will often hear the expression ‘money doesn’t matter’.

Yeah, right. Go pay your mortgage with happiness, or love. ‘Hey, I am a bit short this month, how about a hug instead?’

Anyone who thinks or says that money doesn’t matter has usually got very little of it.

Other people’s relationships with money do not matter right now; what matters is **your** relationship with money.

I assume that, because you are reading this, you have a desire to make money. Great, let’s remove any final taboos you may have about being wealthy:

Rich is selfish.

Which is more ‘selfish’, to take ownership of your life and make your own way, or to be constantly dependent on others? Besides, have you ever known a poor philanthropist?

It’s disgusting to be ‘filthy rich’.

Now this is just silly, because with money, you are more likely to be able to buy soap, shampoo and hot water.

Being rich means you’re not content with your roots.

‘Research by Dr Mark Taylor in the UK, shows that people’s wellbeing is “strongly linked” to their financial capability.’
Britain in 2010 – published by the Economic and Social Research Council

You may be perfectly ‘content’ with your roots; however, you have simply decided to grow a bigger, stronger tree that will last long after you have died.

Money can’t buy you happiness.

Are you more likely to be able to have freedom in your life with money, or without? Why don’t you get money and then decide for yourself?

*‘Research by Dr Mark Taylor in the UK, shows that people’s wellbeing is “strongly linked” to their financial capability.’
Britain in 2010 – published by the Economic and Social Research Council*

The best things in life are free.

Absolutely, fresh air, love and ... I can’t think of anything else that could possibly fall into this category. No more shelter, warmth, clothing, food, entertainment, holidays, travel – yes, I am exaggerating to make a point, simply because this quote so often translates to *the only things you really need in life are free*.

Isn’t it amazing that so many people perpetuate this unhelpful relationship with money? Because if you have a helpful relationship with money (one taking you closer to achieving what

HOW TO FORM KEY RELATIONSHIPS (PEOPLE AND MONEY)

you really want) you are truly one of the few, and not one of the many. And being one of the few is absolutely critical to being a Naked Millionaire.

If anyone says something negative to you about the journey you are on, be gentle with them, and simply ask yourself – are they on this journey, or are you?

In a similar vein, a critical question for you is this: are you jealous of people who have more money than you?

Yes? Remember this: their success is not your failure, unless you let it be so.

No? Fantastic. There is plenty of money to go around.

Let's get back to basics

What is money? Money is money. Meaning? Whatever you want it to mean. And that's it.

To me, money is simply a tool used to transact the exchange of goods and services between people.

To other entrepreneurs, it has been described as 'energy'.

What is it to you?

That is your choice. Choose wisely, if you want to continue your journey forward, and most certainly if, right now, your starting point is having a nasty gap in your economy.

How to be a money magnet

Ten powerful ways to attract money:

- 1 Be generous: help others less fortunate than yourself.

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- 2 Be grateful for the money that you have, no matter how much or how little that may be, and value money: if you see a penny in the street, pick it up.
- 3 Do not be jealous of other people who have money – their success is not your failure. Be pleased for them.
- 4 Do not feel guilty about having money – feeling guilty actually repels wealth and keeps it away from you because you will do everything you can to avoid pain (and if money gives you pain...).
- 5 Be passionate about everything you do. Surround yourself with people who are similarly passionate.
- 6 If you lose money, don't play the victim. Learn from what has happened, and be grateful for the lesson.
- 7 Always keep your promises – say what you mean and mean what you say.
- 8 Expect to be wealthy – it is inevitable. That is wealth attraction.
- 9 Believe in abundance. There is plenty of money around in the world.
- 10 Always be true to yourself and totally authentic.

PEOPLE

How to build a trusted relationship with yourself

No matter how logical we think we are, or we appear to be, deep down we are all living, breathing bundles of emotional energy.

You will never, *never*, be able to build a totally trusted relationship with any other human being, until you can build such a trusted relationship with yourself.

That is because, unless you trust yourself, and all that you think, say and do, you will always be seeking the approval of others – asking their permission before you feel confident in taking action. I believe this is the single biggest disabler to taking action: waiting for someone else, or indeed for ourselves, to give us that permission.

HOW TO FORM KEY RELATIONSHIPS (PEOPLE AND MONEY)

What if it never comes?

At best, we stay in the comfortable life that we have, always wondering if there is something more; at worst, we freeze into inaction.

This important theme is covered at various points in the book, to make sure it gets you at least once, no matter which journey you take.

Naked Millionaires don't need anyone's permission except their own.

There is just one exception here. If you are married with children, i.e. you have people who are dependent on you, it is a very good idea to share your thoughts, plans and ambition with them. After all, life for you, and for those whose lives you touch, is about to change forever.

Seeking approval is the surest way not to find it (how ironic is that?).

That proviso aside, this permission thing hits people from all angles, every moment of every day.

You will need to break free from seeking approval of others, and from their opinions, judgements and adherence to conformity. When you decide to go for things, expect other people – often complete strangers to you – to attack you. They will shout from the online rooftops that you have no 'right' to do this. What they really mean is that they don't have the bravery to do it for themselves, and so why should you? Accept in advance that this will happen, and celebrate it when it does!

You will never become a well-respected person and brand without detractors and naysayers, and these people may be very vocal in their opposition to you. You need that; you need these people talking about you, having a go at what you have done, to get known, create debate and change things.

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Inertia seems to come to the fore in challenging economic times. Inside organizations, people are scared about losing their jobs, and so they do not take any risks. They don't do anything unless they have the clear and unequivocal permission from their boss or peers that it is okay. They hold on to as much information and as many skills as they can; after all, the route to job security is to make yourself totally and absolutely indispensable, right?

What a myth – that is the very fast route to being got rid of!

In all times, especially tough ones, organizations (other people around you) need people who go for it, who take initiatives, and above all do something.

Oh, the irony of all those organizations, worldwide, who spend so much money on risk analysis, and yet couldn't take a risk if their lives depended on it.

If you think that waiting for another's permission or indeed waiting for anything will help you to become a millionaire, then think again. No, actually, wait.

That's right – stop reading, right now, and wait.

Waiting for permission simply makes you wait.

Besides, – 'Patience is a virtue' and 'All good things come to those who wait'.

Now, your waiting can stop, because *you have permission*.

To have a dream.

To take action in achieving your dream.

Now.

People you meet every day in the course of life

'You can always tell someone's character by the way they treat those they don't need to treat well.'

Mission Impossible 3 – by Alex Kurtzman, Roberto Orci
and J.J. Abrams

Have you noticed how differently people treat other people, because of status and importance? Of course you have; that is at the root of our celebrity culture.

In addition, we all know that it is important, for all sorts of reasons, to be 'nice' to your partner, your family and friends, your boss, your boss's boss, and so on.

What some people know, and that 'some' now includes you, is how critical it is to be 'nice' to – i.e. to treat with courtesy and respect – people you do not stand to gain from immediately and obviously.

These include the waiter serving you at a business lunch (and observe how others treat him/her; it tells you something about their true character), the bus or taxi driver, that tourist who stops you and asks you for directions when you are already running late for a meeting.

And more, far more.

Receptionists, cleaners, chauffeurs, and most of all, personal assistants (PAs).

Receptionists know people, cleaners overhear gossip, chauffeurs know more about a company overall than anyone else does, and PAs are the most powerful group of people in any organization – because they look after the diary – the time – of their bosses.

How to build a trusted relationship with others

You will never become a millionaire on your own. You will only achieve this with the help, advice, support, custom, business and money of other people.

And now you have that trust in yourself, you can build that trust in, and from, others.

Trust is very different from ‘approval’ or ‘permission’ – trust gives you freedom.

The first three seconds

When we meet someone new, we decide whether we ‘like’ them in less than three seconds. We have to like someone if we are to trust them later. At a deeply powerful subconscious level, we like people who are similar to ourselves. Indifferent or negative first impressions can be very difficult to turn around.

How do you build rapport in those first few moments?

Shaking hands

- 1 Make sure you don’t have a sweaty or sticky hand. Be prepared if you know introductions are forthcoming.
- 2 Make eye contact and smile – make it a genuine smile. Do not smile straight away; delay by a tenth of a second after eye contact (any quicker seems false). Also, smile with your mouth and your eyes. Be genuinely happy to meet *all* new people.
- 3 Introduce yourself. Extend your right hand and grip their right hand. Not too strong a grip and not too weak. Imagining you are holding an egg – you don’t want to crush it and you don’t want to drop it!
- 4 Shake hands, once or twice from the elbow (the wrist is too limp and the shoulder too strong).
- 5 Greet warmly and, if you had difficulty catching their name, get them to repeat it and, if it is very unfamiliar and you still

HOW TO FORM KEY RELATIONSHIPS (PEOPLE AND MONEY)

can't catch it, ask them to spell it. This will impress them, because if it is difficult to pick up, others will have found the same and not had the gumption to persist with finding out what it is. And really, their name is very important to them.

- 6 Don't wipe your hand straight afterwards even if their hand was sweaty. Wait until they are out of sight.

Starting the conversation

To open dialogue, ask them a question about themselves and start to mirror (match and pace) their body language and voice. If you are interested in learning more about these techniques please visit www.nakedleader.com for information on appropriate workshops, resources and events.

People like to talk about themselves especially if you seem interested in them, and you should be; there are so many interesting people out there to meet.

Practise the above with your partner and friends; have a stock of questions that are ready in your head for when you meet people.

And remember our Deal: you will do what I suggest or you will do something else, but you will not do nothing.

So, if you do not believe what I suggest will help you build rapport then do the opposite: stand with a surly look, don't offer your hand and don't attempt to say anything – that should do the trick!

Your three seconds, your choice.

Your three seconds, on which much of your business and wealth will depend. Because, as we discuss elsewhere on your adventure, the majority of your business – sales, income, money – will come from people you know, people who already trust you.

Your key trusted business relationships are with:

- existing clients/customers
- potential clients/customers
- your business partners/staff/co-workers

We will cover the first two of these in more detail in the Your Business chapters. For now, let's look at your relationship with your business partners and staff.

When you start your business, you may need funding to get it off the ground. This may bring in other people and directors, who may also have part-ownership of the business or company.

Your relationship with these fellow directors/business partners is absolutely critical to your success, and the time to get it right is at the very beginning, when all looks fine and rosy.

The main reason new companies fail, often before they have started, comes down to relationships going wrong.

Many books will tell you that such relationships most often 'go wrong' because of different opinions about how the company goes forward. I do not agree with that.

I believe that such relationships most often 'go wrong' because people do not discuss, debate and resolve their different opinions about how the company goes forward.

It is absolutely critical to have 'different opinions' – it is equally as important to discuss, debate and decide on having one way forward, which everyone buys into.

You must have this openness, healthy debate and agreement about the way forward in order to encourage people to speak their minds more openly, and, perhaps surprisingly, to encourage people to have more ideas of their own. One of these may well be the breakthrough you need as a business.

HOW TO FORM KEY RELATIONSHIPS (PEOPLE AND MONEY)

To achieve this, take these three actions in your company, of whatever size:

- 1 Ensure that people know they are encouraged to speak their opinion, and will be listened to, provided it is constructive. (You need robust discussions, different perspectives and ideas.)
- 2 Make sure that everyone knows whom to go to, and where to go, to find out information and that they can do this without fear or favour.
- 3 Be a role model. Treat others as you wish to be treated and create a culture of cooperation and openness.

A large number of companies fail because of director fallouts.

These are most often about one of the following:

- Unclear intellectual property – who owns the ‘rights’ to the name of the company or product, or the idea?
- Confusing roles and responsibilities – make sure everyone in the company has a clear role, knows how what they are doing helps achieve the aims of the organization. Apply this to everyone, including people working from home.
- Personality fallout – you no longer ‘like’ one another. Get over it and grow up. You don’t have to ‘like’ one another, but you do have to respect one another.

To help resolve these issues, on the next page is a ‘code of conduct’ to use as a starting point in any joint venture.

Use it and amend it as you wish, get everyone’s thoughts and input, discuss and agree the final document and then have everyone sign it as a pledge of their personal commitment.

Note, this is not a legally binding contract, and it is not intended to be. If people start to make reference to lawyers and legal recourse, you need to go forward to mediation, arbitration or separation.

OUR AGREEMENT

- 1 What unites us is more powerful than anything that may threaten to separate us.
- 2 We have a clear outcome – a specific result that will become the cornerstone on which we are all agreed. We are all totally committed to achieving that.
- 3 Intellectual property, i.e. who owns what ideas, is clear from the beginning.
- 4 We all have clear roles in how we achieve that outcome. These roles must overlap if we are to be successful, and when that overlap becomes an issue we will resolve it.
- 5 We respect, welcome and celebrate our similarities and our differences.
- 6 We pledge to address issues when they need to be addressed, in a professional way, respecting people's opinions and feelings. We bring the truth – what we really think – into the room. We never say anything behind each other's backs that we would not say to each other's faces. We see and respect others' points of view, while having the courage to share our own.
- 7 When we make decisions, they should be 'true decisions', i.e. we do not keep revisiting them. Everyone buys into those decisions, after they have been given a chance to voice their opinions, and supports them.
- 8 We know that whatever we think or say, it is what we do that really matters. When we make mistakes, we take a different action without dwelling on the past.
- 9 We know that unless we adhere to this agreement, our customers will not trust us and not buy from us, and our business will suffer.
- 10 In the event of a dispute, we will have a clear method for its resolution.

Signed _____ Date _____

Signed _____ Date _____

RESOLVING DISPUTES

Television audiences can't have enough 'real-life' programmes thrown at them. Anything with conflict goes down particularly well. We have *Car Wars*, *Neighbours at War*, and it may be only a matter of time before we have *The Office Wars*.

Not a very catchy title, perhaps, but no shortage of examples.

And with every example, a dream, ambition or lifetime's work is potentially shattered.

In any company, especially one full of ambitious entrepreneurs, the potential for conflict, disputes and negative publicity soars.

This depressing reality can be avoided, not just by neutralizing such fallouts in advance, but by being clear and in agreement as to what to do in the event of any dispute.

You have three alternatives: mediation, arbitration and separation.

1 Mediation: between yourselves or facilitated by other(s)

This will only work if and only if there are two different points of view, and those holding each point are in agreement that they want to reach a resolution. They make a commitment to each other, and the others involved in the company, that the dispute will be resolved.

The two parties in dispute meet behind closed doors, on their own or with one or more members of the company or an independent outsider.

There is one 'ground rule': no-one leaves the room until either the issue is resolved or you have exhausted the following process (in which case go to 2 Arbitration).

- Each person takes turns, stating their own point of view, and their desired result/outcome. They can talk for as long as they want, and must not be interrupted.
- If others are present to help resolve this dispute, they can ask questions after both people involved in the dispute have spoken.
- Next, each person states the point of view of the other person, as if they are the other person. This helps the person to see the other point of view, to get a feel for how the other person feels and helps them to articulate just the facts involved. (This technique was used in the process that brought peace to Northern Ireland.)
- Finally, the two people discuss, and keep discussing their points of view about the issues involved until one of two things happen – they reach an agreement, which usually has to be some form of compromise, or they do not, in which case they go forward to 2 Arbitration.

Note: If one other person or more people are present, they can help in the mediation process.

2 Arbitration

Arbitration may either follow on from mediation, or be used as a first stage if one party does not commit to reaching a resolution by mediation. It can also be useful in situations where there are more than two points of view involved.

Arbitration is where a third party or a group of people, or an agreed prearranged process, is used to reach an agreement. The third party – who may be independent of the company, or a nominated person from within it – looks at the issues, examines the facts and listens to both parties. They then make a decision that is binding on everyone involved, by discussion or by a vote.

I have seen disputes effectively resolved in this way. The people in dispute have a small audience of trusted others who form the resolution for them.

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If the dispute cannot be resolved in any other way, agree to toss a coin, roll a dice or turn a playing card. This is a last resort and may not sound very satisfactory, but as long as the process is agreed upon in advance, it has a chance of working.

3 Separation

I have often likened starting a company to starting a marriage, except there may be more than two parties involved in starting a business!

Sometimes colleagues cannot resolve their differences. No amount of talking, listening and independent help can take them forward.

In this case separation may be the answer. Some people simply cannot work together, and admitting this will avoid future hassle and problems.

If this happens, agree to differ, and agree to no negative publicity and to never speak of the dispute again. This enables both parties to move forward without any baggage.

I know of scores of companies that have failed because someone leaving felt they were not treated properly and they would rather make sure that no-one achieves anything than let the remaining people succeed.

This seems especially true of entrepreneurs. Hell hath no fury like an entrepreneur scorned!

Overall, whatever you decide, always see things from one another's point of view, demonstrate appropriate business acumen throughout, and keep all issues in perspective.

The first serious business dispute I helped resolve was between the chairman and the chief executive of a large organization. I met with them each individually beforehand and established that they both 'hated' each other and were both committed to resolving the dispute! And they had to do this, fast.

So, I booked a private meeting room in a hotel and cleared the room of everything apart from two chairs and a table in the corner. I met with them in the room and told them they were to stay in this room until one of two things happened: they either resolved to work together, or one of them would resign. I would be outside the door, ensure they were fed and watered, but neither of them would be allowed to leave until they reached one of those two outcomes.

With that, I closed the door, sat guard and ... three hours and seven minutes later, they told me they had resolved their relationship. I sat with them while they committed to each other, and to me, on how they would go forward.

And before you ask yourself, the room was en suite...

YOUR THREE KEY ACTIONS

- Be nice to people you do not have to be nice to, starting today.
- Have a relationship with money that attracts it into your life, value it as energy, a symbol of success. Decide, truly decide, to be happy, to have money and to make a difference to others.
- Form trusted relationships and treat people with respect. If you fall out with a business colleague do something about it, early.

The Journey of Hindsight continues at IV Your Warning! – 12 How to Never Be Found Out (by 'reality') on page 145.

The Journey of Misadventure continues at V Your Secrets – 15 How to See What Is Hidden in Plain Sight on page 177.