TOPICS · TOPIC 12

Success in Professional Life

It links professional performance to one's inner state, describing how the development of consciousness influences leadership and decision-making. It analyzes authentic leadership as the result of self-mastery.

- Abundance and professional life

Context. What is the purpose of the human experience?

Before moving on to the next topic, it is helpful to place ourselves within a context that offers a new way of looking at life, a new paradigm, one that allows us to be happier and to understand human beings. You don't have to agree with everything that follows, or believe any of it, because we are not talking about beliefs. All you need to do is verify in your own life the results of applying this information, to see whether they hold true for you.

If these inner results are happiness, peace, and harmony, then we will know that this information is true. If our external experiences in relationships, health, resources, and adaptation to our environment improve, then we will confirm that this information is wisdom.

The purpose of the human experience is to evolve, to develop our consciousness so that we may be filled with wisdom and love. All human beings, without exception, have come into the world to work on our spiritual development, sharing and participating in experiences with other human beings. Life is a remarkable educational process of the Universe; planet Earth is a “spiritual school,” and every experience we live through can be compared to an academic year.

Spiritual development is inner work, absolutely individual and personal. No one can do it for another person, but neither can it be done “without others.” In other words, we need interaction and experience with other people in order to build our own development, to get to know ourselves. Sometimes, instead of taking charge of our own development, we

try to interfere with that of others; in those cases, instead of learning from others, we want to change them. All this accomplishes is to distort the educational process, or to try to distort it, and in doing so we complicate our own lives.

Only by understanding this can we effectively ask ourselves, “What does life want to teach us in each situation?”, since every situation is a lesson. Ultimately, it is about learning to transmute ignorance into wisdom.

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

In order to lay the foundation for a new civilization that brings a greater level of satisfaction to all people, we must begin by bringing harmony to ourselves. To do so, it is essential to study the universal laws and apply the principles that lead to wisdom. We must bear in mind that we will truly reach wisdom only through constant practice and by discarding the theories and concepts that prove to be wrong. In this way, it will be possible to develop peace and harmony right where we are, through the lessons of daily life, since life is the best school and nature the best teacher.

All it takes to achieve efficiency is to stop resisting the perfect order of the Universe; mental inefficiency is necessary to discover, through saturation, that the Laws of the Universe exist. Once we have suffered enough, we are ready to understand the Laws. For the external struggle to cease, the internal one must cease first, and for that we must have accepted that everything that exists and everything that happens is perfect and necessary, because it has a purpose of love.

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

There are seven Laws of the Universe that govern all of its processes of creation, administration, and evolution. Of these seven, four are fundamental, since they control the development and evolution of the consciousness of the human species anywhere in the Universe. These four Laws form the lower triangle, while the Law of Evolution is the upper one, governing the lower triangle, also called the *triangle of hell* because it is the lowest part of the universal laws.

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

Everything that brings suffering, anguish, pain, or illness does so because we are going against the Laws, and through that we come to recognize them. The results we experience when we step outside the Laws allow us to recognize their existence. It is

necessary to make mistakes in order to discover the Law. Mistakes are not the problem; the problem is not learning from them.

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

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

LAW	POSTULATES	EFFECTS OF VIOLATING THE LAW
NATURE	1. Everything complementary attracts one another. 2. Every living being requires the specific food for its species. 3. Every natural manifestation requires the right conditions. 4. Every living being has, by instinct, a sense of the Law. 5. All of nature's cycles have specific functions. 6. Every violation of the Law produces serious consequences. 7. Every living being has its function.	Physical ailments: malnutrition, disease, addictions, degeneration, misery, hunger, physical and mental defects, physical malformations, ecological imbalance, erosion, pests, shortened lifespan…

LAW	POSTULATES	EFFECTS OF VIOLATING THE LAW
HARMONY	1. Everything that is emitted acts, reacts, and returns. 2. Whatever is attacked defends itself. 3. Whatever is pleasing is accepted. 4. Only love can transform beasts into people. 5. Only understanding prevents destruction. 6. We must manage situations, not be managed by them. 7. Example is the best teacher.	Psychological distress and relationship problems: mistrust, fear, distancing, isolation, individualism, loneliness, sadness, depression, fights, shyness, lack of communication, disunity, barriers, trauma, complexes…

LAW	POSTULATES	EFFECTS OF VIOLATING THE LAW
CORRESPONDENCE	1. Every situation is a lesson. 2. Every circumstance is generated by oneself. 3. There is no event that does not correspond to the person who experiences it. 4. We are each placed exactly where we are meant to be. 5. We come into life with everything we need to live it. 6. Only what has to happen happens. 7. We only give or have what is necessary.	Discomforts in one's individual life environment: blockages, dissatisfaction, difficulty succeeding in what one does, draining struggles against life's circumstances, inability to take charge of one's own life, fears, anxieties, constant frustrations...

LAW	POSTULATES	EFFECTS OF VIOLATING THE LAW
EVOLUTION	1. Only experience makes it possible to understand the truth. 2. Only opposites foster the development of consciousness. 3. You only move up a level through the corresponding transformation. 4. You are only the result of yourself. 5. We only face the situations we have not understood. 6. The need for understanding alone is the reason for physical existence. 7. Only through imbalance can balance be recognized.	Social unrest: rebellion, anarchy, or self-destruction, when the experiences yet to be lived are limited; wars, strikes, violence, revolutions, crime, hatred, and conflicts, when human concepts are imposed.

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

It is important not to confuse the universal laws with human laws or with rules. The former are immutable and cannot be repealed; they originate in the wisdom of the Absolute or Divinity and are therefore absolute. They cannot be modified or negotiated, and disobeying them has a negative result, in the sense of being unpleasant, and also a positive one, in the sense of the learning it involves. That is why it is said that human beings do not actually create laws but rather establish rules; we call them *human laws*, but they are rules, because they can be repealed, are temporary, and are useful for a given moment.

We have come to planet Earth to develop the three inner virtues: Happiness, Inner Peace, and Love or Service to Others. This development brings excellent results in four areas: Relationships, Resources, Health, and Adaptation to the Environment:

Adaptation | Relationships | Inner Peace | Love | Happiness | Resources | Health

The idea is to use these virtues to relate to the external world. Learning to be happy, to have peace, and to love is the true purpose that brought us human beings into the physical world of matter.

VIRTUES	CHARACTERISTICS	SCIENCE IN WHICH IT IS STUDIED	REPRESENTS OR DEVELOPS IN
Happiness	0% suffering 100% understanding 100% self-worth	Acceptance	The function
Peace	0% conflict 0% reactivity 0% confrontation 100% respect	Taking on life with wisdom	The destiny
Love	100% capacity for service 0% resistance, 0% fear 100% adaptation 100% commitment	Unconditionality	The mission

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

Learning to **be happy**:

- To learn to be happy, you only have to face everything you believe takes your happiness away.
- To be happy, you don't need anything external, only understanding and a particular mindset.
- Non-acceptance is the only cause of suffering; we must stop resisting reality.

- It is essential to stop working on others and to work solely and exclusively on yourself, changing within yourself whatever bothers you (the ego) so that it stops doing so.
- If there is suffering, only one question needs to be asked: “What am I not accepting?” The answer lies there.
- Everyone, without exception, has what they need to be happy; however, very few know how to be happy with what they have. Learning to **have peace**:
- Nothing and no one provides peace.
- Inner peace is the result of one's own spiritual development, not a gift.
- Managing peace requires several elements: clear and accurate information to understand that life is a process of love and that evil does not exist; the ability to manage one's own life energy; and training.
- If you lose your peace, ask yourself: “What am I resisting? What do I want to change? Who am I blaming?” Learning to **love your neighbor as yourself**:
- To do this, all you have to do is take part in activities or spend time with people whose behavior is very different from your own, so that you learn to love and respect them just as they are.
- Love cannot be offended; it is invulnerable, immutable, universal, and neutral.
- Love implies a total understanding of the Universe; it is a way of being and does not need an “object” onto which to project itself.
- Love is not a force, but a tool.
- Love is not a feeling.
- To love is to always give the best of yourself.
- If you’re feeling unmotivated, it’s best to ask yourself why you’re allowing this specific situation to limit your ability to serve, which in reality shouldn’t depend on external events. By developing the three inner virtues, you’ll achieve excellent external results in all four areas:
- In relationships.
- In resources.
- In health.
- In adapting to our environment. Five elements are present in the life experience of every human being: purpose, destiny, mission, function, and intention.

1. The Purpose

There is a purpose of love that brought us into the material world; it is the perfect goal of learning two things:

a) Being happy by yourself, that is, not depending on anything or anyone to enjoy inner peace and happiness.

b) Loving your neighbor as yourself, that is, respecting the rights of all beings in the Universe.

And how is this learned? Here we can see the perfection of the Absolute's pedagogical design. To practice learning to be happy by oneself, we need to live in a certain place, with certain people and in circumstances in which everything happening around us is more or less aggressive. In this way we'll realize that our problem isn't caused by what happens around us, but by the way we relate to it, and by the rejection and resistance we set in motion.

As for the second part, loving your neighbor as yourself, it means respecting them just as they are, not trying to change them, and not resisting others. It is necessary to live in a place where the people around you think differently, have varied customs, and believe in different things. In this way, we will learn to love them as they are, without judging or condemning them. This is how the purpose of love is fulfilled; it is the true reason why we human beings are on planet Earth.

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

Being happy means experiencing zero suffering in the face of what happens, and loving means offering zero resistance to others. Wisdom equals love, not sentiment. Someone who has love cares a great deal about others but does not suffer. By contrast, a person who lacks wisdom but does have kindness cares a great deal about others and suffers enormously. The one who doesn't care, the callous and indifferent, has neither wisdom nor kindness.

2. Destiny

It is what we come to learn from the material world—learning to use the seven tools of love in order to have invulnerable peace. It is a great opportunity to learn what we lack.

We all bring into the world an unavoidable destiny, one of enormous value. Our culture teaches us to try to evade destiny instead of showing us how to make the most of it. The key to making the most of destiny is: "You have the ability to enjoy anything you do,

because that ability is within you".. However, if someone tells their child: "You always have to do what you like.", it will create an enormous block in them.

Destiny is a pedagogical design whose purpose is to allow human beings to verify and discover information that governs the Universe and its perfect order. It is therefore the best opportunity to transcend all of our human limitations. Instead of complaining about the difficulties life presents, we should take advantage of them as a great opportunity to transcend them; then they will disappear forever. If we don't learn from difficulties, far from disappearing, they will become more complicated, persist, and become permanent.

3. The Mission

It consists of what we can teach in the material world. We should enjoy our mission intensely, whether or not it is part of our own function.

Mission allows us to recover a great deal of the vital energy invested in the exercise of learning to be happy. Mission is what has already been understood, what is already known; therefore, it can be used to serve others while enjoying ourselves intensely.

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

4. The Function

It is what each person does to earn their livelihood; it consists of putting as much enthusiasm, joy, and love as possible into what you do, even if it isn't part of your mission.

We know that all living beings have a function within the order of the Universe. It takes wisdom to take it on with joy, with enthusiasm, with a full capacity for action and service. Function is not about "earning a living"; life is not "earned," because it is a divine gift. What we earn is the sustenance of this biological entity, this body.

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

5. The Intention

It is what we want for ourselves or for others. Intention should be directed in such a way that it does not interfere with the destinies of others or try to evade our own destiny.

Intention is the most complex element for human beings today, because sentiment, the idea of goodness, and the other ideas that culture mistakenly passed on to us constantly lead us to try to interfere with the destinies of others. If we accepted that destiny is something extraordinary and not "bad," that it is the best opportunity we have to fulfill what we came to do in the world, we would stop trying to change other people's destinies.

When a child wants to become independent and the parents oppose it, how can we act so as not to interfere? We always want things to work our way. In this case, the parents feel it isn't the right time because their child doesn't have a stable job, for example, and they don't want them to leave home. Our "I wants" are the cause of suffering. The "I want" is also called unconscious selfishness, because we want others to be happy doing what we want them to do.

What would be the wise and loving thing to do in this case? To tell the child: "For us, the most important thing is that you are happy and that you find your own path, so we respect your decision. Know that if you want to come back, the door will always be open."

Ultimately, wisdom means having a clear sense of purpose, making the most of destiny, enjoying your mission, taking on your function, and managing the intention not to interfere with other people's destinies, and it requires that all of this be practiced in thought, word, and deed.

Chapter 1. Prosperity

To begin working with the tools of prosperity and in the process of developing leadership ability, we must take into account and value what we call *the environment*.

The environment is the medium that sustains the life and development of all the enterprises and activities of human beings. Without a healthy environment, these activities would have no value. If the environment deteriorates in its social, family, and work aspects, all the efforts and the apparent progress and well-being achieved would collapse once the foundations that support them disappear.

> *A company without harmony is like a building without a foundation.*

In economic and social processes, applying the principles of the Law of Harmony is equivalent to preparing the social ground where a leader can sow the seeds of prosperity. *Harmony* is a balance that brings satisfaction, stimulates creativity, sparks enthusiasm,

improves communication, facilitates participation, and creates an environment conducive to achieving excellent results in any area of human activity.

> *A bad environment kills any enthusiasm.*

A *leader* is someone who has within them the capacity to influence the environment. As long as you believe your inner state depends on the environment, you won't be able to do anything. You will remain blocked, because success is impossible that way; a person who holds this belief has not yet found themselves. To set a process of prosperity in motion, on the other hand, it is necessary not to let external circumstances negatively affect your inner self.

> *A good social environment is the seedbed of prosperity.*

The secret of *prosperity* lies in having:

- First, **a harmonious inner state** (inner peace), regardless of the external environment. Being at peace in a harmonious setting is no great merit and requires no spiritual development. On the contrary, a leader is formed precisely where the environment is not favorable. The best opportunity to learn to be prosperous is in difficult environments. People who are depressed, and also those who complain all the time, can only tune in to the negative, the sad, the apathetic… in short, to failure. To get out of that situation, we recommend that you start to smile, put on a cheerful face, and be optimistic and enthusiastic, so that you can attract like. Usually the first response to such a suggestion is: “But how can I express something I don't feel? How can I be happy in the midst of this crisis?” The fact is that there is no way out of the blockage and the crisis, and no way to succeed in any field, unless an inner change takes place. The first thing to do in order to succeed is to fill yourself with joy, and to do it precisely when there is none. It is part of the evolutionary process of the human being to bring light where there is none, to fill ourselves with light where darkness reigns, so that we can illuminate. This is what the leader must do, without being infected by the outer darkness. Let's smile at life, and life will smile back at us. And the more difficulties there are, the more smiles, joy, and enthusiasm we must respond with, in order to contrast and neutralize the negative state.
- Second, **a healthy and pleasant external environment**, which we achieve by respecting others. We create the environment ourselves; healthy and positive environments do not exist on their own, but only when there are people capable of generating them. If we wait for a perfect external environment to produce a pleasant state within us, we will have no strength, we will not be masters of ourselves, and we

will not be leading anything. It is in the midst of difficulties that we learn not to let the external state influence us.

To be a leader, the most important thing is knowing how to lead yourself. As long as we blame others or the environment for what we feel, we cannot be leaders. You know you are leading yourself when you don't let what happens outside affect your inner self.

In other words, it is hard for anyone to be a leader if they don't manage their own life. A true leader is someone who has been able to conquer themselves, who is capable of self-commitment, who has developed their own skills and at the same time has overcome their weaknesses.

Before we think about leading others, we need to acquire two fundamental tools:

1. The ability to know how to do something: clearly understanding the process that leads to success.
2. Acquiring the elements needed to carry out that process. *Prosperity is the result of giving*, because in order to receive, you must first be willing to offer something. A leader gives values, but does not give things away;

they work with the Law of Compensation because they do not want to harm others; instead, they commit and serve. They give that of which they always have enough and which can never run out: their qualities, their capacity to serve, their enthusiasm, their commitment… their values.

Nothing in the Universe is free. Everything works according to the Law of Compensation, and no person will receive anything more than what corresponds to them, nor will they lose what they need. If we break the cycles of the Law of Compensation, we will neither succeed nor be prosperous, and we will not be able to serve or help anyone either. Whatever the energy may be, if it is not replenished, it runs out. This break causes the imbalances represented by poverty, misery, and so on.

When we speak of prosperity, we do not mean depleting the energy reserves of the Universe, or our own, but increasing those reserves so that there is more and more for everyone.

A true leader is someone who takes charge of their life (that is, who decides and takes responsibility without blaming anyone), who knows how to commit (to themselves, and who is also able to generate commitment in others), and who knows how to serve. Those who fail do not know how to commit or how to serve.

The *capacity for service* is the fundamental characteristic of a leader and of a person with spiritual development. To serve, you don’t need any profession or any particular

knowledge; you only need a special ability: the willingness to commit to anything. Let's give ourselves the opportunity to serve whenever it arises. In any case, we must keep in mind that the purpose of service is to provide satisfaction and support to others, so that if someone counts on our service, they will receive the best that is in us: our values.

When someone is pursuing any purpose, they should look at who they manage to interest in it, because that will show them their degree of *charisma*: a charismatic person is someone who does things that are attractive to others in some way. After all, the purpose of leadership must always be grounded in offering a service to others.

A leader makes proposals capable of channeling resources, because if they wait to accumulate resources before making proposals, they will never achieve either one. A leader has the ability to coordinate, unite, and engage others in order to create a process that is appealing and admirable. But at first they need nothing more than their human capacity; they are a channeler and unifier of the processes of abundance.

1.1 The Opportunity

The opportunist wants to receive without offering anything in return, while the person who seizes opportunities expects to obtain results by giving a lot. Opportunity exists everywhere and is always present, so you have to know how to take advantage of it. A leader never misses an opportunity, while other people struggle against life instead of flowing with it.

Opportunity is an extraordinary tool for work; it's always there. Many people don't see it or understand it, and don't even think it exists, but that doesn't mean it isn't present. Opportunity is an attitude; in other words, it is attitude that allows us to take advantage of it.

People rarely see opportunity in difficulty, but that is where it is most evident, because the possibility of being happy arises precisely when difficulties do not mean suffering for us. If, on the other hand, we think that opportunities are only those that bring satisfaction in themselves, without any effort, we are evaluating them wrongly. That's why many people say, "There are no opportunities" or "They don't give me any," when in reality they simply haven't known how to see them.

The first opportunity we have is the capacity to serve, and also the capacity to be happy by serving and making the most of our circumstances. We all have an opportunity within us to grow, to have peace, and to live happily; we are the ones who grant it to ourselves, and also the ones who take it away. We have the right to fulfill our role; if we refuse to serve, however, we run the risk of ending up poor.

1.1.1 Ways to Waste Opportunities

1. **Shyness and fear**, a well-known mental limitation: fear of moving forward, of taking action, of serving, of doing something… Our invitation is to always decide to be the first; don't wait to be the second or the third, much less the last, to do something. When you spot an opportunity, you simply have to take it. Fear will never be a tool of leadership, only of failure.
2. **Saying "no."** We're used to saying "no," "who knows," "it depends." We attach conditions and doubts to everything we do. However, when someone asks us for a favor, the right response is: "Of course! How can I help you?" That doesn't mean it will always be possible, only that we're open to doing it. If it later turns out not to be possible, we say, "I'd be glad to help you find another option." Keep in mind that we are inviting you to *let go of "no"*, even though it took all of us so much effort to learn to say no: we trained ourselves to say it, and it turns out that training set us up for failure. Saying "yes" means opening yourself to the possibility of doing something, of serving. When you say "no," on the other hand, you don't know what you're missing. Let's give ourselves the chance to consider what is offered to us, because if we say "no," no one will offer us anything else.
3. **Mental excuses**. Whenever there is an opportunity to serve, it is essential to bring all the enthusiasm for service you are capable of. We often meet people who have excellent opportunities and squander them with mental excuses such as: "I don't know how to do that," "I don't like it," "this job isn't for me," "this isn't my thing," "you can't trust anyone in this company," … These are nothing more than mental limitations, and they are exactly what a leader never does.

1.2 Tools for Prosperity

The essential tools to use in order to achieve prosperity are:

1. **Overcoming your own fear** in order to connect with the values of others and tap into the human potential around you. Shyness is a limiting factor for a leader, and a leader's main fear is criticism, what others will say. But you shouldn't worry about others or depend on what they think of you. On the contrary, give yourself the opportunity to show your own values, and you will awaken admiration instead of criticism.
2. **Seize the opportunity**. This means that when someone asks for a volunteer or anything else, you should be the first to raise your hand, without thinking; because if you don't seize the opportunity, someone else will seize it in your place.
3. **Do not allow external circumstances to influence you**; rather, let your own state of mind influence them, so that the goal is to achieve a state of mind conducive to

prosperity. This requires training; it is conscious, constant work on yourself.

4. **Creating harmony through wisdom**. When we emerge from ignorance, which is responsible for imbalance, we come into correspondence with an external environment of harmony. That environment does not change; what changes is our inner state of mind. A leader is able to create a state of prosperity that allows them to be imbued with harmony and peace and to project it outward.
5. **Fill yourself with enthusiasm for action**. Life does not respond to inertia; therefore, the right thing to do is to offer your own capacity for service. We should not ask God or anyone else to fix things for us, but rather be ready to serve and open ourselves so that the tools for service may come; in this way, we overcome our own limitations. The capacity for service is an inner disposition to bring love to any task, however simple. If it falls to us to wash the dishes, we will wash them with all our enthusiasm, with the same love as if our role were to run a company.
6. **Take responsibility for yourself** and help other people begin to accept their lives without blaming others. Blaming is very easy: we tend to blame others, the boss, the company, the government, society, even God. Beginning to take charge of your life means realizing that the problem is not outside, but within yourself.
7. **Make a total commitment**. This means committing to yourself and helping others commit to the process as well, without forcing them, because if you need to force someone to do something, your leadership ability is failing. Most people don't commit because they believe it takes away their freedom, but that's because they don't know what freedom really means. *Freedom* is a harmonious spiritual state in which a person does not depend on what happens outside in order to have peace. If, on the contrary, you think freedom means doing whatever you want without anyone telling you anything, you will be going against the Law of Respect, which is not an exercise in freedom but in ignorance. *Success is the result of inner development work and a commitment to what you do.* Prosperity is the ability to meet your own needs, whether emotional, financial, professional, health-related, and so on, in an excellent way, regardless of what you do or where you find yourself: you may be a homemaker, an entry-level employee, or the owner of a multinational.

1.3 Humility as a Tool for Prosperity

Humility is not poverty; it is the quality that allows us to put an end to the ego, suffering, and pride as major obstacles to happiness. *To humble oneself* means to diminish the ego and lower pride; it does not mean to submit.

> *Humility is a virtue, and poverty is a limitation.*

Our proposal is to be leaders of humility, starting with ourselves and projecting it toward others. Those who attain the virtue of humility will have resounding success in life, because they will remove all resistance to the flow of the Universe's abundance. Just as you can find very proud poor people, you can also find very humble rich people.

A person who is happy with what they have will enjoy great abundance, which is the logical result of humility. A humble person is rich in wisdom and in the abundance of the goods they manage, because someone who has wisdom cannot be poor. The mental condition necessary for being poor is one of ignorance and pride.

Proudly poor is the person who says the mistake is someone else's and that it's everyone else who's wrong. These people rarely succeed, and they use prideful phrases like: "Don't tell me what to do, I've been doing this my whole life"; "I'm not going to commit to this any further; if you don't like what I do, you can keep your job." These are people who, when faced with a mistake, don't allow themselves the option to improve and learn. A leader driven by ego is a genuine danger.

The *game of humility* must be played every day; that way, it's more fun to put an end to the ego. To this end, we first need to recognize that we have not yet achieved perfection, and second, that we are willing to achieve it by acknowledging what we learn from our mistakes. So, for example, turning the other cheek means that, even if someone else has made a mistake, you ask for their forgiveness, because that will disarm both your pride and theirs. As we clear away our inner limitations, we open the doors to prosperity.

Humility poses a major challenge for leaders, because we were sold the idea that humility means poverty or low self-esteem, and it doesn't. When handled well, humility helps put an end to the ego once and for all.

In relation to humility, we can talk about power.

To handle power, you need to meet one of these two conditions:

- Being wise enough (or humbly wealthy). In this case, the person will handle power and wealth while being happy and fulfilled.
- Having no feelings, because they haven't developed them. In that case, the person won't be happy, because they're afraid of losing their power and wealth, and they'll also create a lot of conflict. Being *humbly wealthy* is a profound quality of the spirit that connects with abundance and the wise management of resources. We're not talking about poverty, but about mental flexibility, the ability to accept new ideas, a lack of rigidity, and breaking free from those paradigms that limit happiness and prosperity. The weaker our belief system is, the more easily we can change it and open the door to abundance, prosperity, happiness, and success. A successful person

knows that the more they give and the more they serve, the more they will receive; that is why they seek to keep increasing their wealth. If this is done out of wisdom, it will be wonderful. The thing is, it's not easy to tell the difference between someone who acts with wisdom and someone who acts without feelings. One way to tell these two types of people apart is by how they relate to others: the person with wisdom does so simply and humbly, while the other does so proudly; but in economic matters, both operate on similar principles. A person with wisdom gives nothing to anyone that isn't due to them, no more and no less, but a person full of feelings of kindness is not capable of doing that. There is a story that illustrates this very well: "A businessman owned a fairly large company, and one of his top executives made a mistake that cost the company ten million dollars. The businessman called him in, and before he could say anything, the executive handed him his letter of resignation. The businessman took the letter, tore it up, and said, 'Do you think I'm crazy? I've invested ten million dollars in your training, and you think I'm going to let you leave? If I let you go now that you've made that mistake, you'll use what you learned from it at another company, but I'm the one who paid for it, so I want you to show me what you learned from your mistake.' Faced with that response, the executive was a little surprised and told him he would show him and that he would not make that mistake again. Years later, the executive met with the manager and showed him that he had not only recovered the ten million, but had never made that mistake again. The businessman knew that to be successful, one must acknowledge one's own mistakes, and even ask for forgiveness, and that is exactly what this person did; since the businessman was quite intelligent, he gave him the opportunity to set things right."

1.3.1 The Principles of Humility

The principles of humility are as follows:

1. *Recognizing and learning from mistakes*. We recognize that we have made a mistake and that we can learn from it, because mistakes are a tool for evolution. Who doesn't admit when they've made a mistake? Only the ego, and that's called pride. A person who does not admit to being wrong does not learn from the mistake, so their relationships become conflictual, and they lose satisfaction. We need to make mistakes in order to learn something new and enrich ourselves spiritually. All successful people have one thing in common: they have learned from their mistakes and have not repeated them.
2. *Asking for forgiveness*. We ask for forgiveness when we have made a mistake, and that gives us peace of mind. The mistake is unintentional, and we need to learn from it. A proud person will never ask for forgiveness, because they don't acknowledge that they were wrong and aren't willing to learn anything new or give way on anything; such a person is "rich in ego."

3. *Turning the other cheek*. When someone attacks you, respond like this: “I understand that you feel hurt, but please forgive me, I didn’t mean to offend you.” This isn’t about something physical, but something mental and spiritual. By doing this, you put an end to your ego and free yourself from that powerful negative element that limits you so much. Even when you are attacked without justification, you must learn to neutralize the situation without offering resistance, instead of displaying the strength of your ego. And the way to offer no resistance to a force coming toward you is to turn the other cheek. In concrete terms, it means telling the other person, “You’re right, I’m sorry,” even when that isn’t the case. *The fact is, there is only one way for a force to act destructively against you, and that is by offering resistance to it.* That is why humility is a tool of wisdom. When you do not exert force against anything, nothing can manifest against you. Offering resistance to a force is the same as testing strength against strength, and what happens when the approaching force is greater than your own? It crushes you, and that is hardly wisdom. In part, martial arts consist of exactly this: not resisting the opponent, but using their own force to make them fall. Viewed from the perspective of wisdom, if you do not exert force, nothing can act against you.
4. *Being willing to yield*. Those who yield gain experience, wisdom, and mental flexibility; they come to know other points of view and learn to neutralize a situation; overall, they improve how they manage their lives. In contrast, those who do not yield learn nothing new, and their pride grows stronger because they believe they are always right and that others are wrong; such a person makes the greatest of mistakes: they learn nothing. Yielding is a technique, first, of mental flexibility and, second, of wisdom. It simply means being willing to experience other points of view and different experiences, even while proposing agreements. Statistics on people who have achieved success in any field, whether financial, in relationships, or in leadership, show, upon psychological analysis, that without exception all of them demonstrated mental flexibility: they know when it is necessary to yield, they gain experience, they improve their relationships, and they allow things to flow. In contrast, rigid people fail easily, because they generate too much resistance and don’t flow much; mental rigidity does not produce success, but failure.
5. *Doing every task with love*. This is essential. It doesn’t matter if the job involves scrubbing bathrooms or delivering mail, even if you’re an aeronautical engineer; you must put as much love as possible into the work, whether you’re designing a project, leading it, following instructions, or simply doing the most basic task in the world. Everything done with love will work well. Pride cannot accept these situations, because it feels diminished, because it is the “mighty king ego.”
6. *Being happy with what you have*. If you aren't happy with what you have, you won't be able to be happy with anything. And if you are, you'll open yourself up to receiving

so much more, because you've learned to appreciate it. If you don't appreciate what you have, you'll have a hard time getting anything more.

1.4 What can be done if the environment is not favorable?

Before we can lead anyone else, we have to lead ourselves, and to do that, it is necessary to:

1. Not let our surroundings affect us.
2. If the environment is very negative, you should share information with the other people present, to see whether they can understand and accept it. In situations like this, two things can happen:

- If they accept it, the environment will improve and become one of prosperity.
- If they don’t accept it, the environment won’t improve, so there will be no possibility of prosperity. In this second case, there are two options:
- Assess who needs to step away: yourself or the others. Sometimes, out of respect for others, since it isn’t possible to force them to take it on, you need to step away from the environment yourself.
- To align ourselves with them—but this would be part of the problem, if we’re talking about leadership. *Prosperity brings happiness*, a better quality of life, and much greater satisfaction in everything we do. A prosperous person succeeds in whatever they undertake, which means finding happiness in every area of life: relationships, finances, health… When we experience success and prosperity, we know we are truly connecting with our values. An *atmosphere of prosperity* is recognized when:
- Work, any work, is done with pleasure.
- We collaborate with enthusiasm.
- We are willing to do every task with love.
- Work is taken on as a mission, as something that must be fulfilled and that we commit to.
- Serving is everyone's purpose.
- Service is provided gladly.
- We always encounter a smile.
- We always hear a kind word.
- We convey optimism.
- We listen attentively.

- We're always willing to learn.
- We see every situation as a learning opportunity.
- All proposals are valued.
- Different ideas can be accepted, and we can be flexible.
- Every person is important, and we see them with love.
- We value our colleagues, including the one who makes a mistake.
- There are constant proposals for improvement, not impositions.
- We find that people's qualities are recognized.
- We show an attitude of understanding.
- Everyone expresses well-being.
- There is joy in everyone.
- Relationships are built on mutual trust.
- We know how to share.

Chapter 2. What It Means to Be a Leader

A true *leader* is someone who is absolutely convinced of their cause and their work, and is recognized as the center around which ideas converge and people come together to form organizations or work teams. A leader is like the axle of a wheel around which social and business organizations revolve and remain united and in harmony.

Leaders possess the skill, information, loyalty, tenacity, and ability needed to create, maintain, or rebuild any process within an institution. A good captain saves the ship or goes down with it, but never abandons it.

Behind every great company there is always a great leader. To assess our leadership ability, let's ask ourselves the following questions about the daily reality of our work. This will help us see in which important areas we can improve as leaders:

1. *Do I give my team members the information they need in a timely manner?*
2. *Do I correct mistakes that arise in a pleasant way?*
3. *Do I constantly highlight the qualities of my team members?*
4. *Am I always open to dialogue?*
5. *Do I admire my company and always promote it?*
6. *Do I feel really good in my work?*

7. *Do I consciously take on the responsibility of my position?*
8. *Do I directly support the education and training of my team members?*
9. *Are my suggestions generally accepted easily?*
10. *Do I stay calm in difficult situations?*
11. *Does my involvement in other people's conflicts help resolve them?*
12. *Do my colleagues trust me?*
13. *Do I feel that I can trust my colleagues?*
14. *Do people often ask me for advice?*
15. *Are people generally glad when they see me coming?*
16. *Do I use firmness and dialogue instead of aggression and imposition? A true leader has the gift of earning the affection and admiration of others.* When one has knowledge, practice, wisdom, credibility, and leadership, one automatically takes on a responsibility corresponding to the role, office, or position one holds, which requires handling even more subtle elements of leadership, such as prudence, tact, serenity, discretion, and a sense of fairness. A great capacity for commitment and service is also necessary in order not to fall into pride or abuse of power. *A leader is one who has conquered themselves.* Mistakes are necessary for learning, but they are of no use in leading; that is why the true leader is the one who makes the fewest mistakes and takes on the most responsibilities and commitments. To have a life full of satisfaction, that is, to succeed in life, it is necessary to recognize the value of commitment, in addition to knowing the Laws. Every human process begins with the individual. Let us first learn to succeed ourselves, organizing and leading our own lives, so that we may then have the authority to teach it to others. Being able to say that we are our own leaders belongs to the mental realm, and that is where we learn to manage the process of success; it is in the *upper part of the human personality* that thoughts of love toward oneself arise. In contrast, the *lower part of the personality* is where low self-worth, low self-esteem, feelings of guilt, grudges, resentments, and other mental limitations reside, which keep us from succeeding and keep resources from arriving. To be a leader, one must train in the process of embracing and understanding life from a certain level of wisdom. Let us renounce acting from our learned limitations, because as long as we are not sure that we deserve and are capable of doing our best, we will not succeed in being leaders of ourselves. A leader knows that every individual is full of qualities and virtues, and that they can use them, express them, and make the most of them to improve themselves and their own experience, as well as to support that of others. To serve and lead any process efficiently, it is necessary to have the right resources and tools. That is why it is essential not to refuse to receive; if one does not open to the abundance of the Universe, one’s role will not have enough resources to be fulfilled. Being a leader

means having the ability to recognize that one always has what is perfect for oneself and being open to everything, because by giving one's best, one will receive the best. The *capacity for service* is the fundamental characteristic of a leader and of a person with spiritual development. To serve, you don't need any profession or any particular knowledge; you only need a special ability: the willingness to commit to anything. Let's give ourselves the opportunity to serve whenever it arises. In any case, we must keep in mind that the purpose of service is to provide satisfaction and support to others, so that if someone counts on our service, they will receive the best that is in us: our values. When someone is pursuing any purpose, they should look at who they manage to interest in it, because that will show them their degree of *charisma*: a charismatic person is one who does things that are attractive to others in some way. After all, the purpose of leadership must always be grounded in offering a service to others. A leader makes proposals capable of channeling resources, because if they wait to be filled with resources before making proposals, they will achieve neither the one nor the other. A leader has the skill to coordinate, unite, and engage others, to generate a process that is both attractive and admirable. But initially they need nothing more than their human capacity; they are a channel and a unifier of the processes of abundance.

2.1 How many paths lead to success?

There are as many paths to success as there are human beings. The purpose is one alone, to succeed, but the way to reach it can vary greatly. A successful person is one who attains a fully satisfying standard of living, that is, someone who has everything necessary to be happy and is able to be happy with what they have. In reality, we are abundant in proportion to our needs.

Every human being has their own specific path, because they live different kinds of experiences and roles. We make mistakes and fail if we try to carry out a role that is not ours. Ultimately, there are no good or bad paths; they are all perfect for those who need them. But if you take a path that is not your own, it means you are fighting against life, you have not recognized its Laws, and you have not reached enough spiritual development to be happy.

Success isn't something that's handed to us; it's not a matter of good luck or a prize. It's the result of working on ourselves.

There isn't a single path that doesn't present difficulties, because if it didn't, a person wouldn't learn anything by walking it and, therefore, wouldn't develop spiritually or evolve. Difficulties are also tailored to each person: if someone seeks out difficulties that aren't meant for them, they may not have the tools to work through them. That's why the wisest thing is to let life bring the difficulties, your own.

If that path isn't right for that person, life will block it or take the person away from it. If you don't feel comfortable for any reason, it's because life is showing you that there's a learning opportunity there, which is the purpose of our life experience.

One does not choose a path “because one likes it,” but in order to “come to like it.” And, of course, one does not even choose it oneself, but rather identifies it through the signs that life offers. If we observe carefully, we begin a process of trial and error. Later, when we learn to love what presents difficulty, we turn the material—having the means—into a spiritual process—knowing how—and in this way we combine the two tools of success and turn destiny into mission.

The first thing a leader does is *commit to their purpose*, which is nothing other than fulfilling what they came to do in life and, of course, learning to be happy through it. Since at first we need to learn, the purpose must be flexible enough, and it is not to be confused with goals, objectives, or ideals, because that is not what it is about. Those can be very rigid, whereas purpose is based on discovering your own path through successive trials. For example, someone’s purpose might be to head north, but then life tells them they need to go south, and that person is willing to change course without any problem.

> *Don't go looking for difficulties, just make the most of them.*

Someone who devotes themselves only to doing what they like best is a person who stays in their comfort zone, taking on no challenges or effort; such a person will not be a leader. Generally, the greatest satisfactions in life, in any field, spiritual or material, come from doing precisely what we didn’t like and what we were afraid of.

> *Freedom does not consist of doing whatever you want, but of freely taking responsibility for your own decisions.*

To succeed and be a leader, it is necessary to know the tools and the Laws of the Universe. A leader cannot improvise; instead, they do significant inner work and apply wisdom, not feeling or ignorance. Wisdom is loving, not kind, because kindness is a learned feeling.

2.2 The Leadership Process

The process of attaining leadership consists of three steps:

1. *You decide everything in your life.* We need to become aware that *we are always deciding*. We might assume that others sometimes decide for us, but that’s not the

case. What we easily do is decide to let others decide for us, and blame others for the decisions we make. Both are mistakes.

2. *You commit to your decisions.* Furthermore, a leader needs to have fully developed the *capacity for commitment*. If you feel obligated to do something, it means you aren't truly committed to it. "Thinking" a commitment doesn't commit us as much as saying it, and "saying" it doesn't commit us as much as "writing it down," which is the most powerful. Commitment is a tool for success and prosperity. Let's begin, then, to commit to what we do. Let's think of what we do as something profound and lasting; let's not imagine superficial things. If we commit to something, it means we aspire to be committed for life to that work, role, or relationship. And if life suddenly shows us something else, we accept it, because it's impossible to fight fate; but we accept it as a decision.
3. *You accept the results of your decisions.* The third step toward leadership is to accept the results of our decisions, that is, to be responsible for the decisions we make and not to blame others if the outcome is not what we expected.

2.3 How a Leader Is Formed

Every year, thousands of technicians in the various branches of human knowledge graduate from universities. Nevertheless, with each passing day we witness a society that is more chaotic and disoriented, one that cannot find a way out of its countless problems, where poor relationships, family crises, violence, power struggles, social imbalance, and the growing difficulty of making a decent living prevail.

Isn't this a clear sign of the *lack of harmonious leadership* in our society today? We might ask ourselves why schools do not train social, business, and family leaders. The answer we find is that today people are educated to compete, to win, and to be the best, rather than to share, to serve, and to integrate harmoniously into society, which would lay the foundation for the formation of authentic leaders.

> *Study provides knowledge and creates technicians; experience brings wisdom; and life forms leaders.*

In a rapidly growing society like ours, it is becoming increasingly difficult to find authentic leaders, since, as we have said, the principles of cooperation, commitment, and service have gradually dissolved among the great mass of the population as a result of inappropriate educational methods in which aggression, prohibition, imposition, and overprotection prevail. All of this limits the individual's ability to take on their life and relationships with full responsibility and commitment.

Nevertheless, we still find excellent leaders who organize and run companies with a high level of financial satisfaction and human and social performance. They have something in common: from childhood, they all had the opportunity to take charge of their lives, to share with others, to get involved in their problems, and to experience and discover life's truths for themselves. In this way, they learned to cooperate, to serve, and to seek solutions together, valuing the qualities and abilities of others, while also experiencing their anxieties and suffering firsthand; and they acquired a wisdom that no school or university can provide.

> *The most important lesson for a leader is to learn the true meaning of taking responsibility, serving, and sharing.*

The leader's school is life itself. Just as one cannot study to become a sage, one cannot study to become a leader. In schools, colleges, and universities, you learn theory and acquire the basic knowledge needed to enter the true process of formation, which takes place in practice and through experience. A leader is formed on the job; through experience, each person develops, moving from ignorance to wisdom, from "believing" to "knowing how" to do something.

Authentic leaders share a typical, common trait: without exception, they all began at a young age by doing the most basic jobs, and, regardless of whether or not they pursued a degree, they gained essential experience and wisdom by working with people and facing the challenges of the business. That is how they learned the secrets of good management and the hidden details that escape the average person's notice. And that is also how they developed the ability to lead their companies to achieve the greatest and, at times, surprising successes.

Because leaders have personally carried out most of the tasks that the people they lead will later have to do, they have the ability to understand exactly the difficulties each team member faces and the capacity to resolve them appropriately.

In the business world, a leader's most important mission is to develop a healthy relationship with all employees and foster a sense of family, the feeling that everyone shares the same destiny and fulfills a common mission.

> *A company succeeds when all of its members are*

committed to a common mission and share the same destiny.

Wisdom-based leadership is a human quality that develops directly through experience. The best leaders are those who, from a very young age, have needed to take on

responsibilities; by contrast, it is difficult for people who grow up in an overprotective environment to become leaders, because they develop neither inner strength nor self-confidence.

The first leadership that matters is the leadership of yourself. Unless a person learns to voluntarily direct, control, and manage their life, emotions, feelings, thoughts, attitudes, and behaviors, they will hardly be able to lead a group. Once a certain ability to manage your own life has developed, life will offer the opportunity to direct other processes as well. And even if that is not the case, the tool of leading your own life will be a wonderful asset for anyone.

2.4 The Tools a Leader Needs

The tools a leader needs are essentially the *seven tools of love*; but the following five are especially important, both for leading your own life and for leading anyone else's:

1. *Learn to take responsibility for your life*. When you feel obligated to do something, it's because you aren't committed to it and haven't taken responsibility for it. We need to learn to own our decisions. Each of us has 100% freedom to make decisions, because it is an inner freedom; external freedom does not exist—what exists are the rights of all living beings, and respect. Inner maturity means accepting the results of your own decisions: if a decision was wrong, you must accept the result of that mistake and learn from it; if it was right, you must accept the result of your own values and verify that it was a learning experience.
2. *Respect others*, because a leader who lacks respect may have great strength to rally and lead people, but is dangerous. You decide to respect others, not out of obligation, resignation, or lack of ability, but solely out of wisdom.
3. *Learn to serve*, because a leader's primary function is to serve, not to be served.
4. *Learn to share*, applying the Law of Compensation.
5. *Develop humility* to put an end to the ego and awaken love. A proud leader is a danger, because such a leader overpowers everyone; they have strength, but they lead a process of destruction. Let's not fill ourselves with false humility by saying things like: "No, I haven't done anything—thank the man upstairs," or "Don't worry, that wasn't important at all; I'm really not worth anything." With these phrases, a person refuses to receive because they don't believe they deserve it; but that is false humility and does not generate prosperity. The principles of humility are the principles of wealth. Wisdom consists of knowing when to use something and when not to. There are no good or bad things, only things used well or poorly. Tools can be excellent but badly used. If, for example, someone wants to wash the dishes but uses a hammer to do so, or wants to drive a nail and uses a sponge, the tools are not the

problem; it's that the person doesn't know how to use them. The same can happen with the tools of behavior and leadership. Likewise, being yourself and knowing yourself is essential to being a leader.

If we are not ourselves, we are not free, but slaves, dependent on what happens around us, on what others say, on criticism, praise, or any other kind of external restriction. This teaching is extremely important for anyone who is going to be a leader, but also for anyone who is working on the development of consciousness.

2.5 The Seven "Hows" Every Leader Needs to Master

1. How to Motivate Others. Motivation is a technique that consists of knowing how to present the personal benefits that come from achieving a goal, whether individual, group, or social. The benefits are presented by comparing the current situation with the possible outcome if the objectives are achieved. The comparison must be compellingly logical, and great care must be taken not to hurt anyone's feelings or create resistance. Therefore, the situation you want to change should be treated not as something negative, but as something that can be improved through the proposed process, while valuing both the people involved and the results achieved so far. *A meeting with motivated people will always be a resounding success.*
2. How to Bring Groups Together. Bringing people together to start any process requires strong prior motivation, directed specifically by the leader. The leader generally does this personally, providing each person with the necessary information and special attention suited to that person's characteristics. This motivation demands an initial investment of time and dedication from the leader, which will be rewarded by the outcome of the first meeting, as the group will arrive already eager to collaborate and become part of the process. The leader will personally issue the invitation to the meeting, either verbally or in writing. In both cases, the leader will emphasize the purpose of the meeting and the importance of each invitee's participation. The invitation should be sent well in advance. Then, one or two days before the meeting, the leader will kindly remind each guest of the date. It is very important that the leader make the first contacts directly, because "a face-to-face visit works wonders." *The resources for success are always there; all that's needed is a leader to bring them together.*
3. How to Integrate a Social Process. Whether social, economic, or of any other kind, integrating a process requires extensive coordination on the part of the leader. Before thinking about integration, it is necessary to have worked individually with each of the potential participants in the proposed process. This initial work demands that the leader have an excellent understanding of the proposal, a great ability to motivate, and a great deal of charisma and credibility. Later, once people are motivated, it is easy to bring them together and pool their individual resources to

drive the process forward. *There is no need to impose wisdom, because it is recognized for what it is.*

4. How to Lead Harmoniously. This is the leader's fundamental art. Leadership is lost when you try to impose your ideas or fail to make room for dialogue and for considering other proposals. Those who try to impose their views, silence others, or dominate them lack the strength of knowledge and wisdom, as well as the communication skills needed to make themselves understood harmoniously. As a result, they give rise to distrust, controversy, and anarchy. A leader must always lead from a global vision, one that transcends individual or partial points of view, and must be able to integrate differences into a single common goal. That is why a leader never takes sides in other people's discussions or disagreements. When the leader steps in, he or she does so by valuing each person's point of view and then introducing additional information that helps reconcile the conflicting extremes. In this way, the leader brings differences together toward a goal of common benefit that integrates individual purposes. *A leader never takes sides.*
5. How to Keep Enthusiasm Alive. For any organizational project to achieve its goals, it is essential to keep enthusiasm alive. To this end, throughout the entire development process, the leader should provide regular updates on the progress being made and constantly remind everyone that the ultimate goal is getting closer and closer. In addition, the process should be monitored and evaluated periodically. *Every step forward, no matter how small, keeps enthusiasm alive.*
6. How to Monitor Processes. Proper monitoring makes it possible to evaluate progress toward interim goals, verify results, and rethink objectives along the way when needed. Conducting small surveys and taking periodic samples to measure, as a percentage, the progress made toward the goal generally yields good results. To be reliable, measurement and sampling methods must be designed so that information comes from different sources and so that small changes, which are signs that the process is on the right track, can be measured. *Measuring results allows you to verify that the objective is being met.*
7. How to Identify Leaders. One of the characteristics of a good leader is knowing how to surround oneself with other leaders and collaborators to whom various areas of the organization can be responsibly delegated. Leaders are easily identified in people who have charisma; are well-liked by others; do their work as if it were a mission; are the first to offer to help; show initiative; are credible; always talk about ideas, not people; and persist tenaciously to achieve the proposed objectives. *Leaders can be recognized in those who inspire admiration.* To assess how well you yourself exercise leadership, we advise you to assign a percentage (from 1 to 100%) to each of the following situations:
8. *When I present my ideas and proposals, others welcome them enthusiastically.*

9. *People are always asking me about the progress of my projects and showing interest in them.*
10. *When I call a meeting, almost all of the invitees attend.*
11. *At the end of meetings, the attendees thank me and ask about the next meeting.*
12. *Those who learn about my proposals contribute in some way to achieving their objectives.*
13. *Within the integration processes I propose, people feel encouraged and support one another.*
14. *The way I communicate makes people feel valued.*
15. *When differences arise among the participants in a process, I easily get them to reach an agreement.*
16. *I keep participants fully informed of any progress in the program.*
17. *I constantly remind others of the importance of shared projects.*
18. *I periodically call meetings to check whether changes need to be made as the programs develop.*
19. *When interim results aren't what I expected, I easily rethink my methods or goals.*
20. *Among my collaborators, I can always find someone to whom I can delegate important responsibilities.*
21. *I consistently support and encourage the efforts and initiatives of my collaborators.*

2.6 The Seven Characteristics of a Leader

The traits that characterize a leader are mainly the following:

1. **Charisma**. It is the gift of attracting attention. If nature has endowed us with this gift, we won't have to make a great effort, but if we develop it, the merit will be much greater, because attracting attention is a skill that can evolve and depends on how we communicate, speak, express ourselves, and relate to others. Some people have a gift for attracting attention, and they do so anywhere. Sometimes these are physical gifts, but the ones that stand out most are spiritual gifts, which can be developed.
2. **Commitment to one's role**.
3. **Initiative**.
4. **Willingness to serve**. A leader is the first to volunteer in any situation.
5. **Mental flexibility**. That is, expressing new ideas and being able to make changes.
6. **Perseverance**. It's hard to bring a group together if you yourself don't persevere.

7. **Reliability**. A leader becomes trustworthy to others; trust is something that is earned and built. It is important to learn not to depend on the approval of others or be sensitive to criticism. Even so, one can humbly acknowledge that one may not be showing all of one's values, and should therefore train to show them more.

Chapter 3. The Boss as Advisor

From the earliest known tribes and communities to our own time, humanity has experimented with different forms of social organization, and within them there has always been a common and prominent figure, called a tribal chief in some cases, and in others a chief, warlord, king, or sovereign.

> *The greater a leader's ability and knowledge, the more modesty and simplicity he or she needs.*

In ancient times, to become a chief or king, a person had to prove to be the strongest, most capable, and wisest of the whole people, since this figure bore the responsibility of organizing, leading, defending, and serving the community. Thus, the chieftain or king was not only the strongest, wisest, and most just, but also the foremost servant of his people, whose supreme mandate he obeyed.

> *A leader is someone who is committed to serving their people, guiding them with love and wisdom.*

With the passage of time and the development of industry, social processes of slavery, oppression, and exploitation of people appeared. The idea of *leader* became distorted, and oppressive rulers and governments fell into imposition, arbitrariness, tyranny, and aggression. The result of all this was the breakdown of the natural process of organization and a rise in nonconformity, rebelliousness, and social resentment.

> *A boss who does nothing but give orders creates discontent, unease, and rejection.*

Today, companies and organizations, with the experience gained from the dreadful results of misunderstood leadership, have come to realize that in order to achieve good results and fulfill an excellent social and economic role, it is essential to return to the principles of service-oriented leadership, harmonious advising, and social guidance.

> *Leaders and bosses are recognized by their ability to serve.*

Successful companies are guided by **cooperative leaders** who act as advisors, with a greater capacity for dedication and service than others.

In the following table we can see how leadership has evolved up to the present day. We ask you to put an X where you think there is the greatest agreement with your own behavior:

Oppressive boss	Advisory boss
Harasses	Directs
Judges	Understands
Gives orders	Asks
Scolds	Advises
Assumes	Verifies
Threatens	Helps
Imposes	Inspires commitment
Penalizes	Teaches
Is a despot	Is kind
Shows disrespect	Is respectful
Gives orders	Gives instructions
Is reckless	Is prudent
Criticizes everything	Praises what is good
Punishes mistakes	Capitalizes on mistakes
Seeks personal privileges	Seeks to serve
Looks for someone to blame	Looks for solutions
Thinks they know how to lead	Checks the results
Fears losing power	Trusts in their own ability
Marks out territory	Manages universality
Sticks to their own duties	Takes on other roles
Complains about situations	Makes the most of resources
Despairs in the face of crises	Seizes opportunities
Laments difficulties	Finds out the cause of the problem
Points out others' limitations	Expresses appreciation to people

Oppressive boss	Advisory boss
Focuses on others' flaws	Focuses on others' good qualities

Table 1. The Evolution from the Oppressive Boss to the Advisor-Leader

> *Let's highlight the strengths of others and they will accept us; let's point out their flaws and they will reject us.*

To train ourselves in the characteristics of the *leader as advisor*, it is useful to practice service and the opportunity to serve. **Service** has two main uses:

1. Information: sufficient, efficient, and timely.
2. And action: carrying out any task with love and pleasure. Let's evaluate, then, the main characteristic each of us has as a leader by looking at the following four aspects:

- **Firmness**: This is a loving quality that replaces aggression, imposition, and any kind of violence or avoidance. Firmness fosters loving respect, appreciation of the individual, and the ability to take responsibility for one's own decisions. We can ask ourselves: “Am I firm with my team members? Do they keep the agreed work hours and days? Do they feel committed to fulfilling their duties? Are their customer service and the quality of their work excellent?”
- **Capability**: If a task is our responsibility but we always ask someone else to do it for us, we are not showing our capability. Some tasks will need to be delegated, but it is essential to do others ourselves. To assess your own capability, you need to ask yourself these questions: “Do I complete the work that falls to me without help from others? Do I easily change methods and strategies to improve results?—this is a sign of mental flexibility. Do I regard difficulties as stimuli for my creativity?—a difficulty is a stimulus to change and find a new creation.”
- **Wisdom**: It is recognized by its results. The questions in this case might be: “Do my team members and clients often ask me for advice? Do people turn to me when they have personal difficulties?—this means I have earned their trust and shown wisdom. Do they often express gratitude and offer to collaborate with me?—if so, I would be an *advisor-leader*.”
- **Cooperation**: Rigidity doesn't work well. Some questions you can ask yourself to find out whether you have this characteristic are: “Do I grant my team members time off when I recognize a real need? When there is a backlog of work, do I stay and help them? If necessary, do I step in for my team members in any task?”

3.1 The Triad of Success and Wealth

The reason people face so many difficulties is usually because they haven't learned to serve others, seize opportunities, or commit themselves; they're afraid of all that, and that's why they fail. In contrast, the *triangle of success and wealth*—which has three elements—requires conscious work on oneself:

1. **Relationships**. A person who doesn't know how to build good relationships will find it very hard to achieve success, because success is nothing other than the result of human interaction; and if you don't know how to interact in a healthy and loving way—that is, if you don't have good relationships—your success, satisfaction, and prosperity will be seriously compromised. A person with excellent relationships will always find someone to lean on, someone who serves them and someone to serve, and will be surrounded by a rich social environment and a great many options for action. The first tool needed to build relationships is called *respect*. Those who fully respect others in their beliefs, ideas, perspectives, customs, destiny… in everything, in short, generally enjoy good relationships. How can you tell whether you are respecting them? Because you never criticize or attack them, and you never judge or condemn them for any reason.
2. **Service**. We all have the opportunity to serve; there is no one who doesn't. Once we have truly understood what service is and devote ourselves to training in it, we have the second tool of the triangle.
3. **Wisdom**. This is something different from knowledge, education, or culture; wisdom is synonymous with being an expert in something. And one can be an expert at washing a dish, cleaning a bathroom, or designing a spaceship. An expert does not have to master a broad field; whatever a person does excellently, in that they are an expert and have wisdom for that function. It would therefore be enough for someone to have wisdom for a single function and, by adding the other two elements, they would succeed. The *advisory leader*, then, is someone who knows how to serve and who handles the elements of this triangle; this is a person who is not appointed by decree, but because they have the ability for that position; the one who knows best how to serve, the one with the most experience in the activity in question.

Chapter 4. The Keys to Professional Success

To succeed in professional life, a leader must not only contribute technical knowledge but also learn to make the task easier for others and to advise them from a clear understanding of their role in teaching, mediating, and reconciling the differences that arise among people. In this way, they will achieve the cooperation that allows for the harmonious development of the organizations in which they take part.

Success in leadership and prosperity depends on perseverance and on training in the use of the tools. No knowledge is of much use if we don't practice it; in other words, the tools may be very good, but if they aren't used, they don't produce results.

4.1 Learning to Handle Group Situations

Beyond *conciliation*, which consists of weighing two points of view in order to reach an agreement between them, there is *neutralization*, a technique of wisdom that consists of avoiding arguments or "taking sides" and trying instead to be completely neutral.

The *universal principle of neutrality* states: *no one can measure a force without offering resistance*. This principle applies to any situation involving physical, social, family, or business relationships. We can observe how opposing or conflicting forces always balance each other at a neutral point. This point is the center of gravity where all the forces converge, without being the center of any one of them. It is like the axle that supports a wheel: everything revolves around it, and the axle holds the wheel in place without taking part in the movement. In the same way, we could not set a vehicle in motion if there were no neutral position in the transmission.

> *Peace is the result of integrating the extremes without being either of them.*

Mastering neutrality is a social art that every manager, advisor, or leader needs to know and practice thoroughly, because it is the secret of charisma, the key to personal appeal, and the gateway to success in running any type of organization. Neutrality is superior to all forces because it contains and manages them without identifying with any of them.

The *fundamental principles and techniques of administrative neutrality* are:

1. **Always maintain serenity**. Remaining unflappable in any situation is a powerful leadership tool and a sign of maturity and leadership ability that inspires great confidence in the leader. This, in turn, inspires deep respect and admiration that rules out any chance of reaction or conflict with others. A leader who loses neutrality, who becomes desperate, leads to chaos. To think clearly, you need to rest and maintain serenity, because a tired mind cannot reflect. The practice of serenity is found precisely where there is conflict: in a child's tantrum, in a rebellious teenager, in an incompetent employee, in an unfair competitor… In all these situations, you have the opportunity to practice serenity. An initial exercise might consist of the following: taking advantage of every day's opportunity to maintain serenity, no matter what is happening around you. It is precisely where there is conflict that you need to speak in a softer tone of voice, so as not to trigger instincts and resistance. In such cases, remaining silent can be just as inappropriate as speaking too loudly. Wisdom shows

us when it is best to remain silent and when it is better to speak, but when we do speak, it is always best to do so calmly. Silence is appropriate in certain situations where the person isn't seeking information but is simply expressing their discomfort without asking for anything; in such cases, silence is right, or a very simple and wisely spoken phrase: "I understand how you feel; don't worry, I'd feel the same way in your place—these are temporary situations." *No conflict can withstand not reacting.*

2. **Adopt an attitude of acceptance toward others**. When other people feel accepted by you—that is, when you make sure they do not feel criticized, scolded, guilty, or rejected—they are more inclined to share the true reasons behind their actions, to seek and receive guidance, and to collaborate on the solutions proposed. This allows the leader to learn about situations that might be hidden behind personal fears, which helps create a climate of friendship and harmony in relationships that effectively contributes to the search for common solutions. The techniques of acceptance are very simple: they involve not contradicting anyone, because that would mean not accepting them; they also involve not arguing with or invalidating what others say. An attitude of acceptance—which, in short, means neutralizing—is shown through expressions such as: "I understand what you're saying; you're absolutely right in how you see it. We could consider another option—what do you think about looking at it from a different point of view?" *Never say no, because everything has a solution.*
3. **Find and highlight the benefits of every situation**. A great scholar used to say: "Everything I know, I owe to my ignorance." Highlighting the benefits of every situation allows us to always find the positive in any event, and this helps people focus not on their limitations but on their abilities, as well as on opportunities for learning. In this way, we gain a sense of benefit, even in the most difficult situations, and it becomes possible to overcome any crisis. For example:

- *What we can learn from this situation will be very beneficial for the company.*
- *Looking for that lost document allowed us to reorganize the entire archive.*
- *Thanks to that mistake, we were able to find the system failure.*
- *His hearing impairment has allowed him to develop a great ability to read people's lips.* Everything is a learning opportunity. If we understand what each situation teaches us, we will be very successful. *There is no situation from which we cannot gain some benefit.*

1. **Understand what makes others unique**. Every person is a different world, perceiving life in their own particular way. Trying to understand how other people interpret and feel things is one of the secrets of good communication, which in turn makes it easier to understand others and reach good agreements. To this end, we can ask verifying questions, such as: "How do you see it? How do you feel about it? How

would you do it?" We can also keep in mind that there are no better or worse opinions or ideas—only different ones—and that, in any case, they can be reconciled. Everyone has their own position, point of view, personality, customs, and culture. It is essential to understand that each person is a uniquely different and fully respectable being. *Understanding others means knowing how they view life.*

2. **Don't invalidate others' opinions**. Every opinion or idea is valid and true for the person who expresses it. That's why, when we invalidate someone with phrases like "That's not true," "You're wrong," or "I disagree," the other person feels their views are under attack, which triggers a defensive reaction, and arguments and controversy immediately arise; these erode relationships and prevent us from finding an appropriate, conciliatory solution. The ideal neutral way to communicate without invalidating the other person is illustrated by the following examples: "You're right; however, if we consider that…"; "I understand you; nevertheless, we could think of another alternative"; "I would have come to the same conclusion, if it weren't for…". With this harmonious form of communication, people feel they are being taken into account and that their knowledge is being complemented with additional information, which may lead them to conclude on their own that they were mistaken, or to realize that there was a better way to do things. *Nothing makes a person feel better than being taken into account and listened to attentively.*
3. **Don't contradict anyone**, since everyone is right from their own point of view. This yields excellent results in maintaining public and social relationships. Often, others tell us many things with which we may disagree, but that does not give us the right to invalidate them. These situations are best handled from neutrality—simply by listening attentively and highlighting the positive; this way, we win clients and friends, and other people feel happy. Techniques of neutrality have a lot to do with humility; there is a direct relationship between the two. A leader does not take sides, does not belong to any extreme, but rather neutralizes the forces and achieves a harmonious process. *Everyone is right from their own point of view.*
4. **Don't criticize or speak ill of others**. It's often said that gossip travels faster than light, because it takes longer for someone to talk about another person than for that person to find out about it. This mechanism can be used in a positive way by always speaking highly of other people, highlighting their qualities, and praising competitors for the quality of their services. The result will be surprising in terms of improved relationships and trust, since when someone fears nothing, it's because they know their own worth and understand that truth and quality prevail on their own—and that's why they don't need to defend themselves. If you complain about the boss, the problem isn't with the boss, but with what you yourself are doing in response. And if it's your coworkers who are criticizing the boss, you can try to neutralize the situation by intervening wisely. Since we shouldn't invalidate others' opinions, we can say: "I understand why you felt that way, but there are some important things about

the situation that we can evaluate, which may lead us to consider that our problem isn't the boss, but something we haven't been able to understand about the situation." By intervening in this way, we can begin to assess what we find and what can be learned from the situation. We can also suggest: "What do you think about supporting the boss to build a work team?" *The speed at which gossip spreads can be used positively.*

5. **Always use harmonious communication**. Communication has the force of the power of the word and is an extraordinary tool in the hands of a leader. Communicating harmoniously is much more than speaking; it is knowing how to say what you mean in a way so pleasant that it makes it easier for the person receiving the information to understand and accept it. Unconsciously, we are accustomed to communication that is limiting, aggressive, and imposing, which is why we often get terrible results in our relationships. Readers are encouraged to consult the table of examples of aggressive versus loving communication, which is included in the topic *Learning to Have Peace*. *Communication is the leader's social tool.*

4.2 Methods for Managing Teams and Meetings

To achieve the best results in team management and meeting organization, the facilitator, presenter, or speaker must be skilled in neutrality techniques, which can be complemented with the following methods:

1. **Creating an atmosphere of warmth and trust**. Nothing works better for this than good humor, kindness, and a smile. You can begin a meeting with a few questions to learn the participants' expectations, and then the facilitator can express a willingness to serve and collaborate, sharing their personal experience alongside that of the participants. This helps the group feel valued, which encourages participation and creates an environment conducive to integration, friendship, and cooperation. *The success of any meeting depends on the initial trust.*
2. **Establishing good initial agreements**. These have the advantage of voluntarily committing participants to the process. To achieve this, the facilitator should raise the need to establish such agreements and ask participants which ones they consider necessary to reach the meeting's objectives. As a general rule, agreements are built around working times, meeting objectives, speaking turns, participation, integration, behavior, and any other aspect the process requires. *Agreement is the neutral way to foster group integration and participation.*
3. **Preventing potential difficulties**. Before any meeting, it is important for the coordinator to anticipate possible difficulties, such as no-shows, resistance to the information presented, apathy, or a tendency to contradict or challenge any proposal. The essential tool of a good facilitator is mentally preparing in advance to remain

unflappable in any situation, as well as having a very clear idea of the neutral techniques to apply in each case, and committing to keeping calm and maintaining good humor above any difficulty. This practice ensures success, because participants will immediately recognize a leader who is able to stay calm in the face of difficulties and knows how to manage a group without leaning toward any extreme, while providing accurate information cordially. *Those who conquer themselves can handle any situation.*

4. Opening and closing discussions. When a discussion drags on and gets out of hand, it disrupts the flow of the meeting. To handle discussions neutrally, the facilitator can use various techniques. For example, if it seems necessary to open a discussion based on the information the participants are using, so that they contribute ideas, the facilitator can ask questions such as: "What do you think would be best in this case?"; "In what other way could we carry out this work?"; "How would you like to decorate the room for this event?", etc. On the other hand, to end a discussion, it is best to thank everyone and add something like: "Well, I think we have enough insight on the matter, so how about we pick it up again another time? It goes beyond the purpose of this meeting." Another approach that gives excellent results is this: "We will discuss this matter at length later; for now, we could continue with…" When you don't want to get into a discussion, the facilitator can offer the conclusion directly from a higher level, relying on technical principles: "It has been scientifically proven that…" or "It has been statistically shown that…," or even "Experience has taught me that…" *No one argues with someone who shows wisdom.*
5. Handling inattention, a situation the facilitator must learn to manage neutrally. The main causes of inattention are external distractions, an uninteresting topic, very long presentations, participant fatigue, and whispering. To avoid these situations, the facilitator can hold meetings where there isn't an excessive number of attendees and in places whose decor doesn't draw attention; make sure the topics are presented in a way that awakens the participants' interest; and try to keep presentations under twenty minutes—although if they are alternated with questions and answers of common interest, they can extend up to two hours, which should in any case be the maximum length of a talk. In addition, to prevent fatigue, group activities and participatory processes can be included periodically. Likewise, when there is whispering, the facilitator can lower their voice, which often leads the participants themselves to ask for silence; or they can stop speaking and calmly wait for the whispering to pass, or turn to the people causing it and say very kindly: "Would you like to share it with everyone so we can all be enriched by your contribution?" *An enjoyable meeting keeps interest alive and ensures participation.* To evaluate how we manage meetings, we suggest the following exercise, in which each person assigns a percentage of agreement (from 1 to 100%) to each of the following statements:

6. *In meetings I always remain serene, no matter what the participants do or say.*
7. *Usually, the participants in a meeting I coordinate openly share their doubts and mistakes and ask me for advice and guidance.*
8. *I always find the positive side of the situations the participants describe.*
9. *When someone tells me how they behave in certain situations, I try to "put myself in their shoes."*
10. *I never invalidate the opinion of any participant in a meeting.*
11. *I always listen to people attentively and never contradict them.*
12. *When I talk about anyone—even a competitor of mine—I always speak well of them.*
13. *At the end of every meeting, I leave with new friends.*
14. *I always manage to have the initial agreements upheld throughout the meetings.*
15. *Before any meeting, I prepare myself mentally to face any eventuality neutrally.*
16. *My meetings never run longer than scheduled because of pointless discussions.*
17. *In my meetings, participants stay active, interested, and alert.* Next, each person can ask themselves: “Based on my evaluation, which aspects do I most need to work on to become excellent at managing groups?” At some point in life, all of us will need to work with groups, whether small or large. And it is wonderful to know that in our homes, in the smallest groups, we can apply the same leadership techniques as in groups of any other size. In reality, a person doesn’t need to manage groups regularly, or have a large number of contacts or a high level of formal education; the training we get at home is enough, and at times it can even be the deepest training of all. If we learn to establish good agreements at home, with those closest to us, we will surely develop the ability to handle much bigger situations.

4.3 Learning to Manage Stressful Situations

Stress generates psychosocial conflicts that reduce well-being and productivity. The demands of modern life—in which survival requires keeping up a constant pace of personal, social, and economic growth and improvement—tend to produce stress, especially in companies and among those in executive and middle-management positions. This is because these individuals carry a very high level of responsibility for meeting goals, and this also affects the rest of the staff, because of the tension created by the expectation of conflict with superiors.

> *Stress cancels out your ability to act and undermines your health.*

The main situations that generate stress are: family problems, financial hardship, transportation difficulties, overloaded responsibilities, overwork, lack of sleep, time constraints, conflicts with a supervisor, tasks involving high technical, financial, or physical risk, disagreements with coworkers, poor health, and disorganized and/or noisy environments.

> *Stress creates internal conflicts but does not change actual external situations.*

The first thing you can do to manage stress is to reduce, as much as possible, the situations that foster it, and to improve harmony and communication. However, stress is fundamentally psychological, so managing it depends largely on the individual who is experiencing it.

To eliminate internal conflict, it is necessary to make a decision regarding stressful situations. Some examples of this are:

- Talk to your boss or resign from your position.
- Sell the car or ask to refinance the debt.
- Go on vacation or renovate the house.
- Propose an agreement or accept the situation. Once the decision is made, the internal conflict ceases and the mind rests, since thoughts work in a single direction; this is how you manage to accept the real situation. In addition to decisions about specific actions, the following help quite a bit: sleep—at least eight hours a night—taking care of your overall health, reading self-improvement texts, relaxation and meditation techniques, and, above all, recognizing that internal tension and distress are not justifiable, since stress does nothing to change external situations, but it does reduce our inner ability to find a solution. *You should never try to solve a problem when you yourself or others are upset.* Neutrality also gives excellent results in managing stressful situations, often in surprising ways, when we understand that stress originates basically in fear and in expectations about a situation—expectations that often go unfulfilled. Furthermore, the chances of a real crisis decrease greatly when situations are handled with neutrality, harmony, and good communication. Looking at the results of stress tells us that it serves no positive purpose other than to show us our internal traumas or fears. Externally, stress makes things worse and more complicated, reduces our options for action, limits opportunities for prosperity, harms the environment, and generates all kinds of conflicts. Internally, it negatively alters our mental structure, eliminates any possibility of thinking clearly and acting with wisdom, and can also be somatized, especially in the form of ulcers. Some people think they work better under pressure, that their minds are stimulated when they feel pressed for time and that, on the contrary, they can't get anything done

unless something forces them to. These are the same people who leave everything for the last minute. They may have developed a mental conditioning for this, but in group work this attitude is highly detrimental, because such people hold up the process, since they want to do everything at the last minute and under pressure. Adrenaline works for certain individuals, but this isn't the case for most people, which makes teamwork extremely complicated because the rest need more time to work things out, and under pressure they freeze up. This addiction to adrenaline on the part of some people creates a stressful situation that may be manageable for them, but which causes their collaborators to freeze up. The only solution would be to select all the people who work well under pressure and form a group with them. Even so, it is true that the quality of these people's results often leaves much to be desired. Life inevitably presents us with stressful situations, so we need to train ourselves to reduce our personal stress, not that of our surroundings. We need to change what is inside us, not external situations. Ultimately, the problem to be solved begins with us.

4.3.1 Techniques for Managing Stress

In all cases, making use of these techniques requires prior training. They are as follows:

1. **Letting go of fear**: stress is fear, and transcending it, as well as overcoming inner insecurity, is one of the greatest challenges for human beings. There are two levels of fear: the one that resides in the *survival instinct*, and the one that is in the *mind* —also called *trauma*—. Other types of fear include: fear of the *ego*, fear of "losing face," fear of "what people will say," fear of accepting something different from what we think… To let go of fear, you need to do a mental reprogramming that has to do with acceptance, and that in turn with understanding. You also need to be willing to let go of any attachment. A good exercise is to say the following phrase of wisdom: "I always have what I need to be happy; I accept that I can always be happy in any circumstance and at any moment; therefore, I accept what life gives me.". This form of mental reprogramming to let go of fear works on the frontal lobe, which ultimately disconnects the reactive, unconscious mind.
2. **Accept reality**: if we are willing to accept any situation, fear will disappear. Fears are really just a mental, ghostly image that makes us assume we cannot live without something specific; but that is not true—it is precisely fear that limits our possibilities for prosperity. Let's not try to *change reality*, but rather to *change ourselves in the face of reality*; reality is there so that we can bring about an internal change; realities aren't changed—instead, new realities are generated.
3. **Make decisions**, since they break up any conflict. Learning to decide is a skill in itself. When in doubt, if you don't know what to decide, it is best to use the seven tools of love (see the topic *Learning to Love*). For example, if we use the first tool of love and

accept that life always has what is best for us, we will always come up with some solution.

4. **Use mastery techniques**: a *mastery technique* means not giving another person information that they cannot handle or understand.
5. **Increase your vital energy**: this involves getting enough sleep, eating properly, spending time in nature, and resolving your own mental conflicts of fear and stress.
6. **Always use healthy and timely communication**: this also helps you manage stress better.

7. Always do everything the best you can, without

ever worrying about the results: that is, with no fear and no fighting reality; if something cannot be accomplished, it is best to accept it.

4.4 Harmonious Leadership

Every social change is the result of knowing and applying principles that lead to the improvement of individuals, families, businesses, and society. To this end, we must find a way to carry out a process of integration and reciprocal exchange of the benefits that make up the common goal. All those who take part in achieving it commit to a shared mission of service and support, to ensure the launch and proper functioning of institutions that respond efficiently to the needs of their members.

> *The art of leadership consists of achieving results without generating resistance or conflict.*

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

1. *Develop a good social assessment*. To achieve this, based on what would be an ideal human and social resource, samples are taken to measure different areas of behavior among individuals and groups within the company or community. Using this information, an assessment of the current social situation is prepared, reflecting the areas that need improvement relative to the ideal. Later, appropriate improvement methods are put in place, based on education in cooperation, harmonious communication, firmness, commitment, staff reassignment, and the selection of qualities. *Healthy human and social resources are the cornerstone of the economic development of any company or community.*
2. *Set clear goals*. Based on a sound diagnosis, you can establish goals that provide a clear point of reference for the aspects that need to be improved or changed. This is

how to optimize cooperation, communication, harmony, quality of service, and personal satisfaction while, at the same time, reducing stress, personal limitations, and conceptual blocks that hinder the achievement of the goals you have set. However, keep in mind that goals are only a point of reference; what is truly important is knowing how to find the right tools and mechanisms for the constant improvement of the aspects that make up a company. *Goals are points of reference that test a leader's ability to implement changes for the better.*

3. *Communicate and build commitment harmoniously*. Gaining everyone's commitment and collaboration around the company's purpose and mission is a task that requires facilitating understanding in a harmonious way. This, in turn, can lead each individual to develop a self-assumed commitment to cooperate with the company. To achieve this result, leaders need to present very clear and easily understandable proposals, grounding them in the principles of neutral communication and in techniques for dismantling conceptual blocks, fears, and negative feelings. *What causes discontent is not the content of the information, but the way it is communicated.*
4. *Develop neutral corrective strategies*. Improving the aspects needed to achieve the ideal social situation that can support a company's harmonious development requires implementing neutral corrective strategies, such as: earning the trust of others; knowing how to present personal and shared benefits; stimulating creativity; handling negotiation based on shared interests; and applying ways of leading and advising that are clear and pleasant for people, so that no resistance or conflict is generated; rather, they should lead to agreements that benefit all parties and contribute to achieving the goals. *The best strategy is the one that achieves its goal by developing trust and an understanding of mutual benefit.*
5. *Measure results and partial goals*. The process of achieving the goals you have set is sequential; that is, it unfolds step by step. The way to verify that the process is on the right track is to set small goals that allow you to measure the positive changes taking place along the way; for example: reduced stress, a decrease in the number of complaints, better use of available resources, improved relationships, and greater collaboration and commitment. Measuring these small changes requires periodic sampling. *Reaching small goals lets you verify that the final goal is being achieved.*
6. *Verify goals*. Periodically evaluating the results of the methods applied can help you recognize what was right in the way the goals were formulated, or show that the goals were not suited to the specific problem. For example, it was thought that an accounting course would improve the way the administration worked, but it was later found that the problem was one of communication. When it becomes clear that a strategy is not producing the expected result, you need to rethink the goal immediately or modify the methods used to apply the strategies. *Whether goals were properly formulated is verified in the results obtained.*

7. *Rethink, change, and restructure*. Reformulating goals in a timely manner avoids wasting time and resources. Otherwise, certain situations can stagnate and wear the community down considerably. However, there are no solutions that produce immediate results, since problems often have very deep roots in the culture and idiosyncrasies of a people. Therefore, the process of achieving success and excellence demands constant work from leaders to modify behaviors, adapt methods, remove blocks, develop creativity, and increase personal initiative; and, beyond all of this, they must be willing to rethink goals, change methods, and restructure processes as many times as necessary, until they find those suited to the specific situations that arise in the different fields of social and business action. *Laying the foundations for prosperity requires wisdom, patience, and tenacity.*

4.5 Purpose vs. Objective/Goal

It is helpful to distinguish the word *purpose* from similar words, such as *objective* or *goal*. A *purpose* is flexible and guiding, whereas an *objective* or *goal* is rigid. For example, if someone says, "We need to increase sales by 50% within three months," that would be an objective, whereas the purpose would be, "We intend to achieve an increase in sales"; this is an intention, not a fixed goal that produces frustration if it is not met. The ability to adapt allows us to change our strategy or tool at any time.

The **first purpose** can usually be an improvement of the condition that exists, at that moment, at the point where you have decided to lead, without specifying how much or how far that improvement should go. For example, an improvement within the family could apply to communication, interpersonal relationships, mutual support, and the expression of love. The purpose is set as a higher point of reference.

The second step is the **diagnosis**, once the purpose has been established.

In the business world, as in the family, we need to support a collective purpose in order to fulfill our individual purpose; that is, individual purposes are fulfilled through collective ones, not the other way around. When there is a lack of leadership, the collective purpose is not clear; instead, it turns into conflict, and quarrels and rebelliousness appear… This happens because personal gain prevails over the group's gain.

Chinese wisdom says that the longest journey in the world begins with a single step. Therefore, each time we take a step, we will know that we are moving forward, and that is enough for the purpose, as long as periodic diagnoses are carried out. Once that path has been laid out, we will set clear goals for improvement based on the measurement taken; as we work toward those goals, we will realize whether we are succeeding or, on the contrary, whether we are stuck or moving backward. As long as we are advancing,

even if slowly, we can keep working in that direction; if, on the other hand, we observe stagnation or regression, we will need to apply corrective strategies or rethink our approach immediately.

How can you measure whether the process is moving toward the purpose? By applying certain Laws, such as the 3-7 Law or the Law of 2, which is the *Law of the Question*. You must try at least three times, even when there are difficulties; if after the third time the matter is still stuck, we most likely need to rethink our goals. However, you should never go beyond seven times—seven failed attempts—because that indicates the path is wrong and doesn't work, and to keep insisting would be stubbornness. The Law of 2 requires that you not assume: if you want to know something, you have to go directly and ask; the answer can be yes or no.

4.6 Questions for Diagnosing the Organizational Climate

To make an adequate diagnosis of the climate in a given organization, workers should ask themselves the following questions:

- *What attitudes or reactions from others do I find very annoying?* This really measures the limitations of the person answering, because it is oneself who gets annoyed, as well as the external situation. For example, if someone says, “What bothers me most about others is their tone when they speak,” this answer shows that some people communicate inadequately, and also that the person who said it has a certain level of touchiness. If, on the other hand, they had said, “I think some situations could be improved, and that way we would get a better result, but in reality they don’t pose any problem for me,” that would indicate that the person does not have a limitation but recognizes that something can be improved. In the answers to the first question, you can find two possible options: the limitations of the person answering and, of course, their observation of something that may really be happening. Sometimes a person expresses annoyance at something that is not really a problem, and that would show only the individual’s limitation. In both cases, you need to think about the strategy or objective: if the problem were purely personal, you would need to work with that person to help them overcome it; if it were both, you would need to improve communication to eliminate the touchiness.
- *Usually, what attitudes do I adopt when I don't like something about others?* This evaluates whether the person blames everyone else or accepts that the problem is their own.
- *If I could change the way others treat me, what would I ask of them?* This helps assess whether the person feels good or not, and also how others treat them.
- *What are the main complaints I hear at my workplace?* With this question we can assess whether there is really something that can be improved that depends on us, or

whether what people are expressing are their own limitations.

- *What conditions would make me feel really good at work?* Individual purposes may or may not coincide; if they don't, we will need to begin reconciling a common purpose through agreements.
- *What changes would I propose to improve my current working conditions?* These questions are just a few examples; there can be many more. Through them, it is possible to measure many aspects of the people and also of their environment, in order to arrive at a good initial diagnosis. Once that is done, we move on to setting clear agreements and objectives, both of which are necessary to achieve an improvement based on the initial diagnosis. After a reasonable period of two or three months, a second evaluation should be carried out, called the *measurement after the process of agreements and commitments.*

In this evaluation, the questions will be different: what positive changes the person has noticed in their relationships with their coworkers, whether or not there have been any; on what occasions they have applied the technique of showing their own best qualities no matter what others do—this implies that the person has already gone through a process of *applying neutral correction strategies*—and what result they have obtained by doing so.

4.7 Measures to Identify Leaders and Coordinators

This method is used when working with large groups of people and it is necessary to identify certain individuals for leadership and coordination roles. Several areas are measured to see who receives the highest percentage of votes, which reveals their leadership qualities.

The questions that can be asked are of this kind:

- *If you had a business trip and could take only one coworker, whom would you take?*
- *If you faced a serious problem in your relationships, whom would you ask for advice?*
- *If you had an operational problem, which of your coworkers would you ask for help?*
- *Usually, which of your coworkers do you ask for favors related to your work?* This question evaluates trust.
- *Which of your coworkers are you closest friends with?*

- *Whom do you admire for their qualities?* Within the organization of the Universe there are hierarchies, but they are not established by economic position or by concept; they are real hierarchies of wisdom: whoever has a greater degree of wisdom is in a higher hierarchical position, because they can make wiser decisions than someone who has less. That doesn't mean teamwork isn't possible; rather, people usually commit to whoever holds more wisdom, because such a person knows how to generate commitment instead of resistance. It's not about eliminating bosses. If our idea of bosses is that they are domineering and aggressive, then yes, but a company without a boss would imply that everyone fully assumes their own responsibility, which for now does not happen on planet Earth. For each individual to be their own boss, a very great spiritual development is needed: they must take on their own responsibility, be very clear about the common purpose, and also know that within that common purpose their individual one is fulfilled. Leaders and hierarchies, when they are based on wisdom, are neither domineering nor aggressive, nor do they provoke resistance; they work by seeking individual commitment. They give information, not orders, since we are not talking about control but about wisdom. It is important to learn how to find leaders, because when there is a need to delegate something due to some circumstance, sometimes a case of force majeure, and it is delegated to a person who is not really a leader, all the work done up to that point can fall apart. It is also important to assess compatibility or incompatibility between people, in case it becomes necessary to move them to another area or, quite simply, they cannot function within that organization.

4.8 Questions to Measure Personality

A Master would answer this kind of question immediately, since such questions determine a person's level of inner development. One suggestion is to use the following technique of mastery: never tell anyone the result of this evaluation, because others would not understand what it is about and you would completely lose your capacity for leadership.

If we are looking for an accountant and fifteen candidates show up, one thing is obvious: all fifteen are accountants. In other words, we are not evaluating whether they know accounting, but rather their characteristics and their capacity to commit to the work. So there is no need to ask technical questions. Usually, when you ask someone about something that involves them, they will generally respond with an apology, a justification, or even a lie; this doesn't matter. But if you ask a depersonalized question that doesn't involve the person, they can be more objective, because they don't feel vulnerable or exposed.

It is important to remember, at this point, the difference between *wisdom* and *knowledge*. *Wisdom* does not require *knowledge*, but knowledge does need wisdom in

order to be applied wisely. It is also essential to keep in mind that we are not asking technical questions now; we are evaluating a person's capacity to commit, whether the person is positive or not, and so on:

1. *What kind of work would you definitely not do?* A Master would answer that there is no work they would not want to do. This makes it possible to see the person's limitations: if they answer that they would find a way to adapt to any work in order to learn something new, this person could be right for the position, because they show a great capacity for evolutionary development.
2. *What would make you feel really good at work?* A Master would say: "How I feel depends on me, not on what happens outside. Of course, I feel good anywhere."
3. *What are the most valuable aspects you would like to find in a job?* What is measured here are the person's expectations, and they are, of course, valid as long as the person complements them with what they offer; otherwise, if they ask for a lot and offer little, it means there is no capacity for commitment.
4. *What qualities would you like to find in your coworkers?* The answer to this question lets us know what the person offers in order to obtain what they are asking for, or to match it.
5. *What behaviors in others do you find very annoying?* This question evaluates whether the person is very touchy and demanding—which would be a poor circumstance for working together—or not.
6. *What is your greatest aspiration in life?*
7. *In what area would you like to train or study?* This question makes it possible to measure the individual's degree of stability; if their aspiration in life does not match the company's purposes and activities at all, their stability will be very low.
8. *What commitments would you be willing to take on?* This question helps assess what the person is offering in relation to what they are asking for.
9. *Which work activity do you enjoy the most?* This question helps identify the so-called *mission*, that is, whether or not the activity that person enjoys the most exists within the company. If it does, that person may be suited for related roles; if it does not, we would have to conclude that the person's role does not match their mission, and that they would need to do some inner development work to accept this and transcend it. Being less rigid is one thing; being less committed is quite another. Flexibility is good for reaching agreements and giving a person every possible option for adapting, but not for fulfilling those agreements;

for the latter, firmness is needed.

In short: for any job, we will always choose people with mental limitations (because we all have them), but among them we will select those whose limitations interfere the least with the specific area in question, or we will choose those who are the most compatible and able to reach agreements.

Conclusions

- Prosperity is the result of a healthy environment, enthusiasm, action, commitment, and service.
- The environment is decisive for prosperity, and you create it yourself.
- Our inner state produces the external environment, not the other way around.
- If you manage your own life (you decide), you are a leader. If life manages you (external circumstances decide), you will not be a leader.
- What is necessary is abundant enough for everyone. Abundance is measured in direct proportion to your own needs; there is no need to compare yourself, because a kilogram of food is not the same for an ant (very abundant) as it is for an elephant (scarce).
- A leader needs inner strength in order to gladly do what they don't like doing.
- To avoid going against the Law, a leader must take responsibility for their own decisions and make it possible for others to take responsibility for theirs, without interfering in their learning experiences.
- An excellent leader is one who is capable of generating trust, security, self-motivation, commitment, and stability.
- A leader knows how to build harmonious relationships.
- A leader trains in expressing love and developing values, chiefly serenity, firmness, understanding, and appreciation for what one has.
- A leader always seizes opportunities.
- Success in leadership and prosperity lies in perseverance and in training with the tools provided.
- Prosperity is the result of conscious work wisely directed by each one of us. *There is no need to believe anything*, nothing should be taken for granted or assumed to be true; *you need to practice* and verify in your own life whether this information works and produces satisfying results. With this information we have *three courses of action*:

1. Store it in our library.

2. Carry it with us and teach it to everyone.
3. Make the information a part of ourselves, so that it becomes the way we act. Only in this last case will we achieve satisfactory results.

Training Exercises

Exercise to Overcome Your Own Fear

On the street, in a restaurant, on the bus… observe the people around you and look them in the eyes. If they look away, they're probably afraid; if they hold your gaze, it means they have inner security. If you smile at them or say hello, some people will feel uncomfortable; others, however, will talk to you. This will help you overcome your own fears while practicing self-observation of different personality types. In this way, you'll develop your leadership skills.

Exercise to Improve Your Work Environment

However negative your work environment may be, it's possible to adopt a 100% positive attitude. To do so, what aspects of your work environment can you improve?

- Collaboration among colleagues.
- Efficiency: assessing whether others make mistakes due to a lack of information, skill, or practice, or because the person is not suited for that role and needs to be reassigned.
- Timely information.
- Good communication to avoid assumptions. The idea we want to convey is that we must communicate in a loving, not aggressive, way. To improve the work environment, it is essential to use the right tools: information, dialogue, agreements, commitments, and the ability to take responsibility.

Mental Reprogramming for Prosperity

Repeat these phrases to yourself:

"I will not let what is outside affect my inner state; I am willing to serve with all my love, with all my joy, with all my enthusiasm."

"I deeply appreciate everything I have, and I am committed to enjoying it fully."

"I always give my best."

Mental Reprogramming to Let Go of Fear

Repeat these phrases to yourself:

"I always have what I need to be happy; I accept that I can always be happy in any circumstance and at any moment, and therefore, I accept whatever life gives me."

Guidelines for Harmonious Leadership

1. Never look for someone to blame; look for solutions.
2. Never talk about the past, because it can't be changed; talk about the present and what you can project toward the future.
3. Never use an aggressive tone when communicating.
4. Don't personalize situations.
5. Propose agreements and reconciliations. If you always do the same thing with the same attitude, you'll always get the same results. Change the information, change your attitude, and your results will change.