

THE WORLD-CHANGER'S MANIFESTO

OVER 15 MILLION COPIES WORLDWIDE
ROBIN SHARMA'S BOOKS HAVE SOLD OVER 15 MILLION COPIES WORLDWIDE
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MILLION
BOOKS
SOLD**

ROBIN SHARMA

Founder of The Circle of Legends

THE WORLD-CHANGER'S MANIFESTO

ROBIN SHARMA

ALSO BY ROBIN SHARMA

The 5 AM Club

The Monk Who Sold His Ferrari

The Greatness Guide

The Greatness Guide, Book 2

The Leader Who Had No Title

Who Will Cry When You Die?

Leadership Wisdom from The Monk Who Sold His Ferrari

Family Wisdom from The Monk Who Sold His Ferrari

Discover Your Destiny with The Monk Who Sold His Ferrari

The Secret Letters of The Monk Who Sold His Ferrari

The Mastery Manual

The Little Black Book for Stunning Success

The Saint, the Surfer, and the CEO

PRAISE FOR ROBIN SHARMA

“Leadership Legend”
CNN

“Global Humanitarian”
FORBES

“Rock Star Leadership Guru”
The Globe and Mail

“Robin Sharma’s books are helping people all
over the world lead great lives.”
Paulo Coelho

“Leadership Guru”
The Financial Times (UK)

MESSAGE FROM THE AUTHOR + DEDICATION

Dear Reader + Possibilitarian:

I feel grateful and blessed that you hold this book in your hands. Clearly, something deep within you longs for the fullest expression of your primal genius and the realization of your natural heroism.

For over two decades I've mentored famed billionaires, industry titans and sports superstars on the mindsets, routines, systems and tactics of world-class performance. In this playbook, I share some of the key elements of my methodology with you.

The world is in a volatile place right now. For people operating as victims, the times ahead will be terrifying. Yet, for producers behaving as leaders [and even heroes], the future will not only be inspiring but also bring with it boundless amounts productivity, prosperity and impact.

To help you accelerate your learning and growth on the path to legendary, I've spent many months handcrafting a remarkably powerful online video training program that comes with this playbook at absolutely zero cost for a limited time at TheEverydayHeroFormula.com

I hope this hard-won information helps you own your game, materialize your potential and lead a rare-air live elevates the entire world.

This is your time. Now is your moment. Let's get you to mastery.

With Love and Respect,

Robin

The World-Changer's Manifesto

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Published by The Titan Academy Global AG

First edition

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1

YOUR RETURN TO GREATNESS

As a child, your eyes sparkled with the majesty of your dazzling future.

You were connected to your power. You spoke only truths. Your heart was wide open.

The world was a safe place. Open for dreamers of every sort. Welcoming to the possibilities that all of us represent.

Then something happened to most of us...

the doubts of those around us became our beliefs as well.

We embraced their limits. We adopted their fears.

This happened quietly, gradually and incrementally, so we couldn't even see it happening to us. But our highest natures knew it: our boldness was diminishing. And our lights were dimming.

We started to settle. For average work. For minimum health. For scarcity of too many sorts. For a small amount of love in our lives.

And when we saw the ones who lived like lions. The Brave Few. We called them geniuses and gifted and otherworldly—denying the same

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potential hiding within ourselves.

But a day comes in every life when we can no longer run from the call for greatness that inhabits us. We must return to it. We have no choice.

For some, it's leaving the safe harbor of an old way of being.

For some, it will be leaving a job to launch a dream.

For some, it will be finding new love.

And for a few of us, it will be battling the critics in the fight for a better world.

I don't know you, your dreams or your desires....

...but I do know what you're made of. Pure possibility. A core made of power. A mind made for visions. A heart built for love. A spirit designed to wow.

And so today, as you move through your hours, let go of who you were to become all you are. Please.

Return to greatness. Model mastery. Show us what the best of being human is all about. And lift us with your light.

Make this day epic. And let's not take our tomorrows for granted.

BUT A DAY COMES IN
EVERY LIFE
WHEN WE CAN NO LONGER

RUN

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THAT INHABITS US.
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WE HAVE NO
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Lessons I've learned from this chapter:

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Where I'll apply them:

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My personal commitments for implementation:

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2

HOW TO GET PAST FEAR

I'm nothing special. I get that. I come from humble beginnings. Zero silver spoon in my mouth. In school, I didn't fit in. I wasn't given much of a chance. My principal told me I'd never get into university. I had the sense not to believe him [trust your instincts versus your critics].

I kept moving ahead. I came to understand the power of ferocious learning; reading constantly, studying the best consistently and putting in the effort relentlessly. I made seemingly small, insignificant acts that, to me, revealed beautiful progress; quietly proving my naysayers knew nothing. It's easy to put someone down. Even easier to lift someone up. Heroes lift others up.

My grade 5 history teacher, Cora Greenaway, saw something in me that nearly no one else had. She encouraged me and helped me believe in myself. Because of her, my self-perception changed. My interior story transformed. I'll always revere her for this.

I made it to university. I got into law school. I did my masters on a scholarship. I clerked for a Chief Justice. I worked for the best firm. Bright lights, big city stuff. But all that external success without interior significance was a hollow victory. What's the point of winning in the world if you're losing yourself in the process?

So, I wrote *The Monk Who Sold His Ferrari*. The first editor said it was pure garbage. I still have his letter to prove it. I didn't believe him. I hand-sold the book myself. I left copies where people could find them.

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I stood at the American Booksellers Association event in Chicago with a copy of the cover of my book hanging from my neck. Famous literary agents snickered at me. One outright insulted me. But my faith was bigger than my fear and the chattering voices of my critics and cynics. My heart instructed me to get the book out to those who needed its message; so I did. And life rewarded me with uncommon blessings beyond my loftiest ambitions.

There was no massive machine behind *The Monk Who Sold His Ferrari*. I self-published it in a 24-hour copy shop. My mom edited it, and my dad helped me sell it. My first seminar had 23 people, 21 of which were family members. People mocked me, but I took it as a good sign because society ridicules dreams of any value. So what happened next? The book exploded. It took off in Israel. Then Latin America. Next came India and Malaysia, Europe and Australia. You get the point. It's absolutely stunning what happened to this simple human from a small town in Canada.

I wrote with love, and my readers felt my love. I still craft with love. Still working the same simple mission: to be as helpful to as many as possible. When I'd fall along the journey, I'd rise. When I'd stumble, I'd dust off the disappointment and stand. Did it hurt? Of course.

The Monk Who Sold his Ferrari has gone on to sell many millions of copies. Other books I wrote have topped bestseller lists. For almost 3 decades, I have had the great privilege to speak across the planet and impact millions of lives. I'm most grateful for this opportunity. My private humanitarian work will also continue. As will my leadership presentations, my live events, *The Titan Summit* and *Personal Mastery Academy*, and my online coaching programs inside *RobinSharmaNation*.

Anyway, what I'm attempting to convey with the utmost respect for your highest life is this: I'll keep doing this until I'm dead; because there are still people without hope on the planet, citizens without happiness who have lost their best selves and the magical connection to the brilliance, bravery, love and light that reside at the core of who they are.

Today, maybe you just needed a reminder. A reminder that you are meant to fly, built to wow, created to bring on staggeringly great creativity [and ingenuity] that then morphs into inspiration, audacity and humanity

HOW TO GET PAST FEAR

for all witnesses.

I share all I've expressed to you so you get that my ride wasn't—and isn't—an easy one. You get knocked down, so do I. You get scared, so do I. You have difficult days, me too. People throw rocks at you; trust me, I get them too.

If the pursuit of world-class and positive global influence were easy, everyone would be doing it.

Let us not confuse the end result with the rigorous journey. Let us not be seduced by the temptation to think those of great success have gifts we don't have or opportunities we'll never see.

So today, please understand that everything you've experienced in the past was necessary for you to become the person you are today. Your pain has purified you. Your stumbles have strengthened you. Your failures have fortified you. It's all been a brilliant and perfect path, even when you resisted it most.

I'm in this with you; endlessly showing up as your encourager. Why? Because this is what I do. And I know, that as you rise, you elevate all those around you and you raise the world.

EVERYTHING YOU'VE
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IN THE PAST
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THE PERSON YOU ARE
TODAY.

3

THE #1 HABIT SUPER PRODUCERS RUN DAILY

This is going to give you what I call a “Gargantuan Competitive Advantage” against any of your peers within your marketplace. This *#1 Habit Of SuperProducers* will really allow you to fireproof your creativity and bulletproof your productivity, so you own your game. So you never mail it in, you always bring it on.

And no surprise, this habit is based on a concept I’ve been teaching, for going into my third decade, called *The 5 AM Club*. I wrote about it for the first time in *The Monk Who Sold His Ferrari*, in my book that I wrote many years ago called *The Greatness Guide*, in *The Leader Who Had No Title* and most recently, in *The 5 AM Club*.

There’s a lot of science coming out about what happens first thing in the morning when you exercise. What it does in terms of releasing oxytocin, serotonin, dopamine and brain-derived neurotrophic factor [BDNF], so you can create a pharmacy of mastery in your brain. What it does to reduce cravings, what it does to activate your epigenetics so you’re on fire. This is the key thing SuperProducers do: they get up early.

So I’m going to share with you a deconstruction of *The 5 AM Club* concept. You get up at 5 AM and give yourself one hour [in *The Greatness Guide* I call it “*The Holy Hour*”] in which you’re not in the world, you’re not checking your notifications, you’re not anywhere near technology, you’re not watching the news, you’re not chit-chatting, you’re not daydreaming. You are literally running a one-hour period of practice to

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set up your Mindset, your Heartset, your Healthset and your Soulset—*The 4 Interior Empires*, which I teach in *The Circle of Legends*—so that by 6 AM you feel fundamentally different.

Now, you might be saying, “Robin, what? 5 AM?” Well, any good idea is going to disrupt you. Any new idea will shake you up. You may be thinking, “I couldn’t do that.” If your mind is full of chatter or excuses, you may say, “You know, Robin, I can’t win the battle of the bed, I can’t put mind over mattress. I just don’t have the genetics to allow me to get up early.” Yes, you can, and you do. We know from the research of University College London, that it takes 66 days to wire in a new habit neurobiologically to the point of what researchers call “automaticity”. 66 days. One of my brain tattoos is: *all change is hard at first, messy in the middle and beautiful at the end*. If it weren’t hard at first to get up early, it wouldn’t be valuable change.

Most people, they might have great products, they might have a great mindset, they might be great entrepreneurs or great performers, they might be working at a great company, they might have a corporate culture that is fantastic, but most people on the planet will never get up at 5 AM. And that’s why it is a Gargantuan Competitive Advantage and a massive opportunity for you. The rest of the world is pretty much sleeping. Those of us who love getting up at 5 AM, we know it’s the quietest time of the day. Imagine this, having one hour from 5:00 to 6:00 just for yourself. Imagine one hour where there’s such a stillness in the air, where you can actually breathe, think and be.

If you’re interested in this concept, in the book that I’ve just written, called *The 5 AM Club*, one of the lines I use comes from the Spartan warrior credo. The great Spartan warriors used to say, “The one who sweats more in training, bleeds less in war.” And so from 5:00 to 6:00, your *Holy Hour*, is simply a training practice so that when you go out in the world, you bleed a lot less. You have a lot more focus and a lot more energy. You’re focused on your priorities and your values versus society’s priorities and their values.

I want to tell you, some days I get up at 4:45 to start my 5 AM protocol,

THE #1 HABIT SUPER PRODUCERS RUN DAILY

and I feel exhausted. And I don't want to do it. And I say, "Why have I been teaching this 5 AM concept for so many years to the leaders I work with, and the people who come to *The Titan Summit*? Why do I teach this protocol?" Well, here's the key: not only will it fundamentally change the way your days play out, but the way you feel at 6:00 is fundamentally different from the way you feel when you first wake up. Your day is your life in miniature. So, give yourself 66 days, and please understand that getting up early is a Gargantuan Competitive Advantage and that it will be the single best thing, or certainly one of the single best daily habits that you could possibly install in your life if you're seriously interested in legendary leadership, being a world-builder and a history-maker.

The 20/20/20 Formula is the foundation of *The 5 AM Club* morning protocol. I'm going to walk you through it. From 5:00 to 5:20, the first pocket is: move. You want to move at 5 AM. The first thing you want to do is intense physical activity. Why? Because science has confirmed that when you sweat, you release BDNF: brain-derived neurotrophic factor. And Dr. John Ratey, over at Harvard, calls BDNF "Miracle-Gro for the brain."

BDNF repairs brain cells damaged by stress. It accelerates your ability to learn. What would that do for you as an elite performer in your career? BDNF regenerates, cements and fortifies neural connections. Your brain will be on fire just by sweating first thing in the morning.

When you move and sweat first thing in the morning, you release dopamine, which is the inspirational neurotransmitter, and that's why you start to feel energized. This is how your brain works. It's not just for Beckham, and Federer, and Kanye, and Warren Buffett, and Jeff Bezos, and Sergey Brin, and Shakespeare, and Tolstoy, and Mother Teresa, and Nelson Mandela and F1 racers. This is part of your brain's wiring. Everyone, from all walks of life, needs to know this.

When you release oxytocin, you release serotonin, which is the pleasure neurotransmitter. You start to feel happy. If you've read my book *The Leader Who Had No Title*, you know that chapter, "*Leadership Begins Within*." When you feel happy, you're less toxic for your teammates, you're

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more creative, you have more energy. And energy is more valuable than intelligence in the marketplace we are in right now.

So during the first 20-minute pocket—movement—move intensely. It'll increase your metabolic rate, which allows you to burn fat more quickly. And also, according to The University of Toronto, working out first thing in the morning reduces cravings and you feel the positive effects 24 hours after the workout.

At 5:20, the rest of the world is asleep, and you're a force of nature. Your energy is alive, and your brain is on fire; your pharmacy of mastery has kicked in. You're feeling incredible confidence. That brings us to pocket number two, from 5:20 to 5:40, which is reflection.

That could look like prayer, meditation, journaling. I love to write in my journal in the 20-minute pocket of reflection. I just drink coffee, which is a great cognitive enhancer, and I write. I make blessing lists almost every day because I need to. The world is negative. You've got to bulletproof your interior core. You've got to fireproof your mighty mission; by coming back to your journal while your family and the world is asleep, and writing, "Here's what I'm grateful for. Here's my dream. Here are my deliverables. Here's my *Big 5 for Life*. Here's what I want to stand for today."

There's a lot of great research from positive psychologists saying that knowing your story and writing out who you want to be literally locks in that commitment and allows your behavior to change.

We live in a world where most people are so busy being busy; they don't have any time to think. Mandela spent 27 years in prison, 18 years on Robben Island. Part of what made Mandela, Mandela, was the opportunity and solitude to reflect. We don't do that anymore. Very few people say, "Oh I got up this morning and did some reflection," or, "I got up this morning and spent an hour in solitude." But solitude is one of the great traits of genius-level performers. They spend a lot of time alone.

I'm giving you granularity on *The 20/20/20 Formula* because I want to help you, I want to help you multiply your productivity and own your

game. And see your work as a movement, so you serve the world. Because when you serve the world, you win.

The final pocket, from 5:40 to 6:00, is learning. You see, the job of the leader is to grow. The game is not about money; money's fine. The game is not about acclaim; acclaim is fine. We're all social animals; we want the applause of our peers. The real game is not about a bigger house, more social media followers, or a private jet. If you want it, that's fine; I have no judgment. I'll get you there more quickly. The game of legends is a different game, and part of that, is understanding that leadership is about growth. Life is about personal mastery. Who can you become? And how many people can you help?

The best human beings' real obsessions are evolution and personal optimization. How close to the fullness of your human potential can you actually live and exploit for the benefit of your craft and service to the world? And if you're saying, "Robin, that's inspirational," great, but here's the science and research: James Flynn, an American psychologist, calls it "Capitalization." He studied athletes, and he realized the best boxers didn't have the most talent, they had the most fire, grit and commitment to practice so that they lived whatever potential they had.

Shakespeare might not have been the smartest or most gifted author, but his work has transcended generations because he actually lived whatever potential that he had. And the same could be said for Picasso, Federer, Serena Williams, Nelson Mandela, Stephen King, Sergey Brin, Warren Buffett, Tom Petty. Whoever it is, I'm just trying to make a point: giftedness is a lie that society sells you. It's not true that the great heroes have more natural talent. It's a lot more about the rituals, and this is one of the primary ones I encourage you to wire in—*The 5 AM Club*.

The final pocket, learning, is where you get to listen to audiobooks, or read an ebook, or you can do what I love to do [I am still old-school in this], I love reading books. My home is filled with books. Yes, it takes up a lot of space, but I think it's space well spent. I mean, for \$20 you can get the journey of a lifetime of the greatest producers and history-makers. You can learn what the real leaders do, how the best in business did it, from a \$20 or \$30 book. I still remember when I recommended a book to

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a barista in a coffee shop. It wasn't one of my books, but I just said, "Read this book, you'll love it." And he said, "How much is the book?" And it showed me his scarcity [no judgment]. But if you look at the A-Players, and the people who really do epic things in the world, it's not "How much is the book?," it's "How quickly can I read the book?"

Don't focus on cost when it comes to investing in your learning. Every quarter, go to a live learning event, subscribe to online programs, listen to podcasts, listen to audiobooks while you're driving or commuting [I call this *Traffic University*]. While everyone else is daydreaming or snoring, you're growing and learning. And when you do that consistently every day, you start to own your days. And that's really an obsession I encourage you to get involved in because an obsession is only unhealthy if it's an unhealthy obsession. And so, by doing this *20/20/20 Formula* every day from 5 AM to 6 AM, you join the club I have been teaching people to enter for 20 years—*The 5 AM Club*. And it is, I believe, *The #1 Habit of SuperProducers*.

**ALL CHANGE
IS HARD AT FIRST,
MESSY IN THE
MIDDLE,
AND BEAUTIFUL AT THE
END.**

Lessons I've learned from this chapter:

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Where I'll apply them:

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My personal commitments for implementation:

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4

THE DECLARATION

I'm no poet. We both know that.

But in a burst of passion and utter inspiration, I wrote a poem to remind you of your greatness. I want this to help you step into your truest power, own your highest talents and create results that are nothing less than monumental.

So here's the poem...read it, study it, recite it and then live it...

The Declaration

Today, I declare I am strong and brave, not timid or weak.

Today, I declare that my past will no longer limit my future and just because I couldn't achieve something yesterday doesn't mean I won't do it this day.

Today, I declare that I'll honor my talents, express my gifts and reveal my creativity to everyone around me.

Today, I declare I'll be loyal to my values, respectful to my mission and fiercely focused on my dreams.

Today, I declare that I am a maker versus a consumer, a giver versus a

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taker and a visionary versus a victim.

Today, I declare that I will always be a possibilitarian - a part of the solution, never part of the problem.

Today, I declare that when I fall, I will certainly rise and when I'm in doubt, I will persist.

Today, I declare that I will cherish my health, feed my mind and nourish my soul.

Today, I declare that I am surrounding myself with people who are smarter, faster, stronger and better than me so I am uplifted by their models and inspired by their examples.

Today, I declare that I set the standard in my work, am becoming the icon of my industry and a legend at my craft.

Today, I declare that I adore my family, am grateful for my friends and am an encourager to all those who are blessed to cross my path.

Today, I declare that this is MY day. My time to grow, excel, laugh, love, win, believe, persevere and serve; knowing that I am truly the leader of my fate, the owner of my results and the hero of my destiny.

STEP INTO YOUR TRUEST
POWER,
OWN YOUR HIGHEST
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AND CREATE
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MONUMENTAL.

5

YOU 2.0

Drinking coffee. Hip hop music playing. A harsh Winter's making way for a bright Spring.

I sit in my dream room with the forest around me.

And...

I think of the people I've met recently. At events, in airports, on chairlifts. In the streets.

Good people. Great intentions. But so many sharing that they long for so much more....

...to feel more fully alive. To know what it truly means to feel inspired.

To totally know their gifts, talents and potential. And to discover the bravery to let it all see the light of day.

You're smart and talented and cool...

so...

...you know that potential unexpressed turns to pain.

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...you know that you have genius within you and it needs to come out for you to live truly.

...you know that the seductions of success that society sells you are meaningless at the end.

...you know that what this game's really about is using each day as a platform to express your greatness.

...you know that the clock is ticking and that mastery postponed never gets done.

...you know that you just can't afford to wait another day to become the person you've always dreamed of being.

And so I respectfully suggest that you...

...make your start today (every master was once an amateur, you know).

...have the guts to go to your edges (because as you meet your limits, your limits will expand).

...and remember that the easiest thing is rarely the best thing.

To be practical, here are 3 fresh habits to install:

Habit #1: *The 90/90/1 Rule*

For the next 90 days, devote the first 90 minutes of your work day to the single best opportunity in your life. Nothing else. Zero distractions. Just get that project done. Period.

Habit #2: *The 30 Minute Inspiration Pocket*

Schedule 30 minutes every day for the next week to get re-inspired. Please remember that you need to get your mindset right before you can achieve massive results in your outer world. All masters make the time to fuel their well of inspiration. Daily. Go to art galleries, read fascinating

autobiographies and drink coffee with giants. Walk in the woods, listen to awesome music and eat beautiful food.

Habit #3: Write Your Ideal Days

This one's cool. Every morning—while the rest of the world sleeps—write out the way your day will look if it were to unfold at perfection. Doing this will train your brain to look for opportunities to make your daily vision happen. Your mental focus muscles will grow stronger.

And since your days are your life in miniature, this new habit is a life-transformer.

Hope this sincere burst of words that I needed to share with you inspires, encourages, supports and serves you.

**HAVE THE GUTS
TO GO TO YOUR
EDGES,
BECAUSE AS YOU MEET
YOUR LIMITS,
YOUR LIMITS WILL
EXPAND.**

6

DISAPPOINTED

Yesterday, I saw a woman lose hope.

She was standing in front of me in line at a store.

She opened up her purse to pay for her purchase. And then asked for a lottery ticket.

She scratched the numbers while the cashier waited, two humans holding their breath in hot anticipation for one of life's great surprises to come their way...

avdd but the numbers were losers. And the tickets were useless.

And so the woman's life remained the same...

She looked visibly disappointed. And the cashier—a teenager who cared more than usual—gave her an “I'm so very sorry your life didn't transform today” sort of a look.

It made me think about The Tale of 2 Mindsets...

The first and by far the most common is The Lottery Mindset.

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It's the default way of thinking of people resigned to being average.

They believe that the only way to a life they love is to get lucky. To win the lottery. To have fortune fall into their laps one sunny Friday morning.

The second—and much more rare—mindset is The Mindset of Mastery.

The people who run this mental story get that *you don't get lucky*.

You create lucky.

These ultra-performers get that success, prosperity, vitality and service to humanity isn't an act of coincidence, but a clearly constructed result.

You see...

Add we all can achieve amazing things in our lives.

But sadly, most of us haven't learned the strategies, tools, daily habits and tactics to rise to the personal greatness that is our truest nature...

...you truly have been built to win and designed to wow.

...you truly are meant to be happy, fit, grateful, passionate, excellent and influential.

...you truly can achieve awesome things and make your mark on this big, brave and beautiful world we are blessed to find ourselves in.

But far too many among us are caught in The Lottery Mindset...

...giving away their power to luck versus strategy.

...hoping things will change versus knowing exactly what to do to make it all happen and then starting their process of mastery and success.

DISAPPOINTED

Please remember that life's just too short to play small with your talents, gifts and purest potential.

Make today the day you throw off all chains, release all excuses and make a decision that will change the game for you.

This is my LARGEST hope for you.

**SUCCESS,
PROSPERITY,
VITALITY
AND SERVICE TO
HUMANITY
ISN'T AN ACT OF
CONFIDENCE
BUT A CLEARLY
CONSTRUCTED
RESULT.**

7

THE MAN WHO LOST HIS FACE

Heroism is less about pre-installed bravery and more about what you do when you're petrified.

The women and men we see as heroic are mostly good, ordinary people who found strength they didn't know they had in moments of difficulty, threat or danger.

We all have untapped courage within us. You absolutely are much stronger than you know.

Which brings me to Niki Lauda, the past Formula 1 racing world champion...

...and what he experienced on August 1, 1976.

It was early in the race, at the German Grand Prix at Nürburgring.

As Lauda made a turn at high speed, he lost control and hit the wall, his Ferrari exploded in flames.

Lauda was trapped in his car for nearly a minute at temperatures that neared 425 celsius.

His scalp and face were dramatically burned.

"Another ten seconds and I would have died," says Lauda.

THE WORLD-CHANGER'S MANIFESTO

At the hospital, a priest was called in to deliver last rites.

“When I came into the hospital. You feel like you are very tired, and you would like to go to sleep. But you know it’s not just go and sleeping. It’s something else. And you just fight with your brain. You hear noises and you hear voices, and you just try to listen to what they are saying and you try to keep your brain working to get the body ready to fight against illness... I did that and that way I survived,” Lauda explained to a reporter.

He added that when his wife at the time first walked into his hospital room, she fainted. “So I knew it could not have been good.”

Yet...

...remarkably, Lauda—with bloody bandages covering his damaged scalp—put on his racing helmet to compete only 6 weeks later at The Italian Grand Prix.

He placed fourth.

Lauda is now an aviation entrepreneur and a successful businessman.

And he rarely appears in public without his famous red cap that covers his scars.

Our Takeaways:

#1. You’re Stronger Than You Know

Inner strength and personal toughness are not natural traits. No. They are character elements that get forged in the fire of hard conditions.

You really are stronger than you know. Difficult situations allow your power to express itself. And pushing yourself well past your mental, physical, emotional and spiritual limits only serves to expand them.

#2. Get Back into the Car Fast

Lauda admitted he was frightened to race again.

And to get back into the seat only 6 weeks after his near-collision with death strikes many as an act of insanity.

But Lauda knew that the longer he waited, the more his fear would become his way of being. And so he felt the pain, confronted his demons and got back into the game. Same for you and I. When we fail, fall and stumble, get back up and keep on going as quickly as possible. As you know so well, the place where failure happens is also the place where courage lives.

#3. Never Stop Accelerating

Lauda kept on racing—even after he left the track.

After retirement, he started two airlines. He wrote a book. And he just continued his winning streak.

You see, for the epic performer, there is no top end.

The whole game is the process. For A-Players, the end of one victory is the beginning of the next.

You just never want to coast. Never want to rest on your laurels. Never want to slow down, stagnate and base your self-identity on the trophies you won 20 years ago.

THE PLACE
WHERE
FAILURE
HAPPENS IS
ALSO THE PLACE
WHERE
COURAGE
LIVES.

Lessons I've learned from this chapter:

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8

BE A GIVER VS. A TAKER

Every single day with your family, with your work colleagues, with the world, you have a choice. You can be a giver or you can be a taker. You can't be both. You see, there are too many takers in the world. In some relationships it's take, take, take. They take your energy. They take your time. Sometimes they take your resources and they don't give back.

That's not because they're bad people, it's because they're scared. Your behavior is a reflection of your emotional life and your belief system. If you think the world is a place of scarcity then you're going to take as much as you can before it's all gone. A lot of people don't even know they're doing it. They've got this internal architecture of scarcity and they don't even know it but they're breeding it out into the world. They're doing it in relationships, personally and in their work life.

You've seen those teammates; they take from the company. Take the resources. Take as much money as possible. Then they wonder why they don't get promoted. They wonder why they're not legendary within the company or within their industry. It's because they are takers, but there's a different distinction point, which is shifting from the scarcity mindset where you take, and rising to a whole new mindset, which is not scarcity but generosity—the behavior of giving. You give to your company. You

THE WORLD-CHANGER'S MANIFESTO

give value. You give your enthusiasm. You give your creativity. You give your passion. You give your values. You give your love.

Yes, I use that word in the business context because great work is done from a position internally where you feel love. Love of serving. Love of your craft. Love of helping. Love of being inspired.

Really shift from being a taker to a giver. The irony and the paradox is that when you do this, you make more money. You get more promotions. You get more accolades. You get standing ovations. You get more applause. You get more happiness. You get more energy. You get more creativity. Because ultimately life wants you to win, but you can't win if you're a taker. You can only win if you're a giver.

ULTIMATELY, LIFE
WANTS YOU TO
WIN.

BUT YOU CAN'T WIN
IF YOU'RE A
TAKER.

YOU CAN ONLY WIN
IF YOU'RE A
GIVER.

Lessons I've learned from this chapter:

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9

YOUR 'BEFORE I DIE' LIST

It's a fresh Spring day in my hometown.

I'm working at home and appreciating the solitude after an intense cycle of travel that has included Helsinki, Madrid, Chennai, Zurich, Zagreb, New York City and too many parts in between to mention.

I'm also taking stock...

...reviewing my *Big 5* for this year (the 5 main things that need to get done for me to feel this year was my best one yet), auditing my values and habits to ensure alignment and integrity and reviewing the game plans for my businesses and personal life.

Because clarity breeds mastery.

Which brings me to the main idea of this chapter: our priorities.

Seems so obvious to say that one of the mission-critical moves for enduring success is to build your daily life around your deepest priorities.

Seems like such a platitude to offer that there's no point in spending your finest hours climbing mountains, only to realize that at the end of your quarter/year/decade/life, you climbed the wrong ones.

THE WORLD-CHANGER'S MANIFESTO

Seems so common to suggest that it's foolish to invest your best days pursuing ideals that later turn out to be success according to someone else's definition, rather than your own.

But in this Age of Dramatic Distraction—where so many of us are in a constant state of relentless stimulation over things that—ultimately—will have amounted to nothing, this way of thinking is rare.

And for a lot of us, it takes a defining event like the loss of a loved one or a personal brush with death to wake us up...

...to what matters most.

It happened to Ted Leonsis, the Vice-Chairman of Groupon...

Ted's a smart and ultra-successful man.

He used to run AOL. He's owned NHL, NBA and WNBA teams. He writes good books. And, from all accounts, he's a decent person.

And his "101 Things to Do Before I Die" list is pretty well known.

Leonsis was on a flight a few years ago when the pilot announced something none of us ever wants to hear on a flight: that the plane was in serious trouble, all recovery measures had failed and all passengers *had 35 minutes left to live*.

So Leonsis prepared to die.

And as he did, he reflected on what truly mattered. On all the potential he still had left to spend, on all the achievements he still had left to do and on all the joys he still had left to experience.

Fortunately, the plane didn't crash.

Shortly after it landed, Leonsis took out a piece of paper and scribbled

YOUR 'BEFORE I DIE' LIST

the 101 goals he promised himself he'd reach before the end of his life.

These included:

- fall in love and get married
- take care of in-laws
- have children become self-actualized
- have a net worth of 100M
- create the world's largest media company
- own a yacht
- own a Ferrari
- change someone's life via a charity
- own a sports franchise
- go to Alaska
- go to Bali
- write a book
- swim with dolphins
- help someone who innovates in science

Leonsis has been checking off his "To Do's" ever since, and lives a life he loves.

So may I suggest, that in this world where so many people are following the herd and swiftly moving in circles, you rise from the crowd and get uber-clear on what you really want your days to stand for—by writing your own "101 Things To Do Before I Die" list.

And above all else, then start living it. Today.

**ONE OF THE
MISSION-CRITICAL
MOVES FOR ENDURING
SUCCESS
IS TO BUILD YOUR
DAILY LIFE
AROUND YOUR DEEPEST
PRIORITIES.**

10

A GAME-CHANGING LUST FOR LEARNING

The best leaders love to learn. And the greatest organizations are learning enterprises—places where ideas are the currency of success. Yet, so many amongst us resist learning and embracing the new ideas that change brings with it. The deeper question is, why?

What I've realized, as I travel across the world helping people Lead Without a Title, is that the very act of learning something new means you must also disrupt your thinking of yesterday.

To accept or even just to entertain a new idea means you must leave the safety of your former way of perceiving the world and open up to something foreign.

And that means you'd have to leave the protection of your comfort zone/Safe Harbor of The Known and sail out into the unknown, even for just a moment.

The unknown is a pretty scary place for most people. Ordinary people get threatened there. Victims get frightened there. And so the average person in business—and within life—avoids learning and exposing themselves to any idea or influence that might cause them to have to rethink the way they think and behave the way they have always behaved. But the fascinating paradox is that trying to avoid new ideas to stay safe is

THE WORLD-CHANGER'S MANIFESTO

enormously dangerous—and infused with risk.

On the other hand, those who make the choice to Lead Without a Title have a lust to learn. They remain blindingly curious. They read books daily. They drink coffee with brilliant people. They have long conversations with role models whose ideas provoke/challenge/irritate them. Real leaders truly get that learning and ideation is the fuel of life. And that all it takes is a single idea to change the game at work [and rescript the story that is your life]. Sure, they too feel uncomfortable or even scared when faced with an idea that confronts their most closely cherished beliefs. But they understand that to resist the idea is to resist growth. As well as their next level of mastery, progress and leadership. And so they move forward. Into an uncertain yet gorgeously exciting future.

**TO ACCEPT
OR EVEN JUST TO
ENTERTAIN
A NEW IDEA MEANS
YOU MUST LEAVE THE
SAFETY
OF YOUR FORMER WAY OF
PERCEIVING
THE WORLD AND OPEN UP
TO SOMETHING
FOREIGN.**

Lessons I've learned from this chapter:

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11

TURNING THE PAIN OF EXCUSES INTO THE SEEDS OF YOUR GREATNESS

The instant we drop our excuses is the moment we enjoy freedom from pain because potential unexpressed and dreams left undone are what cause regret and tremendous suffering.

In my ongoing devotion to being an instrument of service to you, I wanted to share this piece. I call it “Turning The Pain Of Excuses Into The Seeds of Your Greatness”:

“Why make excuses when you can start your dreams?”

Why do nothing when you can begin something?...

The courage of the start...

Look, you know you have a lot more power within you than you’re revealing to the world. We ALL do.

But because of the distractions and interruptions and responsibilities and excuses we sell to ourselves, we coast along—at the same level—for the best years of our lives.

Only a few have the guts to make A LEAP...

THE WORLD-CHANGER'S MANIFESTO

...a leap into new habits, new routines and a whole new story about their place in the world—and their service to it.

The Gandhis and Mandelas and Mozarts were just ordinary people who had an idea, protected it from the voices of dissent, advanced it daily via tiny wins and got up every time they got knocked down.

YOU have this power too. But power unused deteriorates. And potential unexpressed turns to PAIN.

Now's your time to fly and to shine and to rise up. This is your day to show all the world who you truly are."

**POWER
UNUSED, DETERIORATES.
AND POTENTIAL
UNEXPRESSED TURNS TO
PAIN.**

TURNING THE PAIN OF EXCUSES INTO THE SEEDS OF YOUR GREATNESS

Lessons I've learned from this chapter:

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12

MAKE YOUR “I CAN” LARGER THAN YOUR “I CAN’T”

Genius entrepreneurs all run one dominant mentality: do whatever it takes. They have rare-air levels of confidence and extremely high levels of self-belief.

Their “I can” is a lot larger than their “I can’t.” Everyone laughs at them and says, “This will never work.” But deep within their core, they viscerally know that it will. A key insight I want you to re-calibrate and dial into here is: instinct is always more powerful than reason.

Your intellectual mind is based on what’s worked in the past, but your instinct is so much wiser. If we just relied on reason, we’d still be driving horse buggies. If we still relied on reason, we wouldn’t have Google. If we still relied on what was reasonable, a lot of the great scientific advances or artistic innovations wouldn’t have happened because they weren’t reasonable. They weren’t intellectually possible. They were all formed by something so much more powerful, which is instinct.

When genius entrepreneurs face problems, they see them as possibilities. The victim says, “Oh, here’s a problem, so I can’t do it. Throw in the towel.” The genius entrepreneur says, “Okay, there’s a problem. What’s the opportunity? I’m going to go around the wall, through the wall, beneath the wall. I’ll dig a hole under the wall.” Their brains have been trained to search for ways through the wall where most people say, “I’m going to give up.”

THE WORLD-CHANGER'S MANIFESTO

Every genius entrepreneur has palpable and radiant optimism.

You know you're in the room or in the marketplace with a genius entrepreneur through their palpable and radiant optimism. If this was so obvious, why don't we see more radiant optimists at work? A lot of people are just getting through the day. A lot of people are just coasting through life. A lot of people are in such a trance born of distraction and apathy that they have disconnected from their positivity. If you read Walter Isaacson's biography of Steve Jobs, you will learn about Bud Tribble.

Bud Tribble was at Apple and he came up with a term called "Steve Jobs' Reality Distortion Field." Simply put, if you were in a meeting with Steve Jobs and he had a vision, his passion and his belief was so real to him that you were almost seduced and hypnotized into a field where your own version of reality was distorted so you actually believed him.

Now, if you want to be a genius entrepreneur or a genius producer, you have to get ideas and you have to believe in your vision for the future so much so that everyone around you is hypnotized by your radiant optimism. That starts by believing in yourself, trusting in yourself, not buying into the majority and getting really good in your own skin. So many game-changing visions weren't intellectually possible. They were all formed by instinct.

Every genius entrepreneur has otherworldly acumen.

You can have a great idea. You can be incredibly enthusiastic. Your "I can" can be larger than your "I can't," but here's the thing that ultimately will make you a genius-level entrepreneur—it's skill. It's acumen.

When I work with billionaires as their private advisor to help them exponentially grow their businesses or craft world-class lives that make history, when I work with the people from across the planet in *The Circle of Legends*, my online monthly coaching program, when I work with the best of the best [NFL athletes, NBA athletes, football superstars], here's the one thing they all have in common: they have otherworldly levels of acumen. They have practiced well past the 10,000 hours that Anders Ericsson has taught us is the beginning of exceptional performance. They

MAKE YOUR "I CAN" LARGER THAN YOUR "I CAN'T"

practiced the 3.44 hours of training every single day. They have invested so much of their energy, time and skills, in not only practicing their craft but learning about their craft and populating their life with peers who are world-class. They have made the sacrifices required so that the one thing they want to be the best in the world at, has become their dominant obsession.

The result of that is otherworldly acumen. When you see them on the football field or when you see them as an entrepreneur, when you see them doing the work that they do, you literally step back and go, "They're otherworldly good. I've never seen someone with that level of insight. I've never seen someone lead or work that way."

I've never seen someone bend the ball like Beckham used to bend the ball. Beckham's father said Beckham used to spend every single night on the playing field when he was a little kid. We look at the most well-known footballers and we say, "They must be genetically gifted." No. The sign of a genius entrepreneur: otherworldly acumen. Born of deep, daily, deliberate practice.

**WHAT'S THE
OPPORTUNITY?
I'M GOING TO GO
AROUND THE WALL,
THROUGH THE WALL,
BENEATH THE WALL.
I'LL DIG A
HOLE
UNDER THE WALL.**

MAKE YOUR "I CAN" LARGER THAN YOUR "I CAN'T"

Lessons I've learned from this chapter:

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13

STOP COMPARING

This may seem obvious, but I'm going to invite you to really think about how many times you compare your success to your competition in a single day. You compare your life to your neighbor's. You compare where you are on the journey of your life to what society, other people and the majority define success as. When you stay in your lane, there is no competition.

One of the great recipes for an unhappy life is to spend the best hours of your best days comparing yourself to others. Oh, this person has a nicer car. Oh, this person has a nicer family. Oh, this person has a beautiful home. They must have it all together. Well, here's the reality: almost every single one of us alive today, we're struggling. We're struggling with a job issue, a financial issue, a health issue, a relationship issue, a spiritual issue. All these people that you see on the street that are wearing happy faces designed to suggest they have massive confidence—they're just like all of us. We're all just trying to figure it out. We all have something we want to work on in our lives. There's always some weakness we can pivot on and make better. That's the human journey. So my encouragement to you here is this: stop comparing your life. Because everyone has something that they're working on.

I have worked with many billionaires. I get an inside glimpse of how some of them live every single day, their psychology, emotionality, the

THE WORLD-CHANGER'S MANIFESTO

struggles that they have within their family, and many of them are self-medicating themselves. You think they have a beautiful life, but they're struggling just getting through the day. So many of the people we think have everything, actually, have nothing. It is such an illusion.

Please stop comparing your income, your car, your social status, your house, your family life, your business, whatever it is, with others and other businesses in your field. Stay in your own lane. Run your own race. Develop and have the wisdom, bravery and confidence to say, "Here is what success stands for, for me. It might not be society's measure of success. It might not be my neighbor's measure of success. It might not even be my mom's or my dad's or my loved ones' measure of success, but this is what instinctively feels right to me, and this is how I define success in my life according to my values." And then live that. Don't compare yourself to anyone else.

**RUN
YOUR OWN
RACE.**

Lessons I've learned from this chapter:

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14

THE 7,000 FERRARI'S PHILOSOPHY

You may have read my book, *The Monk Who Sold His Ferrari*. Sometimes I speak about Ferraris because I love the way that Ferrari rolls. Here's what I mean by that. A Ferrari is, in many ways, mobile art on four tires. A Ferrari in so many ways is a distillation of Enzo Ferrari's philosophy on mastery. A Ferrari in so many ways is a reminder to you and me about what world-class stands for. What I really want to dial into is this: did you know that every year Ferrari only produces 7,000 cars?

The point of wisdom I want you to really think about and deconstruct is this: why go really wide when you can be singularly deep? A great company or a great performer goes really, really deep on just one or two things. That's how you rise to iconic.

We live in a world that is addicted to distraction and afflicted by interruption. So we take the 3 primary assets of a world-class producer, or what I call *The Trinity of Peak Performance Assets*—mental focus, physical energy and willpower—and we diffuse and disperse them around thousands of projects and lots of little things. And yet, I think of The 7,000 Ferraris Philosophy. They are world-class in terms of producing iconic vehicles, but they don't want to appeal to everyone. They don't produce hundreds of thousands of vehicles. They want to do a few products and do them really, really well. That's a craftperson's mindset.

THE WORLD-CHANGER'S MANIFESTO

I also think of Kahlil Gibran's *The Prophet*, one of my favorite books of all time. Kahlil Gibran didn't want to produce a hundred books, instead he went really, really deep on *The Prophet*. I heard that he actually carried the book around with him for five years so that every single word would be the finest word he could install into the text.

You are an artist. My invitation to you is to produce poetry [which is my word for work] that the world reveals as mastery. That is really all about bringing rigor to your game. It's not about doing a lot of things, it's about doing one thing epically well.

The secret of genius is not complexity, it's simplicity.

What I'm suggesting to you ultimately is this: think about The 7,000 Ferraris Philosophy. What are the few things that you could do in your work so that, when you concentrate your mental focus, your physical energy and your willpower and you monomaniacally focus on a few things, you're constantly iterating and improving on something that will allow you to become world-class?

Rather than having 50 projects that you want to achieve at the highest level, maybe pick three. Rather than having a thousand new Facebook friends, develop 3 really great relationships. Rather than trying to take five courses and read 20 books, why not focus on one course, and study one great autobiography.

I am encouraging you to really adopt this thinking protocol for becoming a minimalist. In your home—fill it with just a few things. In your work life—just a few projects. With your clients—just the highest leverage clients. Focus on just those few priorities that, when you roll up your sleeves, go deep and invest your *Trinity of Peak Performance Assets* in those few things, will allow you to birth art into the world. Which will allow the world to call you world-class.

THE SECRET OF
GENIUS
IS NOT COMPLEXITY.
IT'S SIMPLICITY.

Lessons I've learned from this chapter:

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15

HOW TITANS BEAT IRRELEVANCE

There's a model I teach at my flagship event, *The Titan Summit*. The model is called *The Titan's Decline*.

A hotel that was once iconic. A heavyweight championship boxer that was once a titan. A brand that was once world-class. It's a slippery slope from world-class to irrelevance. That's why so few performers and so few organizations are legendary. It's pretty hard to get to world-class. It's even harder to sustain it for decades to reach legendary. When you are most successful, that's when you are most vulnerable. When you become really popular in your marketplace, it's really easy to stop doing the very things that made you popular and successful. That is one of the key things to think about and deconstruct in your mind. What is your winning formula? How can you continually be innovating around your winning formula so you don't fall in love with your success?

Success breeds complacency. Success breeds arrogance. It's human nature. You see it with a lot of heavyweight champions of business, heavyweight champions in sports, heavyweight champions in science or the arts. They get to a place where they are revered in the world and society recognizes their mastery. Then they stop doing the very things that made them world-class. They become complacent. They become arrogant. They stop learning. They stop getting up early. They stop being obsessively attentive around the details. Therein lies *The Titan's Decline*.

THE WORLD-CHANGER'S MANIFESTO

Whether you're already at world-class or are still making your ascent, you and your team need to be asking this question: "How do we avoid the descent into irrelevance?"

Don't rest on your laurels. The "Crown of Laurels" was an idea introduced by the Greek champions. Someone the champion trusted most in the world would respectfully place the wreath of laurels on his head and whisper: "Remember, you are human." That was sort of a motto, or a mantra to remind that champion to stay hungry, stay foolish, stay in the game, keep the fire in the belly. If they wanted to remain a champion and not become irrelevant, they are not to rest on their laurels.

One of my heroes is Sam Walton, the founder of Walmart. Sam Walton understood you always want to avoid *The Titan's Decline*. There was this group of Brazilian business people. They wanted to study the great American entrepreneurs, and so they sent all of these letters to many of the great titans of industry, that said, "We'd love to come to your organization and learn how you have become so successful in your marketplace." No one replied but Sam Walton. He responded, "Sure, I'd love for you to come and see what Walmart is all about." When they showed up, Sam Walton asked them question after question and, of course, he shared his information as well. They were so interested so appreciative of Sam Walton. They invited him to Brazil to check out what they do. He agreed.

So Sam Walton went down to Brazil. He went looking for a grocery store to see how they were different from Walmart. He noticed that the aisles were wider. Later that night, the Brazilian business people [his hosts] got a phone call from the police. "We're holding an elderly man in jail who claims he knows you and needs your help to be released." It was Sam Walton in a Brazilian jail. You see, the shopkeepers in the grocery store didn't understand why this elderly man was on the floor measuring the aisles. So they called the police who then arrested Sam Walton. True story. The Brazilian business people bailed him out of jail.

Avoid *The Titan's Decline*. Be like Sam Walton. Even when you have

reached iconic, be willing to get down on your knees to measure the aisles.

*Embrace your craft. Never stop learning.
Never stop owning your game.*

WHAT IS YOUR WINNING
FORMULA?
HOW CAN YOU CONTINUALLY
**BE INNOVATING
AROUND IT?**

16

FOR HUMAN BEINGS ONLY

As I reflect on what it means to be human...

My thoughts are offered with humility. These are just my observations based on the best of my understanding.

To be human means:

- to stand for your dreams and heart's desires and deepest values no matter what stones those who do not understand may throw at you.
- to wake up each day radiating hope, strength, wisdom and love, regardless of whether you're at the peak of the mountain or lost in the valley of disruption.
- to find the blessings of your work and notice the dignity within it, whether you run a nation, lead a family, drive a taxi, teach a class, dig graves or bake bread.
- to look for the good in every person you encounter, and to celebrate it without the expectation of any return.
- to live life on your own terms, even if all around you call you weird, strange, crazy or a fool.

THE WORLD-CHANGER'S MANIFESTO

- to go to the edges of what you believe to be possible on a daily basis. Our growth and the full realization of our human potential lies in licking the razor's edge, often. In other words, fear is just an illusion that gets torn down via your bravery.
- to be creative and make things that express your genius-level potential. We come alive when we produce value we are happy to offer to the world.
- to be around people who understand us, who cherish us, who honor us, who witness all we are becoming and who love us as we are.
- to know that all it takes is one person, devoted to standing in the fire of doubt/insecurity by doing their inner work, to lift all of us by their gorgeous example.

I write this with a heart committed to serving you, to inspiring your loftiest ambitions, to reminding you of your brilliance.

I'm here to push for you to absolutely realize all that you are.

**THE FULL
REALIZATION
OF OUR HUMAN
POTENTIAL
IS LICKING
THE RAZOR'S
EDGE.**

Lessons I've learned from this chapter:

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Where I'll apply them:

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My personal commitments for implementation:

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17

50 RULES TO LEAD THE FIELD

Just home from the tour that included stops in Zurich, Stockholm, Kuwait, Moscow, Saudi Arabia and Lisbon.

I know I should be in refueling mode but I needed to share these *50 Rules* with you. These will remind you that leadership is less about a title and more about a decision...

...to work with wonder, achieve with awe, go the extra mile in all you do, innovate like Beethoven composed music, radiate optimism like Mr. Mandela led and pretty much lift up everyone you meet by the gift of your masterful example.

Our world demands that of you and I, yes?

I guess what I'm suggesting with love and respect is really this...

...leadership's not just for CEOs and Presidents...we ALL can lead.

Because leadership's mostly a mindset and a way of doing things...

Taxi drivers can lead and street sweepers can lead and teachers can lead as can managers, artists and salespeople...

THE WORLD-CHANGER'S MANIFESTO

These *50 Rules* are drawn from my 20+ years of passionate work with the Fortune 500 and from *The Leader Who Had No Title*.

Ok. Let's go...

1. To lead is to serve.
2. At the heart of mastery lives consistency.
3. Take care of the relationship and the money will take care of itself.
4. The seduction of safety is always more dangerous than the illusion of uncertainty.
5. To double your income, triple your investment in your professional education and your personal development.
6. The swiftest way to grow your company is to grow your people.
7. If you're not leaving a trail of leaders behind you you're not leading—you're following.
8. An addiction to distraction is the end of your creative production.
9. The caliber of your practice determines the quality of your performance.
10. Leaders Without Titles are less about ego and more about getting things done.
11. Don't worry about the economy when you can be so genius at what you do that you create your very own personal economy.
12. Lead where you are planted. Start where you stand. And remember that much of winning is just beginning.

50 RULES TO LEAD THE FIELD

13. The true measure of our leadership is how we perform in volatile conditions versus in times of ease.
14. To lead is to be yourself in a world of clones.
15. Aim for iconic. Why be in it if you're not dreaming of being in the history books? But be kind, decent and ethical along the way.
16. The humblest is the greatest.
17. Energy is more valuable than intelligence. Health is more brilliant than gold.
18. The thing you most fear carries your greatest growth.
19. All change is hard at first, messy in the middle and gorgeous at the end.
20. Criticism is the price brave people pay to arrive at iconic.
21. If you're not lifting people up, you're bringing people down.
22. Leadership has less to do with authority and more to do with a mindset.
23. Where the victim sees a problem, a leader sees an opportunity.
24. Don't wait until you're successful to work on your optimism. Work on your optimism and you'll become a lot more successful.
25. Be alone a lot. All massively creative people value solitude. It allows them to protect their dreams from the voices of dissent, refuel their creativity and get far more done—free from distraction.

THE WORLD-CHANGER'S MANIFESTO

26. Small, daily improvements when done consistently over time lead to stunning results.
27. Genius has less to do with natural talent and divinely blessed gifts and more to do with relentless focus (to the point of obsession), extreme practice and uncommon grit.
28. Disrupt, or be disrupted.
29. Be the most honest person in every room.
30. Remember that people don't leave companies. They leave the people they worked for.
31. Saying you'll "try" is expressing "I'm not really committed."
32. The secret of passion is purpose. As I shared years ago in *Leadership Wisdom from The Monk Who Sold His Ferrari*, when you know your why, the hows just start showing up.
33. If you're the smartest person you know, it's time to know new people.
34. Outlearning everyone around you is a game-changer. The best love learning. Because once you know more, you can achieve more.
35. To make more money, help more people.
36. Leaders Without Titles talk about ideas versus people and dreams versus others.
37. Eat less food, get more done.
38. The way you begin your day determines how you live it. So put mind over mattress. Win the battle of the bed. And join *The 5*

AM Club (another total game-changer).

39. Develop an obsessive attention to detail. World-class user experiences are all about winning at the small stuff everyone else doesn't care about.
40. Even if you clean toilets, do it with pride and love. This summer I met a man who cleans toilets at the Johannesburg airport. He beamed "Welcome to my office" as I entered. The place was flawless. His passion was palpable. That man is my hero. And he reminded me that all work has dignity and honor.
41. Leaders Without Titles are in the business of making people feel bigger versus smaller. And smarter versus less knowledgeable. And seeing gifts and talents they've never seen before.
42. Lean into your fears. Commit to what frightens you. Life's way too short to play small.
43. The secret to genius is doing less. Developing a monomaniacal focus on being brilliant at one thing is the key to mastery. You're smart, so you know that the person who tries to get great at many things ends up mediocre at all of them, no?
44. The moment you think you're a virtuoso, you've lost your virtuosity. The best always think like a beginner. And they know that nothing fails like success.
45. Be decent and kind and loving. At the end you'll have wished you were.
46. Never lose the sparkle in your eyes and your sense of wonder about the things most people take for granted. Leadership, business and life is awesome. Don't miss the simple rewards of standing for world-class [note: there are two types of income... external (money and title) and internal (pride on doing great

THE WORLD-CHANGER'S MANIFESTO

work and pursuing mastery). The ordinary chase the first. The exceptional want the last].

47. Remember that the things that get scheduled are the things that get done.
48. Say please and thank you.
49. Practice gratitude daily. To lead is to see the blessings each day brings. You'll also release dopamine—the neurotransmitter of motivation—which will kickstart your performance. The value of being grateful reminds me of the Persian proverb: “I cursed the fact that I had no shoes....until I saw the man who had no feet.”
50. Do your part. Be the leader you wish the people around you would be. As Mother Teresa said: “If each of us would sweep our own doorstep, the whole world would be clean.”

**LEADERSHIP
IS LESS ABOUT A
TITLE
AND MORE ABOUT A
DECISION.**

Lessons I've learned from this chapter:

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Where I'll apply them:

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My personal commitments for implementation:

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18

STEVE JOBS' LAST 6 WORDS

The final words of Steve Jobs, according to his sister, were these:
“Oh wow. Oh wow. Oh wow.”

When I read them the other day, I was moved. And reminded of the staggering preciousness of life.

I believe you have a call on your life to make the world better. Period.

No excuses. No escapes. No postponements.

I also believe you have sleeping potential that you've never unleashed. I believe that your fears can be fuel for greater success. I believe your past has no power over your future. I believe your life can rise to magical, if you begin to make a few simple new choices.

I hope you find some quiet time to connect with your childhood dreams, access your heroic nature and remember that even the longest life is a pretty short ride. You owe this reflection to yourself—and those who love and admire you.

THE WORLD-CHANGER'S MANIFESTO

Today is a blessing, overflowing with opportunity. To take a risk you've never taken. To think the visions you've never envisioned. To give the love you've never given. And to make a stand for a better way of living.

The world needs you at your best. We all want you to fly.

THE WORLD NEEDS
YOU AT YOUR
BEST
WE ALL WANT YOU
TO FLY.

Lessons I've learned from this chapter:

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Where I'll apply them:

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My personal commitments for implementation:

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INSTALL THE MENTALITY OF MASTERY

I'm in Johannesburg, one of my favorite cities in the world. The land of the Jacaranda, the land of Nelson Mandela.

I'm about to give a presentation to about 1,600. And I just wanted to share some ideas that I think will take you to a whole new level of success, a whole new level of focus. A whole new level of mastery. In other words, the mindset of Mastery.

The first idea I want to share with you is, the hypnosis of genius. Society says that the geniuses are somehow cut from a different cloth from us. So when we look at a Messi, a Federer, a Picasso, a Da Vinci, a Michelangelo, a Branson, a Sergey Brin, a Larry Page, a Bill Gates, we see the end result of all their hard work, devotion to their craft, endless hours and years of study to be best in the world at what they did.

And we forget the back-story behind genius. And I guess what I'm suggesting to you is, if you look at the truth behind genius, not the hypnosis – the truth behind genius is, all geniuses started off and they made a commitment – no, an obsession – to know more about their field of study than anyone else who had ever done their field of study in the history of the world. And then secondly, for years and years and years they practiced.

THE WORLD-CHANGER'S MANIFESTO

Now I'm going to give you an example. Bill Bradley. Bill Bradley – very famous NBA player many years ago. And people looked at the end result of him on the court as an NBA basketball player and they said he made moves that no one had ever seen before. He could pass the ball almost as if there were eyes on the side of his head. He made jump shots that were incredible. But they didn't look at the back-story.

And here's the truth.

Bill Bradley fell in love with basketball when he was about 10 years old [this comes from a book called *Mastery*, to give credit where it's due]. But he wasn't naturally gifted, because genius is not the realm of genetics. Genius is the realm of practice. But one thing he did have going for him is he was very tall. And so what he decided to do to pursue his dream of being a great basketball player was, he devised one of the most disciplined, elaborate, intense practice programs ever known in the history of sports.

What did he do? He got the key to his high school basketball gym. And then he would go in there, and here was his practice regimen: 3 and a half hours after school, every day. 3 and a half hours on Sunday, eight hours on Saturday, for years.

So while everyone else was watching movies, gossiping, watching TV, having fun, relaxing, chilling with their friends, he had a monomaniacal obsession to be best in the world as a basketball player. What else did he do? He put 10-pound weights on his feet so that would increase the spring in his jump shot. He bought these glasses, eyeglasses, and attached these pieces of cardboard underneath them, so that way, when he was dribbling, he wouldn't see the ball. He'd just look around in front of him. It improved his ball handling.

What else did he do? He got all these chairs and he pretended they were opponents. And for hours and hours, over weeks and weeks, and months and months, and years and years, he would dribble around these chairs to become an even better passer. When he was walking down the streets in Missouri, his hometown, he literally trained himself to look

INSTALL THE MENTALITY OF MASTERY

straight in front of him but through peripheral vision, notice the objects in the stores around him. So that strengthened that part of the brain, because here's another idea: you get the brain you earn, not the brain you want.

And literally, through the power of neuroplasticity, you can grow your brain, build a smarter brain, a better brain if you exercise the brain and practice the brain. In other words, another example is, London cab drivers who had their brains studied. And the part of the brain responsible for spatial reasoning was larger than the average brain because of the streets they had to navigate in London.

So back to Bill Bradley. Then what happened? One day his family— I mean, this guy was obsessed with basketball and practice and devotion and studying the game tapes of the best basketball players, while everyone else was busy being busy, he knew what his personal Everest looked like. Finally, his family said, “You know what, let's go to Europe. We're going to take a two-week trip. Bill will be with us; he's not going to play basketball.” What did he do? In the corridor of the ship, for hours a day, he dribbled up and down, practiced and practiced, did his training regime.

And then what did we do when we saw Bill Bradley as a superstar? We saw him do things that we thought no one else would ever do, And we looked at him and we said, look, he's a genius. He's naturally gifted. He's somehow different from us.

The first point I want to offer to you is simply this; please don't be seduced by the hypnosis of genius. You can be a genius at the things that you want to do. You can be so much more successful than you currently are. But to have the results that only 5% of the population have, you must be willing to do what only 5% of the population are willing to do.

The second idea I want to share with you is called scheduled increments. Very simple idea, comes again from the latest science. And what it's found is, if you actually write things down you increase your commitment to getting them done. And that's why written goal-setting works so well.

THE WORLD-CHANGER'S MANIFESTO

And if you actually have a daily schedule – at my live events I teach exactly how to establish one – you literally start to learn how to schedule in hourly increments of time. You see, because the hours that ordinary people waste, extraordinary people leverage. And one thing that the billionaires, and the super successful people, and the highly productive superstars all know is, they understand the acute value of every passing hour. They have a gorgeous respect for time.

So this idea about scheduled increments is really important. You want to schedule the best hours of your day in one-hour increments and then in those chunks actually write down on a written schedule the most important work you need to get done. Because the things that get scheduled are the things that get done. Through the power of neurobiology you start to increase your commitment to getting things done.

And then the interesting thing– it becomes an upward spiral of success. You start getting things done. You release a neurotransmitter called dopamine, which is the source of motivation. Because you got the thing done, you feel even stronger. Now you have more confidence, and more power, and energy to get the next thing done. And it becomes this upward spiral of success where you start doing things you never thought you could do. And this is how you build power, productivity, creativity, and world-class.

And then, the final idea I want to share with you in this chapter is really the dignity of labor. All work is noble. All work has dignity. A job is only just a job if you make the choice to see it as a job. Even if you sweep streets, sweep streets like Picasso painted. Because all work is a chance for you to go out in the world today and express your gifts and your talents that you were born into.

All work is a chance for you to bump up against your fears and the things that frighten you, and transcend them by doing the things that you were resisting. All work is a chance for you to express your values in front of your customers and your teammates. All work is a chance for you to inspire other human beings in your job. And my job is to uplift people

INSTALL THE MENTALITY OF MASTERY

and give faith to the faithless and inspire people around us. And I guess what I'm suggesting to you, with deep respect, as always, is that all work is a chance for you to change the world.

THE TRUTH BEHIND
GENIUS IS
ALL GENIUSES STARTED OFF
AND THEY MADE A
COMMITMENT
– NO, AN OBSESSION –
TO KNOW MORE ABOUT THEIR
FIELD OF STUDY
THAN ANYONE ELSE WHO
HAD EVER DONE THEIR
FIELD OF STUDY
IN THE HISTORY OF THE
WORLD.
AND THEN SECONDLY, FOR YEARS
AND YEARS AND YEARS THEY
PRACTICED.

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THE HAPPINESS ALGORITHM

It's 5:42 AM as I write this message to you. A candle flickers. James Bay's beautiful song *Let It Go* plays softly. The people I love most are sleeping.

This morning's coffee is amazing.

Birds sing. Flowers bloom in our back garden. Lush trees rise up high, in natural tribute to the awakening skies above.

I was up at 4:30 AM today. Just this rush of energy pulsing through me that got me to my morning workout a little earlier than usual.

And now I sit here. Simply savoring the sweetness in this most simple scene. This Perfect Moment.

At my live event this year, Personal Mastery Academy, one of the insights my beloved attendees found most valuable was to see themselves as "Perfect Moment Creators". One of the insights my beloved attendees found most valuable was to see themselves as "Perfect Moment Creators".

The concept goes back to a book I love: *Chasing Daylight*. It's a true story about the former CEO of KPMG who, on a routine visit to his doctor, was told he had 90 days left to live.

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Instead of giving up, he fortified himself against his impending death by engineering his last 3 months to be the best 3 months of his life.

Realizing he'd never, in all his years as an elite executive, had lunch with his wife, he started having lunch with his wife. Recognizing his daughter's Christmas concerts missed and all the special times neglected because of his obsession with his work, he began to focus on doing beautiful things with his most important people.

He began creating Perfect Moments.

At *PMA*, I encouraged—and challenged—all those bold souls in the room to make the time, on a regular basis, to create Perfect Moments with their friends and families: simple or not so simple experiences the people who mattered most to them would carry within their hearts.

For the rest of their lives.

Just becoming aware and then being devoted to being a Perfect Moment Creator becomes a game-changer. Just getting uber-intentional on finding ways to wow your loved ones (and then following through on the self-promise) shifts the game. And lifts your impact.

And of course, please do pursue Perfect Moments for yourself, as well. Your Perfect Moments could range from multi-hour long family dinners over a sunset to a trip to Florence to witness Michelangelo's David before sharing the city's best pizza in an off-the-path trattoria.

Your Perfect Moments may involve forest walks or movie nights, epic conversations under star-filled skies or adventures to places you've always dreamed to be.

I don't know where your willingness to being a Perfect Moment Creator will take you. Mine has led to experiences like having one of the best days of my life exploring art (and pain au chocolat) in Paris with my two children, skiing big mountains in Switzerland, swimming with dolphins in Mauritius and recently eating a remarkable meal with my family in an

eccentric restaurant installed within the control room of an abandoned power plant.

All this happened because I've installed a priority to make it happen.

You see, happiness doesn't just show up. Happiness needs to be manufactured.

And living a gorgeous life doesn't require a lot of money. Just a lot of dedication.

**BE A PERFECT
MOMENT
CREATOR.**

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POETRY FROM ITALY

Thoughts from an Italian train...

Music plays. The countryside inspires. Time rests.

I'm on an Italian train. A humble servant devoted to your rise.

Nothing more.

As each of us ascend, we all ascend. You know this. At your core.

Thinking about the potential that lives inside every beating heart.

Reflecting on your instinct for leadership, your call to be great, your ambition for service.

You know, you have an empire within you. Truth. The world may have hypnotized it out of you. Society may have programmed average into you.

But just because you may not own your interior hero, doesn't mean it's not there.

Life can be hard. Dreams can get broken. You may feel like giving up. We all feel like this from time to time. During difficult seasons. They pass.

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Winter breeds Spring.

Just know that world-class is meant to be hard. If legendary and becoming a titan was effortless, the whole planet would be full of icons.

Allow your trials to become your triumphs. Make your falls into your freedoms. And your hurts into heroic masterpieces that inspire all witnesses.

Own your game. Honor your genius. Celebrate your gains. And be kind.

ALLOW YOUR
TRIALS
TO BECOME YOUR
TRIUMPHS.

22

SOME VERY PERSONAL SHARING

I write you this chapter with the utmost of sincerity.

You really need to know that I believe in your ability to be the hero of your life and the undefeatable warrior of your dreams.

And I stand fiercely by your side, as a guide to get you to your most beautiful ambitions.

Because our world needs more people showing up with brilliance, creativity, audacity and humanity.

I guess what I'm offering to you as I produce this chapter on a glorious autumn morning surrounded by the inspiration of nature and the colors of fall is that...

...you and I are in this TOGETHER.

I'm not going anywhere. I'm in this game for the long run. It's what I'm built to do.

To inspire and educate, encourage and serve.

You are absolutely never alone on this ride as you express the talents

THE WORLD-CHANGER'S MANIFESTO

and gifts life has invested within you. [And begs you to display].

Working out is one of the finest methods known for multiplying your productivity and prosperity. You'll reduce the fear hormone, cortisol, in your system, release the inspirational neurotransmitter, dopamine, and recalibrate serotonin (which kickstarts your joy).

And...

Here's the thing: if you truly get how great fitness is, why would you only work out once a day?

And so...

Please also understand that I'm no different from you.

We're cut from the same cloth. And anything I have done, you can do.

Period.

I come from humble beginnings. No silver spoon in my mouth and no easily opened doors along my journey.

In school, I wasn't given much of a chance. They said I wouldn't amount to much. They claimed I shouldn't reach above average.

They shouted down my highest hopes.

I've faced deep adversity, unexpected tragedies and uncommon blows. Yet, something inside of me has pressed on.

I turned my wounds into wisdom, my pain into power and my defeats into stepping-stones for greater confidence, performance, and helpfulness.

Today, you and I, and everyone who is a member of this movement of millions of people in nearly 100 nations, are freedom-fighters.

SOME VERY PERSONAL SHARING

We understand that true freedom means that:

-the impossible is generally simply the untried.

-walls are just gateways into growth.

-your greatest struggle contains your next level of strength.

-as you pursue a brave vision for a better life [and world], critics will try and knock you down.

And the fact that you are reading my words means there is a heroic instinct at your core that is ready to see the light of day.

The REAL KEY to how I unchained my potential and transcended my conditions?

Simple: I made it job #1 to invest in my personal growth instead of chasing worldly wins. [Society hypnotizes us to do just the opposite. That's why so many people are frustrated, stuck and not at the success they know they DESERVE].

As I dedicated myself to building a x100 better self, guess what happened? My outer life improved x100. [That's a REALLY important result to appreciate].

...As I fortified my mind, I saw possibilities where before I could only see problems.

...As I elevated my physical life, I gained the energy and stamina to get more done in a week than I used to do in a year.

...As I detoxified my emotional life, I learned forgiveness and released the past.

...As I optimized my spiritual life, I began to live for a Mighty Mission

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x100 larger than myself and a Compelling Cause x1000 bigger than my ego.

[Starve your ego + you'll feed your soul, I have learned].

Bottom line...

...getting seriously committed to building an unbreakable interior world was the game-changing decision that absolutely revolutionized my exterior world.

See, you'll never rise any higher than your self-identity. And you'll never move above your personal story. Think you're meant to be average and your performance will match that belief. *Always.*

Yes, we as human beings are great at lying to ourselves and blaming anything lacking in our lives on others.

But the truth is that you are the cause and creator of your current life. And the day you decide to master YOURSELF, you begin to master your world..

YOU ARE ABSOLUTELY
NEVER ALONE
ON THIS RIDE AS YOU
EXPRESS THE
TALENTS
AND GIFTS
LIFE HAS INVESTED WITHIN
YOU.

23

TIPS TO BECOME THE MOST PRODUCTIVE PERSON YOU KNOW

I want to help you create explosive productivity so you get big things done (and make your life matter).

Here are 21 tips to get you to your best productivity:

1. Check email in the afternoon so you protect the peak energy hours of your mornings for your best work.
2. Stop waiting for perfect conditions to launch a great project. Immediate action fuels a positive feedback loop that drives even more action.
3. Remember that big, brave goals release energy. So set them clearly and then revisit them every morning for 5 minutes.
4. Mess creates stress (I learned this from tennis icon Andre Agassi who said he wouldn't let anyone touch his tennis bag because if it got disorganized, he'd get distracted). So clean out the clutter in your office to get more done.
5. Sell your TV. You're just watching other people get successful versus doing the things that will get you to your dreams.

THE WORLD-CHANGER'S MANIFESTO

6. Say goodbye to the energy vampires in your life (the negative souls who steal your enthusiasm).
7. Run routines. When I studied the creative lives of massively productive people like Stephen King, John Grisham and Thomas Edison, I discovered they follow strict daily routines. (i.e., when they would get up, when they would start work, when they would exercise and when they would relax). Peak productivity's not about luck. It's about devotion.
8. Get up at 5 AM. Win the battle of the bed. Put mind over mattress. This habit alone will strengthen your willpower so it serves you more dutifully in the key areas of your life.
9. Don't do so many meetings. (I've trained the employees of our FORTUNE 500 clients on exactly how to do this – including having the few meetings they now do standing up – and it's created breakthrough results for them).
10. Don't say yes to every request. Most of us have a deep need to be liked. That translates into us saying yes to everything – which is the end of your elite productivity.
11. Outsource everything you can't be BIW (Best in the World) at. Focus only on activities within what I call "Your Picasso Zone".
12. Stop multi-tasking. New research confirms that all the distractions invading our lives are rewiring the way our brains work (and drop our IQ by 5 points!). Be one of the rare-air few who develops the mental and physical discipline to have a monomaniacal focus on one thing for many hours. (It's all about practice).
13. Get fit like Madonna. Getting to your absolute best physical condition will create explosive energy, renew your focus and multiply your creativity.

TIPS TO BECOME THE MOST PRODUCTIVE PERSON YOU KNOW

14. Workout x2 a day. Here's the key: exercise is one of the greatest productivity tools in the world. So do 20 minutes first thing in the morning and then another workout around 6 or 7 PM to set you up for wow in the evening.
15. Drink more water. When you're dehydrated, you'll have far less energy. And get less done.
16. Work in 90 minute blocks with 10 minute intervals to recover and refuel (another game-changing move I personally use to do my best work).
17. Write a Stop-Doing List. Every productive person obsessively sets To-Do Lists. But those who play at world-class also record what they commit to stop doing. Steve Jobs said that what made Apple, Apple, was not so much what they chose to build but all the projects they chose to ignore.
18. Use your commute time. If you're commuting 30 minutes each way every day – get this: at the end of a year, you've spent 6 weeks of 8 hour days in your car. I encourage you to use that time to listen to fantastic books on audio + excellent podcasts and valuable learning programs. Remember, the fastest way to double your income is to triple your rate of learning.
19. Be a contrarian. Why buy your groceries at the time the store is busiest? Why go to movies on the most popular nights? Why hit the gym when the gym's completely full? Do things at off-peak hours and you'll save so many of them.
20. Get things right the first time. Most people are wildly distracted these days. And so they make mistakes. To unleash your productivity, become one of the special performers who have the mindset of doing what it takes to get it flawless first. This saves you days of having to fix problems.
21. Get lost. Don't be so available to everyone. I often spend

THE WORLD-CHANGER'S MANIFESTO

hours at a time in the cafeteria of a university close to our headquarters. I turn off my devices and think, create, plan and write. Zero interruptions. Pure focus. Massive results.

I truly hope these 21 productivity tips have been valuable to you. And that I've been of service. Your productivity is your life made visible. Please protect it.

Stay productive.

PEAK PRODUCTIVITY'S
NOT ABOUT
LUCK.
IT'S ABOUT
DEVOTION.

24

BE STRONG TO BE USEFUL

About two weeks ago, an idea hit me so hard my thinking might never be the same. I was flying home from Miami. At 40,000 feet.

Settled into my seat with a stack of magazines to “rip and read”. I was going through OUTSIDE magazine and came across a fascinating exercise trend called Paleo-Fitness. The leader’s name is Erwan Le Corre and basically he takes his clients outdoors, returns them to the land and gets them doing moves that cavemen did oh so many years ago (i.e., climbing trees, swimming underwater, stalking prey and cutting wood). The whole program is designed to get people to peak fitness. And into the mindset of a champion.

Le Corre’s backstory is cool. He did triathlons, made soap as a job, and hunted for innovative ways to play at his physical (and mental) best. In 2004, he heard about a little known training manual written in 1912 by a French naval officer named Georges Hebert.

It seems that Hebert had a brush with death a number of years earlier. He’d been working on a naval ship located off the shores of Martinique when a volcano erupted, killing most of the area’s 30,000 inhabitants. Hebert and his colleagues saved over 700 lives—primarily due to the incredible condition they were in. This experience led him to coin his mantra: “Be Strong to Be Useful”. The idea being, by getting to world-class

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fitness, we prepare ourselves to make a world-class difference.

Be Strong to Be Useful. I put down OUTSIDE magazine and sat silently for an hour. Maybe more. Hebert was right. How could I make the impact I'm devoted to making unless I have the stamina, physical strength and energy to do my mission? And what would business—and the world at large—look like if each one of us got so strong—and uber-conditioned—that we became simply unstoppable in hot pursuit of what matters most.

I've done a few YouTube videos on unleashing your highest energy reserves and getting superfit. They are yours to watch, to help amp up your conditioning. For now, I invite you to wrap your brain cells around the “Be Strong to Be Useful” motto that I've learned.

And then, take the passionate action required to breathe that vision into reality. You, those around you and this big world of ours will be better for it.

HOW COULD I MAKE THE

IMPACT

I'M DEVOTED TO MAKING

UNLESS I HAVE THE

STAMINA,

PHYSICAL, STRENGTH AND

ENERGY

TO DO MY MISSION?

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BUSINESS

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THAT WE BECAME SIMPLY

UNSTOPPABLE

IN HOT PURSUIT OF WHAT MATTERS MOST.

Lessons I've learned from this chapter:

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Where I'll apply them:

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My personal commitments for implementation:

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25

ON PERSONAL MASTERY

Two beautiful words: personal mastery. They have an inspirational vibe to them. They offer the sense of hope. They challenge. They provoke. They affirm (and remind us of our highest possibilities).

To be given the gift of life is to be given an awesome responsibility.

Each of us must go out into the world each day and live our best.

Yes, life doesn't always seem fair. We'll encounter difficult customers and low performing suppliers and angry commuters.

That's just life happening (and each one of them can reveal something to you about yourself). But, at the same time, life offers you daily opportunities to shine. To polish your gifts. To release your chains. For personal mastery.

Make a commitment today that will alter the course of your life. Forever. Dedicate yourself to personal mastery. Think about your thinking. Get to know your fears. Refuse to tolerate negativity. Read more.

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Learn more. Get fit—no—ultra-fit. (sad that good health sometimes only matters to those who have lost it). Become brilliant at what you do for work. Get to be so good at your craft that your organization cannot run without you. Become the friendliest person you know. Work on happiness. Be nice. Be good.

MAKE A COMMITMENT
TODAY
THAT WILL ALTER THE COURSE
OF YOUR LIFE
FOREVER.
DEDICATE YOURSELF TO
PERSONAL MASTERY.

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A CHAPTER FOR GAME-CHANGERS

This chapter is all about “How do you think like a game-changer?”, “How do you show up like a game-changer?”, “How do you behave like a game-changer?”, “How do you lead out the rest of your life, the rest of your days so you’re not only a game-changer, but you craft a life that makes history?” Fasten your seat belt because we are in for quite a ride together. I’m going to take you through the mindsets of game-changers, some protocols, some daily rituals, and we’re going to end up with four key words that if you live them, if you really wire them into your psychology and into your Heartset, your life will never be the same.

I wanted to really start out with a little bit about my own story. I come from very, very humble beginnings, immigrant parents who I adore, and very humble beginnings, small town, 2000 people. A lot of people didn’t give me much of a chance. They never thought I would get into university. They never thought I would do anything in my life.

Don't listen to the chattering voices of the naysayers while you're in hot pursuit of your bravest dreams. The victims love criticism, but the game-changers are all about optimism and execution and innovation and optimization. Long story short, I became a lawyer. I became a lawyer for all of the wrong reasons. I wanted to fit in to the world. People told me “If you become a lawyer, you’ll be happy and successful and fulfilled, and

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that's the true measure of living out your life at the absolute best."

I really didn't know myself. I really didn't know my own values, and I listened to what other people told me to do. I went in to Law school and I earned a Bachelor of Laws, and I got a Masters of Laws, and I worked at a big firm I worked at a big firm as a litigator. The only problem I want to share with you is, I'd wake up every morning and I'd look in the bathroom mirror, and I didn't really like the person that was looking back at me. I decided I was going to make some changes because the bigger the gap between your current life and your un-lived life, (that's the life you know in your heart you are built to live), the less happy you're going to feel, the less energy you're going to feel, the less your life is going to work, the less you're going to perform at your absolute best.

I developed, at this time in my life, a fascination with game-changers. I started reading books at that time. I was reading books on John F. Kennedy, books on Michelangelo, books on Ludwig van Beethoven. I was reading about Mother Teresa. I was reading about the humanitarians like Mahatma Gandhi, what made the great women great, what made the great men heroic, how did they do it, how did they take their trials and where ordinary people would get crushed, they would leverage them into greater optimism, greater humanity, greater humility, greater excellence, greater mastery.

This really became a dominant obsession of mine during these years. I learned about game-changers. To cut the story even shorter, I started writing books on what made the best the best, how they thought, how they lived. What I realized is, it was almost like a bell curve.

If you could imagine a bell curve with the cult of average at the center, but at the very end of that bell curve is what I call "The Arena of Game-Changers". That's the top 5% on the planet. This is the orbit or the arena that they play in. It makes me think of one of my favorite quotes that I want to read to you from Teddy Roosevelt, a former American president.

He says, "It's not the critic who counts, not the man who points out how the strong man stumbles or where the doer of deeds could have done

them better. The credit belongs to the person who is actually in the arena, whose face is marred by dust and sweat and blood, who strives valiantly, who errs, who comes up short again and again because there is no effort without error and shortcoming, who does actually strive to do the deeds, who knows great enthusiasms, the great devotions who spends himself in a worthy cause, who at best knows in the end the triumph of high achievement, and at worst, if he fails, at least fails while daring greatly, so his place shall never be with those cold, timid souls who neither know victory nor defeat.”

You want to be a game-changer? Forget about getting through the next 7 days and start asking yourself this. “How can I live a life that will influence the coming generation? Starting today, what do I need to do to do work that wows, to make a contribution not just to my community, but to humanity?”

“How can I lead my field? How can I be the Michelangelo of my industry? How can I be an incredible human being? What must I do to live a life that makes history?” I believe that as we move into the future in the coming months and years, there’s going to be even more disruption, even more chaos in many ways, even more confusion in many industries and many sectors and many communities and many nations.

For those that are in that 95% of that bell curve, the cult of average, what’s coming is going to be incredibly frightening, and I feel a little bit sad for those who are not going to be prepared. If you do the things that I’m walking you through and you leap from the cult of average where most people are, into the rare-air of that 5% who are game-changers, what’s coming won’t be frightening. It’ll be incredibly inspiring.

I’m actually going to walk you through the six mindsets of total game-changers next, and you’re going to love this. We’re going to start off with Michelangelo.

About a year and a half ago, I was in one of my favorite cities in the world, Florence.

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You want to get there. Put it on your bucket list if you haven't been there, but I went over to Uffizi and I soaked in the great art that is there, and then I had some fantastic food (in Italy, you want to have fantastic food). Then, my loved ones and I made our way over to Galleria Accademia. That is where Michelangelo's *David* is. We just sat there, and it was one of those days where there weren't a lot of people in the gallery, and I was just blown away and moved by the mastery that I saw in Michelangelo's *David*.

That block of marble that was given to Michelangelo was a discarded block of marble, and it was considered defective. The ordinary person, what they do is they take something that might be messy or discarded, and they say, "Oh, boo hoo. Look at me", and they play victim, and they say, "I can't do anything." He took this block of marble that no one could do any art with, and here's what he did. He envisioned his masterpiece of *David* in that block of marble because *clarity is the DNA of mastery*.

Then, what he started to do is with great agility and great skill, he started chipping away at everything in the marble that was not of *David*. He said to use his words, "I saw the angel in the marble, and I chipped away that was not the angel." I think that's really a powerful metaphor for the six mindsets of game-changers, which is number one: BIW. Michaelangelo didn't resign himself to average.

Michelangelo understood that you will never rise any higher than your self-identity. You'll never make more money than the way you see yourself inside. You will never perform at mastery if you see yourself as a victim. You will never go out into the world and create a rare-air life if deep inside, you don't love yourself very much. The first acronym is BIW - Best In the World.

Michaelangelo's 'David' will remind you to hold yourself to this highest standard. Whether you look at a Federer or a Nadal, whether you look at a Beethoven or a Mozart, whether you look at a great chef like a Ferran Adrià, whether you look at a humanitarian like a Nelson Mandela or the founders of Uber, or an Elon Musk or a Mother Teresa, every single one of those people understood that we become our standards. You see? If you

hold yourself to the standards of that 95%, then you go out in the world and you are going to be in alignment with the way you see yourself deep inside by your internal standard. The first acronym is holding yourself to be the Best In the World.

If you are a street sweeper, be the best street sweeper the planet has ever seen. If you are a teacher, leave that 95% and ask yourself, “What would the best teacher on the planet be thinking? How would they be showing up? What would they be reading? How would they be learning? Who would they be associated with?”

Second acronym of game-changers is OAD. I travel a lot giving presentations and running events. I could probably be a hotel consultant, I’ve stayed in so many hotels across the world over this past 20+ years, but the best hotels in the world, the game-changing hotels have one thing in common: they get that small, little details starting from the moment you walk in and you smell the fragrance that they’ve piped in, to the optimism of the front desk, to the fresh flowers in the foyer, to maybe the innovative film screens that they’ve put into the elevators, to walking down the corridor or to walking in and seeing that handwritten note from the GM with a bottle of wine or beautiful chocolates locally sourced, to a little note with the quote on it at bedtime. Whether it’s a hotel, whether it’s a retail store, whether it’s an airplane, OAD—Obsessive Attention to Detail—is how game-changers play. That’s the second mindset of game-changers.

I ask you in your work, are you all about the little details in a world that has resigned themselves to mediocrity, where people don’t sweat those little details very much anymore? Little details along the value chain from the first time people meet you or do business with you, or even in your family life, little details done with great love consistently over the whole value chain creates a wow experience, which brings me to the third acronym of game-changers in terms of their mindsets. TCM will remind you of Total Craft Mastery. Do you see your work as just work? Because a job is only ever just a job if you’ve made an intellectual decision to see your job as just a job.

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All work is a chance to wow. Don't see it as work whether you are a pizza maker, whether you are a manager, whether you're an entrepreneur, whether you're a filmmaker. No matter what you do in the world, you're spending the best hours of your day at work. Your work is a chance for you to go to your limits.

Get a little scared, then surpass your limits and grow in bravery. See your work as your craft. Learn from your mentors and study them. Use your work as a chance to birth more of your potential into the world because, really, it's not doing great work that matters. It's who you become. Having the bravery and the discipline and the courage to do great work, you become stronger, wiser. You bring more of your potential to the world.

Total Craft Mastery. I want you to see yourself as the Michelangelo of your field. I want you to see yourself as that Swiss watchmaker who quietly is working on the watch with great love and affection and attention. There's a story of a great sword crafter, and the sword crafter was the best sword maker on the entire planet. Someone asked the sword crafter, "How are you so good at what you do?"

The sword crafter looked at the apprentice and said, "When I was a young boy, I made a decision. I wanted to be the greatest sword crafter in the history of the world. If something didn't relate to sword crafting, if it didn't smell like sword crafting, if it didn't look like sword crafting, I didn't participate in it." That is the secret of my genius. TCM, Total Craft Mastery.

As the world goes into more disruption, a lot of people are going to lose their jobs. As the world goes into more change, a lot of people are going to get into more struggles. Forget about the global economy, and through Total Craft Mastery, create your own economy because the marketplace rewards value delivery.

Someone who is a master of their craft will always be paid the most. They will always be in great demand because they're the best, because of their value, so you do want to become the most valuable performer in

your marketplace through Total Craft Mastery. If you haven't reached mastery yet, start working towards it now. Because every master was once a beginner. Every professional was once an amateur. Today is a beautiful day to make the choices that will make you a game-changer.

The fourth is really ABD. Always Be Daring.

The 95% of society that are in the cult of average consistently do what's most easy. They read the easy books. They study the easy courses. They hang out with the easy friends. They live the easy life.

They spend the best hours of their days watching television in a subdivision, and they are seduced into thinking by avoiding what's hard and by avoiding what's frightening, they're living good lives. I invite you to really think about this idea, that the seduction of safety is always more brutal and more dangerous than the illusion of discomfort. What I'm really suggesting, is playing the safe game is really a recipe for heartbreak. If you want to be a game-changer, go to the places that frighten you.

If you want to be a game-changer, understand that on the other side of your fear lives your bravery. Always be daring. Do the difficult project. Go to the places that terrify you for there is where your growth lives.

If you're not scared a lot, you're really not growing very much. This is what makes the game-changer different from the 95%. The game-changer, says, "Oh. This job is a difficult job. I must do it." The best Hollywood performers become great versus staying average because they think, "That role that I'm being offered, that really scares me, and I don't think I'm going to do it. Therefore, I must do it."

Total Craft Mastery.

Last two acronyms in terms of the mindsets of game-changers. LBE: Lead By Example.

The victim says "When my boss changes, I will change. When the world changes, then I'll change. When I have a better husband or wife or if my

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child gets better or if my economy gets better, then I'm going to be better. If the outer world changes, then I will change within." The game-changer is fundamentally different. LBE, Lead By Example.

Mahatma Gandhi said it so elegantly, "Be the change you want to see in the world." When you change in terms of your psychology, emotional life, physical life, spiritual life and you become the change you want to see in your industry, your community and in your world; the world outside begins to change. We see the world not as it is, but as we are.

Your current life right now is a mirror. It's not reflecting reality. It's reflecting your psychology. When you start to learn how game-changers think, and when you start to run the routines and rituals that game-changers do, your whole life externally begins to shift automatically.

Then, the final acronym is ABDOV, Always Be Delivering Outrageous Value.

The 95% in that bell curve, the cult of average, is all about scarcity. "I don't want to pay for that dinner that my friend and I just enjoyed." "I'm not going to give my organization too much of my time, too much of my love, too much of my excellence, too much of my creativity. I'm not going to give my loved one too much of my heart because it could get broken. I'm not going to give the world too much because the world could hurt and take from me." It's all about scarcity.

Here's one of the key things I've learned in my life: world-class loves generosity. Always Be Delivering Outrageous Value. ABDOV. Give your customers x10 the value they are expecting. Give your loved ones all of your heart, all of your passion. Give your work your devotion, and don't be in it for the result because the result automatically comes when you come from that way of being.

Why? Because if you are giving love, giving creativity, giving passion, giving to the marketplace, giving to your friends, they will fall in love with you. The marketplace falls in love with you. Life falls in love with you. Generosity pays itself back a hundred times over.

Here are the 3 daily routines of game-changers.

I've watched the best of the best for many years. I've coached billionaires. As I've coached them, as I've worked with them, and as I've observed them, I've realized that they are all running 3 daily rituals.

Number 1, the morning routine. The Spartan Warrior Credo says it far better than I ever could. "Sweat more in practice. Bleed less in war." You see, most people in that 95% cult of average get up in the morning, and then they just react. Right?

They turn on the TV, watch the news which produces cortisol—the fear neurotransmitter—which dims down their light and breaks and blocks their performance, but the game-changer is fundamentally different. They understand that as you craft your day, so you live your life. You want to take the first 60 minutes of your day and install a morning routine that primes you intellectually, emotionally, physically, and spiritually for a brilliant day ahead. I'm just going to quickly offer some ideas on getting your morning routine right.

First of all, you want to start off with intense exercise. Burpees. Skipping. Running on the spot. It may be mountain biking. Get intense and release sweat, which releases a neurotransmitter called 'BDNF', Brain-Derived Neurotrophic Factor.

BDNF grows brain cells and amps up your brain. It also releases dopamine—the inspirational neurotransmitter—so even if you're grumpy, stressed and cranky, because of that morning routine and exercise, you start to come alive and feel on fire.

Take some time to think. Take some time to write in a journal. Writing in a journal is a morning meditation on paper. Writing in a journal is an opportunity for you to release toxic emotions, for you to think about your dreams for even a couple of minutes, for you to write on paper and detect your values, for you to think through how you want to live your day. Then, the final part of your morning routine, you want to get some learning in.

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You've done your daily exercise. You've done your thought processing on paper or quietly in solitude. The final part of your morning routine is learning. Because learning is a game-changer. As you learn more, you can achieve more.

One of the things I've done best in my life is that I still go to conferences. I don't care how much they cost. I want to be in a room where I learn the best ideas. I invest in the books. I invest in the online courses, because I'm all about the return on value.

You want to make some time to learn. Learn the new ideas in your craft. Learn the new ideas on psychology. Learn the new ideas on humanity. Learn some ideas on productivity.

The second routine to install after your morning routine is called '*The 90/90/1 Rule*'. This is your new work routine starting today. For the next 90 days, spend the first 90 minutes of each day on your #1 opportunity.

The 95%, what do they do? They get to the work and they start coasting. When you get to work, it's show time.

Why would you use your first 90 minutes of work checking your email or chitchatting at the watercooler? That's when your energy is highest. The work routine I'm encouraging you to install is that for the next 90 days, spend the first 90 minutes on the single biggest opportunity that will move the needle and impact your organization and your career and bring value to your marketplace. The final game-changing routine that I want you to install is your nightly routine: The Nightly 3.

There's a lot of research confirming that gratitude is the antidote to stress. You might be feeling a lot of stress. You might be going through a difficult time, or you simply might want to learn one of the finest ways to really amp up your mindset so you totally nail your goals. Gratitude.

We do get from life what we focus on. When you start to wire in the psychology of gratitude; you release dopamine, oxytocin and serotonin. Dopamine makes you feel inspired. Serotonin - the pleasure chemical -

makes you feel happier.

What you want to do is you want to start telling yourself a new story of each day. Before you go to sleep, take two minutes. Pull out your journal or simply ask yourself while you're laying in bed, "What 3 good things happened to me today?" Even in the roughest of days, if you train your brain to look for 3 good things, "Oh. That man at the grocery store smiled at me", "Oh. I did a little bit more on that difficult project", "Oh. I ate a little bit less food for lunch, so I felt a little bit better" because your moods depend on what you eat and how much you eat, you're going to end your day on a great note.

If you do this every single day, then you start to train your brain to look for what's great in your life (because there's a lot of blessings in your life versus what's not working in your life). It reminds me of that great Persian proverb, "I cursed the fact I had no shoes until I saw the man who had no feet."

At the beginning of this chapter, I promised you four words that really would summarize what it means to be a game-changer. 'The 4 Magical Words of Game-Changers'.

Number 1, Originality.

You don't want to be like everyone else, and that's one of the sad things that happen to people. You don't have to be in that 95% of average. You deserve to be in the 5% of game-changers.

We're born into genius, and then we get resigned into forms of mediocrity. Our loving, well-intentioned parents may tell us, "Be like everyone else. Dress like everyone else. Think like everyone else." and then we get to school. That's all about hypnosis towards average.

"Don't dream too big. Don't think too loud. Don't be too brave. Don't try to change the world. Don't try to have your dreams come true because you're going to get hurt."

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We lose that originality we were born into. You deserve to be authentic. Authenticity isn't just speaking your truth and living your values in a world where a lot of people are betraying their truth and their values. Being authentic is living your power. Being authentic is honoring who you're meant to be.

Being authentic is believe that you have genius within you. That you have brilliance within you, and that you can achieve great goals and dreams, uplift your family, and chance the world. You deserve that. That's what being original is all about. Oscar Wilde said it best: "Be yourself. Everyone else is taken."

Number 2, Audacity. Please do not play small with your talent. Please do not play small with your love.

Please do not play small with your health. Please do not play small with your prosperity. Please do not play small with your craft. Please do not play small with your commitment to living a life that makes history. Be audacious.

It could be in your own quiet way, but bring it on. Don't mail it in.

Number 3, Humanity. The world needs more graciousness. The world needs more humility. The world needs more optimism.

What most of us do is, we go out into the streets of life every day, and play small with our love. Be a game-changer. Bring on the love. Let your love show in your work. Let your love show with your family.

Don't be a hater. Don't be a cynic. Don't be a dismitter of people's potential. Be an encourager. Be a light, and be loving.

Number 4, Mastery. That is the essence of being a game-changer. As I've mentioned earlier, every master was once a beginner. Today is an awesome day to start the journey towards outright mastery; mastery of your health, mastery of your work, mastery of your mindset, mastery of your emotions, mastery of your lifestyle, and mastery of the way you

show up in the world every day. I see where the world is going, and this is a time of great disruption.

For the 95%, what's coming is going to be terrifying. It's going to be hard on them. It's going to be heartbreaking in terms of what they're going to experience in their work and their personal lives and their family lives. For the game-changer (the person who understands how to think, work, and live like a game-changer), what is coming over the next months and years will be incredibly inspiring. This is when you get to step up and live the life you've always wanted to live.

You were born into genius, and life is too short to play small with your talent, and today can be the first day of a whole new life.

**STARTING TODAY,
WHAT DO I NEED TO DO
TO DO WORK THAT WOWS,
TO MAKE A CONTRIBUTION
NOT JUST TO MY
COMMUNITY-
BUT TO HUMANITY?**

Lessons I've learned from this chapter:

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Where I'll apply them:

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My personal commitments for implementation:

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HOW TO ADD 100 YEARS TO YOUR LIFE

I'm all about helping you create a legendary life, helping you do work that wows, helping you be a master of your craft so that you really reach a sense of immortality. Earlier today at about 4:30 in the morning I was reading Seneca. There was a line in Seneca's work that simply said this, "When you spend time reading philosophy, you can add a thousand years to your life." That really got me thinking about the fact that when we expose ourselves to the world's best ideas, we literally collapse time. We literally allow ourselves to take the best of their wisdom and inject it into our lives so that we can spend the rest of our lives going deeper, playing higher, doing better work.

In my home, I have people like Mahatma Gandhi, Nelson Mandela, Mother Teresa, John F. Kennedy, Sam Walton, Sergey Brin, Elon Musk, Rembrandt, and Picasso. All of those people are living in my home with me - through their books. When you really think about it, in this world where there is an affliction and an addiction to distraction for the A-Player who invests time in learning and reading, you can spend time with the greatest minds. You might live 75 years, or you might live 100 years, but in that 100 years you can have 1,000 years of robust wisdom that you bring out in the world to lift your game, to serve your audience, to help your family, to live and craft a life that you adore. I really believe that repetition is part of mastery.

The brain tattoo I want you to wire in is *education is inoculation against disruption*.

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Read a book. Invest in an online course. Go to a learning event every 3 months. Every few months, I get out of the office, out of my city and I attend a learning event where I rub shoulders with brave thinkers and fast performers at the top of their game. I walk away feeling the energy and learning the ideas just by being in the room with people who are playing at a level higher than me. I surf off the fumes of that learning and inspiration for many, many months.

I want to dial you back into, how do you add 1000 years to the rest of your life? You hang out with Sam Walton. You hang out with Jimi Hendrix. You hang out with Elon Musk. You hang out with Richard Branson. You hang out with Shaquille O'Neal. You hang out with Mother Teresa. You hang out with Madonna. You hang out with Lady Gaga. You surf the lines with Jay Z by reading his biography.

I'm no guru. I'm no different from you. If there's one thing that I have done over the past many decades it's that I have invested in my learning. I learned this from Warren Buffet: think about the cost. I'm going to repeat that again because it's so important. The victim focuses on the cost. The A-Player focuses on the value received from the investment. If you invest in a \$30 book, if you invest in a \$1000 course, it may seem like a lot of money. If you're going to get x100 return on value from that online course or going to that conference, then your investment is free. That's just how I think about it.

I come from very humble beginnings. I don't come from an entrepreneurial family. I don't come from a particularly creative family, although bless my family, they are some of the finest people you would ever meet and I adore them. If there's one thing I've done well, it's being ridiculously curious. If I don't understand something, I'll learn how to do it. Then I don't just go to the conference or I don't just read the book, I execute monomaniacally around it. You might say, "Robin, but I suffer from procrastination."

If you practice being spectacular long enough, spectacularity becomes your way of being. If you practice execution long enough, you become a master of execution. If you practice learning long enough, you outlearn everyone around you. These are all muscles. Honesty is a muscle. If you

practice being honest enough, you simply cannot be dishonest. If you practice being world-class enough, world-class just becomes your way of being.

Fill your house with great thinkers through books, through courses, through learning materials. I see so many people come into work at 9, and they leave at 5. They don't invest in their mindset. They don't invest in the wealth of their learning. As you know more, you become more valuable. As you become more valuable, you can deliver more value to your customers. As you become a walking, talking, value-breeding machine, you become the most valuable person in your industry.

You actually start to develop your own personal economy, and the marketplace always rewards the most valuable person in any field. You will get paid the most. You will be revered the most. There will be a line of customers and followers and evangelists blazing a path to your door. That's why you want to learn. Because the key purpose of life is to grow and expand the talents that you were born into. Life is about growth. Life is about mastery. Life is about fully becoming your highest nature. When you do that, you serve your loved ones, you serve the world, you build a beautiful life and you become happier. The brain operates on novelty. You create a life that presents a legacy after you're no longer here.

Invest in learning. It truly is a game-changer. Go out there, and outlearn everyone around you.

**EDUCATION
IS INOCULATION AGAINST
DISRUPTION.**

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60 TIPS FOR A STUNNINGLY GREAT LIFE

Life goes by in a blink. Too many people live the same year 80 times. Shifting gears from leadership to a pure focus on crafting an exceptional life, here are some tips to help avoid feeling flooded with regret over a life half-lived:

1. Exercise daily.
2. Get serious about gratitude.
3. See your work as a craft.
4. Expect the best and prepare for the worst.
5. Keep a journal.
6. Read *The Autobiography of Benjamin Franklin*.
7. Plan a schedule for your week.
8. Know the 5 highest priorities of your life.
9. Say no to distractions.
10. Drink a lot of water.
11. Improve your work every single day.
12. Get a mentor.
13. Hire a coach.
14. Get up at 5 AM each day.
15. Eat less food.

THE WORLD-CHANGER'S MANIFESTO

16. Find more heroes.
17. Be a hero to someone.
18. Smile at strangers.
19. Be the most ethical person you know.
20. Don't settle for anything less than excellence.
21. Savor life's simplest pleasures.
22. Save 10% of your income each month.
23. Spend time at art galleries.
24. Walk in the woods.
25. Write thank you letters to those who've helped you.
26. Forgive those who've wronged you.
27. Remember that leadership is about influence and impact, not title and accolades.
28. Create unforgettable moments with those you love.
29. Have 5 great friends.
30. Become stunningly polite.
31. Unplug your TV.
32. Sell your TV.
33. Read daily.
34. Avoid the news.
35. Be content with what you have.
36. Pursue your dreams.
37. Be authentic.
38. Be passionate.
39. Say sorry when you know you should.
40. Never miss a moment to celebrate another.
41. Have a vision for your life.
42. Know your strengths.
43. Focus your mind on the good versus what's lacking.
44. Be patient.
45. Don't give up.
46. Clean up your messes.
47. Use impeccable words.
48. Travel more.

49. Read *As You Think* by James Allen.
50. Honor your parents.
51. Tip taxi drivers well.
52. Be a great teammate.
53. Give no energy to critics.
54. Spend time in the mountains.
55. Know your top 5 values.
56. Shift from being busy to achieving results.
57. Innovate and iterate.
58. Speak less. Listen more.
59. Be the best person you know.
60. Make your life matter.

TOO MANY PEOPLE
LIVE
THE SAME YEAR
80 TIMES.

29

HOW TO GROW SELF-DISCIPLINE

I've been longing to write this chapter for you...

Why?

...Because learning the latest science + methods to improve your willpower is one of the best ways to create immense success. At the base of all legendary performance in business, sports, music, relationships and life lies a strong character-born from well-practiced self-control.

Study Kobe Bryant and Roger Federer. Gandhi and Zuckerberg. Darwin and Gaga. They all rose to where they are via the vehicle of inner strength.

You see it takes self-discipline to:

- put in the 10 years of practice that Anders Ericsson's research has taught us is the minimal amount of training time needed before genius-level performances begin to present themselves.
- make the sacrifices that need to be made in order to achieve epic results. You can play video games for hours each day or become the undisputed master of your craft. But you can't do both.
- to be relentless and display the grit needed to stay in the game and remain loyal to your vision *long* after the initial inspiration

THE WORLD-CHANGER'S MANIFESTO

has vanished.

- keep learning each day, iterating your moves and optimizing your performance.
- remain focused, centered and devoted in the face of the inevitable ridicule and laughter that your aim for iconic will generate. People residing within The Cult of Average don't like to see others rise. It threatens their security. And spotlights their low self-worth.

We live in a world that doesn't value the development of willpower so much. We revere the over-selfied TV stars and pedestal the viral video "fails". But...

...the craftsperson quietly making art in her studio gets no due

...the startup entrepreneur who gave up his luxuries to launch the dream is considered crazy

...the mother or father who resists many social obligations to spend peak-quality time with their children is called an outlier

...the manager who awakes at 5 AM to run their morning ritual so they fly at work is labelled an eccentric.

Society invites us to pursue instant pleasure + fast bursts of joy + quick hits of feeling good.

But as you know if you've been following my work for a while: *to have the results only 5% have, you have to do what only 5% are willing to do.*

And high on the list is the pursuit of self-discipline. So here are some of the keys (many confirmed by recent research and good science) to help you to install world-class willpower:

1. Please know that self-control (scientists refer to it as "self-regulation") has been found to be a lot like a muscle: the more you exercise it, the stronger it grows. It's pure myth that elite

HOW TO GROW SELF-DISCIPLINE

achievers are born with gifts you don't have. And buying into that idea is a great way to avoid the discomfort of doing the work you need to do to enjoy the success you deserve to have.

2. Research is also revealing that, every day, we draw willpower from the same reservoir. This means that checking your social notifications, watching the news, surfing the web and shopping online steals the self-discipline that could be used for developing a core skill, scaling your business, getting ultra-fit, nourishing a gorgeous family life or strengthening your internal world.
3. As you exercise the muscle of your will by making decisions, taking actions and pursuing activities, your self-control "muscle" depletes. One of the world's foremost researchers in this field, Roy Baumeister (definitely read his superb book *Willpower*) calls this phenomenon "ego depletion". This explains the behavior of celebrities that have destroyed their careers by one foolish move: they used up so much of their self-discipline energy on their crafts/practicing/performing that they had none left to wisely handle a temptation.
4. By installing a daily routine to ensure "willpower renewal", you'll avoid ego depletion—and perform at your highest level. I suggest you schedule practices like visualization, conversation, smart entertainment and even napping into your day to make that happen.
5. By pushing yourself to do what's important but not easy, your self-control reservoir will expand. The places where your discomfort lives are the places where your power lies.
6. Science also confirms that when we are tired, under stress and depleted, we have low glucose in our systems. And low levels of glucose diminish our self-discipline. By eating low glycemic index foods like meat, vegetables and nuts, you'll avoid that crash. And getting enough sleep also keeps your glucose levels where they should be. Sleep-deprived people don't do beautiful work.

**TO HAVE THE
RESULTS
ONLY 5% HAVE,
YOU HAVE TO DO WHAT
ONLY 5% ARE
WILLING TO DO.**

Lessons I've learned from this chapter:

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My personal commitments for implementation:

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30

HOW TO SET YOUR GAME ON FIRE

Hope this chapter finds you in fine spirits and lifting your game into high gear.

I write this on a colourful Autumn day in my hometown to share 2 quick points:

1. Documentaries I recommend you watch:

- I'll be Me*
- Don't Stop Believin'*
- Searching for Sugar Man*
- Man on Wire*
- Amy*
- Iverson*
- I Am Ali*

3. Books to get your game on fire:

- Peak* by Anders Ericsson
- Grit* by Angela Duckworth
- Spark* by John Ratey
- It's Your Ship* by Michael Abrashoff
- On Writing* by Stephen King
- The Seventh Sense* by Joshua Cooper Ramo

Think like a warrior. Behave like a genius. And love like a saint.

THINK LIKE A
WARRIOR.
BEHAVE LIKE A
GENIUS.
AND LOVE LIKE A
SAINT.

31

LEAD WHERE YOU'RE PLANTED

I'm on an airplane over Russia as I write this chapter.

Reading a quote in *The Financial Times* where an elf mentions to a Hobbit: "Even the smallest person can change the course of the future." Excellent advice. That we can all remember.

All too often we postpone taking charge and driving change forward until we receive more responsibility and get a bigger title. But the best time to be the leader you're meant to be isn't some imaginary time in the future. It's today. Right now.

No matter what you do in the organization you're in: *Lead Where You Are Planted*. Start from where you are. Your bold act of leadership just might transform your organization—and if you're super lucky—the course of the future.

THE BEST TIME TO BE THE
LEADER
YOU'RE MEANT TO BE ISN'T SOME
IMAGINARY
TIME IN THE FUTURE.
IT'S TODAY.
RIGHT NOW.

POMEGRANATES + PATIENCE

My parents, whom I deeply appreciate, are such beautiful, decent and wise people. Whenever I go over, the fridge always seems to contain containers full of pomegranate seeds. These little treasures are super healthy, fantastically tasty and overall pleasures that elevate life. I never really thought about where they came from. Just ate them.

This morning I was saying good morning to my Mom on the phone. Got onto the topic of pomegranate seeds because I'd dropped off a brilliant device I've discovered for getting the seeds out of the fruit without the painstakingly complex process of doing it by hand (try it once and you'll get what I mean). Mom: "I'll try it but your Dad takes out all those seeds for me himself every night. He knows we love them. So quietly, he does this for us."

As I write, I reflect on my father's patience. And on the metaphor of pomegranate seeds. Much goes through my mind as I think about this. One thing is the power of patience. In a world gone hyper-speed, patience is a stunning success behavior. My Dad's patience in doing something kind, thoughtful, loving for his loved ones. The patience of an entrepreneur toiling in solitude, advancing a dream that nobody gets. The patience of a teacher developing young minds amid fewer resources. The patience of a leader, building an organization that delivers awesome value

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for the people it's blessed to serve.

Patience truly is a virtue. Of the finest of leaders. And the very best of Dad's.

THE PATIENCE OF AN
ENTREPRENEUR
TOILING IN SOLITUDE,
ADVANCING A
DREAM
THAT NOBODY GETS.
THE PATIENCE OF A
TEACHER
DEVELOPING YOUNG MINDS
AMID FEWER RESOURCES.
THE PATIENCE OF A
LEADER
BUILDING AN ORGANIZATION
THAT DELIVERS AWESOME VALUE
FOR THE PEOPLE IT'S BLESSED
TO SERVE.

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THE 2 DRIVERS OF A REMARKABLE LIFE

This chapter is about the Primary Purposes of Life. When I travel the planet, I get to interact with so many different people who've read my books, who've been to my leadership events. One of the questions I get is not only, "How can I be world-class in my performance?" "How can I be a better leader without a title?", "How can I have a greater impact in my organization?", but many, quietly, have asked me, "And by the way, personally I've been wondering this. What do you think is the purpose of life?"

The first thing I want to say is, I'm no guru. I don't know any more than you do on the purpose of life, but I've spent a lot of time pondering and reflecting on what's most important to me. I think there are two primary reasons for life and it's not about the things most people think it's about. It's such a paradox: we spend the best hours of our best days pursuing things that I believe on the last day of our lives, will amount to very little.

When you get to the end, only two things will have mattered. And it will not have been our social status, it won't be how much money we accumulated, it won't be the kind of cars we drove, it won't be whether we had a title or not. All of those seductions of society will have fallen away.

1. "Who did you become?"

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Did you use your days as platforms for further greatness? Did you use your days to transcend fear towards fearlessness? Did you use your days, even the hard times, so that you leveraged suffering into wisdom? Did you use the moments of your life to develop wisdom, compassion, to become more creative, to release potential? Who did you become?

2. "Who did you help?"

Life is truly about making other people happier. I know that sounds very obvious but this does apply to you as an entrepreneur or as a leader, as a high performer or as someone who wants to play in world-class. I really believe in this concept of servant and leadership. As I've studied the great entrepreneurs and the great business-builders and the great humanitarians, here's what I've realized: inside, they had this acute obsession with delivering value and helping as many people as possible. The secondary purpose of life is about helping others, being radically helpful to as many people as possible.

Here's the thing. If you've done the interior work so you are so full, there's no holes within you, then you're not going to be a taker from the world. You're going to be a giver. If you look at the greatest among us, they were not takers, they were givers. They didn't have any needs from within. They had so fallen in love with their greatness, their peace, their joy and their potential that they didn't need to take from the world. They didn't need to take from other people. Their well of wisdom and compassion and self-worth was so full that they walked out into their workplace, they walked out into their industries, they walked out into their communities and they were giving.

This applies to you as a business builder because the more value you give, the more money you'll make, the more your brand will fly, the more customers will beat a path to your doorstep. As a humanitarian, which is simply someone that cares about humanity, the more you give, the more you will open up the doorways to receive from the rest of the world.

To lead is to serve and the person who helps the most people wins.

TO LEAD IS TO
SERVE
AND THE PERSON WHO
HELPS THE MOST PEOPLE,
WINS.

Lessons I've learned from this chapter:

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HOW TO NEVER GROW OLD

Never let an “old person” move into your body and mindset. Age is just a label society puts on you. I’ve seen so many people saying “I’m 50 years old, I should think about retiring.” Or as some say: “I’m 60, I guess I should stop running or climbing mountains or skiing.”

It’s so easy to buy into the mental viruses of aging, and yet I’ve seen people who are supposedly older than their years, but so incredibly young. They look, feel, talk, think and love like young people. Age is a real trap, and you don’t want to allow yourself to get old. Here are some powerful tactics that you’re going to find super valuable to help you never get old:

1. Novelty

Science confirms that the human brain craves novelty. The old idea that the brain you have is the brain you're stuck with for the rest of your life is just nonsense, a myth. Neuroplasticity confirms the brain is like a muscle. As you get older, if you expose your brain to novelty, it may be in the form of crosswords, puzzles, new languages, new skills, new conversations or new travels, you actually start to grow your brain and your brain stays very agile. Start building novelty into your days.

Novelty. Read every day. Have more great conversations. It could also mean taking a trip every quarter and injecting adventure into your life. It could be trying Vietnamese food if you usually eat Italian food. If you usually hang out with entrepreneurs, try hanging out with yoga teachers. Inject novelty into your life as much as possible. It will keep you young, energetic, and on top of your game.

2. Social Orbit

You become your conversations. Your daily behavior is a reflection of your deepest beliefs. You'll want to avoid conversations with people who complain, "I'm middle-aged, put me out to pasture." Or "I'm too old to exercise", or "I used to have a fire in my belly when I was younger but now I'm going to coast". Your social orbit affects your mindset which affects your behavior.

I'm encouraging you to hang around with young people. If you are at the top of your game, let's say you're the craftsperson of your field, and you've been at it for many years, I encourage you to find conferences every quarter where everyone in the room is 20 years old and has that fire in their belly. They're innovating, optimizing and breaking rules. Hang out with people who are doing things differently. Make sure your social orbit is fueling your longevity.

3. Life-long Learning

Learning is a game-changer when it comes to being ageless. You can get

tired and old and feeble if you stop learning. If every day you're listening to audio books and new podcasts, you're having new conversations and injecting new information within your mindset, then you're on the path to agelessness.

4. Be of Service

You will never grow old if you have a dominant purpose to get up every morning to. The German Socio-Economic Panel deconstructed the largest database on what makes people happy. They discovered that the happiest people on the planet, those with the most zest for life were people who had one thing in common—they all had a purpose for their life. It wasn't that they had a lot of money, in fact there's a lot of research that says people with more money actually have more problems. In her book *The How of Happiness*, Sonja Lyubomirsky said that "people who have a net worth of \$6 million are only incrementally happier than blue collar workers. Basically, you get to a certain level of money where more money doesn't bring more happiness or more longevity.

What this database revealed was, the happiest people all had some meaning and some reason and some purpose in their days. If you want to stay young, and if you want to stay nimble and vibrant and fully alive, find some meaning to devote yourself to. A compelling cause that's larger than yourself to donate the rest of your years to. If you're a teacher, it's being the finest teacher in your field so you raise or influence the young generation to be leaders versus victims. Or you could be a taxi driver. Or someone who sells something in a store. Leave people better than you found them. It's about serving and delivering great value through products, conversations, experiences. When you enrich someone's life, you enrich your own.

My obsession is helping you Lead Without A Title. I want to help you play in rare-air in your work. I want to help you be exponentially happier, live a life that makes history and release any form of mediocrity in your life. That's why I travel as much as I do and work as hard as I do. That's why I optimize everything I do, because I want to serve, I want to give, I want to be an instrument that touches as many people as possible as long as I get to live, so I uplift other human beings. That's what fires me up and

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allows me to get out of bed every single morning after all of these years of doing what I do. Please remember: age is just a number on a driver's license. Don't let it infect your mindset and pollute your performance, you deserve so much better than that.

ULTIMATELY OUR DAILY
BEHAVIOR
IS A REFLECTION
OF OUR DEEPEST
BELIEFS.

Lessons I've learned from this chapter:

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Where I'll apply them:

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My personal commitments for implementation:

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THE CURE FOR FEAR

If you're human, you're going to face fear. Developing resilience and hardiness in the face of fear is what iconic human beings do. It's what A-players do. It's what Leaders Without Titles do.

Here's a story I read in an Osho book: a man who was a mountain-climber once reached the summit of a mountain, but he sort of misjudged the timing and it became dark. He started making his way down the mountain as the sun set, but he got to a place where it became so dark that he couldn't move. He thought he was on a ledge and he became paralyzed by fear. He realized that if he moved a few inches over, he would fall thousands of meters to his death. That was the most terrifying night of his life. He couldn't even move forward because he thought he'd fall, so he just stayed there frozen for hours. Then with the first rays of daylight he started to laugh!

The reason he started to laugh was because he realized just below the ledge there was this huge stone platform. There was no danger whatsoever; it was just his perception of fear that caused him to feel terrified. That's a powerful idea for us. The things that most frighten us, when we actually have the courage to do them, dissolve. How many times have you been so afraid to do something and finally deciding to confront it, running towards it, only to have found that very act has dissolved fear itself?

Here are a few ideas to cure fear:

1. Practice bravery training.

If you want to be a great footballer or a great chef you have to put in the time to practice. Or if you want to become a great entrepreneur, you've got to put in the hours of rigor and discipline, building your business. Or even if you want to be a great chess champion, be monomaniacally obsessed with practice. Yet when it comes to fear, we don't live in a society that values bravery training. You don't really hear people saying, "Go out and use this day to practice becoming fearless."

We all know the 10 Years Rule, pioneered by Anders Ericsson at University of Florida, the preeminent researcher in the field of exceptional performance. The 10 Years Rule has now been popularized by a lot of authors. He found that great performers have one thing in common. They spent the equivalent of ten years or ten thousand hours practicing their skill before the first signs of genius showed up. So to become fearless, why not find some time every day to practice becoming fearless? Why not use whatever irritates you, or frustrates you, or frightens you during your day as bravery training?

Let's say your supervisor walks in and says, "Tomorrow I'd like you to give a presentation on that project you did so brilliantly on." Start to pay attention, you'll notice you start to feel afraid. Develop the mindset where you say, "Okay, I'm going to say yes," because that is bravery training.

With your intimate partner, you may want to ask for more love because you feel this need is unmet. You start to feel insecure, "What if he or she judges me? What if I get laughed at? What if he or she thinks I'm strange?" Develop the mindset where you recognize that everything that scares you is bravery training. Practice becoming fearless and you will become fearless.

2. Release your attachment to outcomes.

One of the real reasons we don't do the things that frighten us is

because we are afraid of being judged. We are afraid of failure. We are afraid of success. We are afraid of stumbling. What I'm suggesting to you is one of the reasons we don't really step into our heroic nature as human beings is because we're attached to the outcome. Just developing the philosophy where you're living in the moment, doing the things that frighten you, not worrying about what happens - will eventually develop a sense of fearlessness and a sense of bravery within you.

3. Hang with heroes.

If you follow me on Facebook or Instagram, or you've read my books, you know that I believe you become your conversations. Listening to an audiobook or reading a book is nothing more than having a conversation with the author, and you do become the people you surround yourself with. I'm encouraging you to read the books of people who have transcended adversity. It might be a Nelson Mandela or Elon Musk. It might be a Martin Luther King Jr. or someone in your neighborhood who overcame adversity. You become the people you surround yourself with.

Often the media comments that my books are for people with great backgrounds, who have a lot of money, who've had lucky breaks. That's just not true. If you look at the people who've become iconic in business, and in whatever their field might be, most of the time those are people who actually came from nothing. Or they had a lot of adversity which allowed them to get to know their talents, develop their strengths, become better thinkers. They used failure to develop greater levels of freedom. One of the best ways to do that is to read the books, or listen to the audiobooks, or to spend time with people who've overcome adversity, who have been frightened, yet transcended to higher levels of confidence and bravery.

4. Embrace the mess.

If you want to be fearless, remember that the things that you now find easy were initially hard. If you want to become fearless, remember that every master was once a beginner. If you want to become fearless, remember that all change is hard at first, it's messy in the middle, and

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it's beautiful at the end. As you go from where you now are to where you want to be in terms of your confidence and your fearlessness, welcome the mess. Progress is messy.

Standing in the fire of your next level of potential is terrifying, but you have a choice. You can spend the best hours of your best days as a timid soul locked into your current thinking and locked into your current emotional life. That's just a recipe for stagnation. That's a recipe for a life filled with regret. The second choice you can make is embrace the mess. Do the things that frighten you. Ask yourself, "What things are blocking me and limiting me in my potential, in my life, in my income, in my creativity, in my happiness?"

Write down the things that you're frightened to do because every single one of those things carry a little bit of your power. The moment you actually do the thing that you're frightened to do, you take back your power. You become a more powerful person. If use every day as a platform for higher levels of bravery, then the rest of your life is just an exercise in you becoming world-class at bravery. Go be brave.

**REMEMBER
THAT THE THINGS
YOU NOW FIND EASY,
YOU ONCE FOUND
HARD.**

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HOW TO PICK YOUR SOCIAL NETWORK

There's fascinating research coming out now about the value of your social network. In the book *Connected*, it talks about how your behavior subconsciously influences your friends, their friends, and their friends' friends.

Mirror neurons. Emotional contagion. A lot of scientific phenomenon speaks to this. The people you surround yourself with dramatically influence your beliefs, because their thinking is like a mind virus, and beliefs are contagious. Your social network and the way your friends behave influence your behavior and habits. If you hang around with marathoners, there's a much greater chance you're going to get fit.

The Framingham Heart Study found that if your orbit has obese people in it, you have a 57% chance of becoming obese yourself. I'm simply, respectfully, reporting one of the conclusions of this study to make the point that, in many ways, you become the people you associate with.

I want to help you dial in the importance of selecting your peer group with great care and acumen because their results are going to become your results. Their mentalities will suddenly infuse your whole belief system and become your mentalities. I also want you to come up with a strategy that will help you repopulate your professional life and your

personal life with the kinds of people who will get you to where you want to be, so that you live a legendary life.

Your starting point is awareness. Become aware. Here's the question I want you to think about: Which people in my life are de-energizing me, and which people in my life are fueling my rise to mastery? Which people in my life are toxic? Which people in my life are positive?

1. Delete the energy vampires from your life.

Delete the energy vampires from your life. The people who might've been great for you 2 years ago, 3 years ago, even 6 months ago, they just might no longer work. You are reading this book because you and I are cut from the same cloth. We are on a rise to mastery. We are aiming for iconic. We want to do world-class work. We want to live great lifestyles, and we want to serve humanity by the values and the examples that we live.

Very few people, relatively speaking, on the planet think like that. If you take a thousand people, how many people are interested in personal mastery? How many people are interested in being a leader? How many people stand for world-class? Most people are interested in video games and TV shows and gossiping and complaining and just getting through the day. Not judging, just reporting. The person who you were a year ago is not who you are today. The people who might have been great for you a year ago might no longer fit in your life today. I would encourage you to start with that first point of awareness. Have a good, hard look at the people in your life. Are they serving your rise? Are they energizing you? Are they supporting your dreams? Are they fun to be with? Is their example allowing you to rise?

It's like when you play tennis or you ski. When I ski with someone who is way better than me, you should see me ski. Their example on the slope lifts my game subconsciously. Your social network is like that. The people that you're around, look at their examples and ask yourself: are they ahead of me and are they lifting my game, or are they bringing me down?

2. Use the standard of values.

Second way to pick your social network is really use the standard of values. First of all, you want to know your top five values. Write it in your journal. “What are the five ideals I would take a bullet for? What are the five ways of being, that will have mattered to me most when I’m at the end of my life?” Once you know your five values, ask yourself this: “The people who I spend most of my time with, do they reflect those ideals?”

If one of your ideals is daily personal growth, ask yourself, “Am I around people who are on that path, people who are willing to face their fears, willing to take ownership of where they might have slipped? Always reading? Always learning? Going to the conferences? Learning to meditate? Learning how to dial in their craft? Are they on the path to personal mastery in their work? Do they stand for becoming titans?” If not, you might not want them in your life anymore because of the influence they have on your Mindset, your Heartset, your physical energy, and your spiritual life.

3. Trust your instinct.

Third way to pick your peer group is to simply trust your instinct. The way you vibe with someone when you first meet them, is how the relationship plays out. Instinct is so much more powerful than intelligence.

There are people in my life that, at the beginning, I had a feeling that something didn’t feel right. That relationship—professionally or personally—ended up not working out. Trust your gut. Trust your instinct. Trust your instinct. Trust your interior wisdom. It knows more than that chattering in your mind. Let’s say it’s a business deal. If something just doesn’t feel right to you, then have the wisdom and the discipline to say, “Look, I could make a lot of money and it could be really successful, but I just don’t want to play with this partner because something doesn’t feel right.”

In your personal life, let’s say it’s a new friend. Let’s say it’s a new

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intimate relationship. Trust your instinct because when you listen to your instincts, things generally go well. Personally, in my life, things have worked out the best whether it's in relationships or whether it's in business or projects, when I trusted my instinct.

I used to be a litigation lawyer. And then I got this instinctual inclination to start writing, start giving presentations on leadership and personal mastery. It was an impossible dream to a lot of people around me, who laughed at me, put me down and questioned what I was doing.

They said, "Robin, you're going to be a world-class litigator and there's a great chance you're going to be a judge, and you're so successful. You've got a Masters in Law. You've got everything that it takes. You're doing so well. Why would you give that all up to be an author when no one even knows you?" That's when I trusted my instinct. It made no rational sense. Yet, because I trusted that inclination and cultivated it and pursued it and followed it.

One of the greatest fulfillments of my life is to be of service. To travel the world giving leadership presentations, to run events like Personal Mastery Academy and The Titan Summit every year, to create videos for social media platforms, that give me so much fulfillment as it allows me to be an instrument of service to so many people. It all started because of an instinct to do something that made no sense.

4. Speak your truth even when your voice shakes.

Then the final thing I would say to you when it comes to picking your peer group or installing your social network is, speak your truth even when your voice shakes. This is all about being real in a world that teaches us to put on a happy face and tell people what they want to hear. I don't think most people are dishonest. I think most people are awesome. I love humanity. Most people are really kind. People get scared and people run these childhood patterns that they've picked up. They just don't know any better.

Most people, who haven't done any deep interior work on themselves,

HOW TO PICK YOUR SOCIAL NETWORK

have these emotional and behavioral blind spots. They don't know they're being dishonest. They don't know they're being disingenuous. They don't know they're not being authentic. You won't know that you're not being authentic until you've actually done the massive interior work required to be authentic. Then you realize how 'fake' you've been. My point is, be real. Do the interior work. Get to know yourself. Read the books. Journal. Work with healers. Reflect. Do the affirmations and the prayers. Meditate. All of these tools are there to enable you to do the interior work required to rebuild yourself. So that you're real.

Two things start to happen. Number one, you gain the confidence and courage to have real conversations with the people in your social network. You gain true power, where you can say, "I love you, but I can no longer be with you. You're a great friend, maybe. You're a great husband. You're a great wife, but we no longer fit. It doesn't make you wrong, but I can no longer be here." That's true power. Speak your truth even when your voice shakes. When you do this interior work, you let your authenticity emerge. The people in your life who no longer fit somehow walk away or you walk away from them. The beautiful thing about this is that new human beings at your new level of insight, wisdom, mastery, energy, compassion, excellence, adventure, festivity, and bravery just start showing up. You start to assemble a whole new social network that reflects the leadership and mastery level that you're now at.

Choose and populate your social network well because your friends' mindsets and mentalities will become yours through attitudinal contagion. When your friends feel confident and brave, you'll feel confident and brave. If they're weak and timid, you'll start to feel that way through the scientific phenomenon of emotional contagion. If your friends are dishonest, there's a great chance you will start cutting corners in terms of your ethics. If your peer group is weak and average and full of victimhood, there's a great chance that you will take the gorgeous potential you were born with and disassemble it and become average just like them. Choose your network well because that's what your life is going to look like.

**DIAL INTO THE
IMPORTANCE
OF REALLY SELECTING
YOUR PEER GROUP WITH
GREAT CARE
AND GREAT ACUMEN
BECAUSE THEIR RESULTS ARE GOING
TO BECOME YOUR
RESULTS.**

Lessons I've learned from this chapter:

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Where I'll apply them:

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My personal commitments for implementation:

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CEMETERY WALKING AS A LIFE MASTERY TOOL

You might have heard of this event I run every year called *Personal Mastery Academy*. People from around the world come to dial in on their exponential productivity. They want to learn how to do world-class work. They want to really learn how to own their game within the marketplace they are in. In many ways, the people that come to Personal Mastery Academy are those who want to learn how to live a beautiful life. A key idea I'd like to share with you so that you live an interesting, enjoyable and fulfilling life is this - cemetery walking as a regular routine.

I regularly read obituaries. I've been doing it for years. And it's not being negative. In fact, it's positive. There are very few powerful things that will wake you up and remind you of what's important. To fuel your energy. To get you in the game. Connecting to your own mortality is one of few things that will allow you to let go of your fears, paving the way to get big things done. Realizing and understanding that every single day could be your last, helps you appreciate that no matter how long you live, life is a short ride. You just sort of let go of the fears and you let go of the limits and you live full on, and you seize opportunities, and you have real conversations with real people, and you wear your heart on your sleeve, and you bring on the fullness of your authenticity, and you do whatever it takes to get your loftiest dreams get done.

Reading obituaries and walking in cemeteries remind me of what life is

THE WORLD-CHANGER'S MANIFESTO

all about. In the tiny island paradise of Mauritius, where I've been many times for leadership events, I've come to love going for long walks. Long walks help me refuel and reconnect with my values. During one of these walks along the Indian Ocean with the sun setting, I came to learn about Steve Martin from his interview with Charlie Rose. It was such a beautiful conversation between two amazing human beings. The juxtaposition of learning about how Steve's career came to be, while walking along wooden tombstones in this little village cemetery, was—respectfully—pure poetry. My instincts have always led me to interesting places. Which is why I strongly believe that instinct will always be more powerful than reason. Walking through this cemetery very respectfully and carefully really reminded me about the shortness of life.

One of my favorite books is *The Meditations of Marcus Aurelius*. Marcus Aurelius was a Roman emperor. The book is essentially a compilation of his thoughts and philosophies that he had written down in a journal during a long military campaign. Just like Epictetus and a great many stoic philosophers, he wrote about the shortness of life. Having read Marcus Aurelius' book and the delicate exercise of cemetery walking remind me of how short life is, of the many hopes and dreams that don't get realized, and finally - of when our last day could possibly unfold.

Some people will wake up tomorrow, take a shower, have their coffee, say goodbye to their loved ones, get in their car - and that will be the last day they ever get to do that. Some will go into their doctor's office and get what they think is the result of a routine check-up, only to be diagnosed with a terminal illness. Accidents. Tragedies. These are humanity's realities.

Do whatever it takes to be in the moment, to stay positive, to stay on your game, to optimize your craft, to spend time with your loved ones, to take care of your fitness, to learn something new every day, to enjoy the beauty of sunsets and star-filled nights, and at the same time, as much as possible, please do not lose perspective. Stay connected to your mortality.

Steve Jobs in that famous Stanford speech said it really well, "You are naked. You have nothing to lose." He learned that when he connected

CEMETERY WALKING AS A LIFE MASTERY TOOL

to his cancer. Maybe you will install a ritual once a month on the way home from work, you will pull over to a cemetery and you'll spend five minutes even, in meditation, looking at the tombstones, looking at the crosses. Studying the graves, or whatever your tradition is. Build a routine to remind you of the shortness of life, so that you tell the people you love how you feel about them, so you write the letters that need to be written. Some people don't like writing letters. But writing a letter to someone you need to express forgiveness to or gratitude to is very powerful.

Pursue the projects that will allow you to be the legend of your industry. Taste the passions that fuel your joy, and live every day as if it was your last. Because we never know when our last day will show up.

**PLEASE
DO NOT LOSE
PERSPECTIVE.
STAY CONNECTED
TO YOUR
YOUR MORTALITY.**

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THE TRUE PURPOSE OF LIFE

I wasn't born with a sliver spoon in my mouth. "Robin, what is the true purpose of my life?" I feel like saying, "I don't know, the great thing about being a human being is you get to answer that question for yourself."

As I've openly shared many times, I come from very humble beginnings. I wasn't born with a sliver spoon in my mouth. One of the great blessings of my life is that I have wonderful parents. Parents who supported me. Parents who believed in me. Parents who encouraged me. My mom is awesome. My dad is awesome. He worked well past 77 as a medical doctor. I used to ask him why he wasn't retiring. He would humbly answer time and again, "Because my patients still need me." With great respect, as I am my father's son, I hope to never retire.

My dad translated this poem from Sanskrit to English for me. It was written by the Bengali poet Rabindranath Tagore, and simply said, "Spring has passed, summer has gone, and winter is here, and the song I'm meant to sing remains unsung, for I have spent my days stringing and unstringing my instrument." My brother and I used to look at it every morning before we go out to school but I never really understood it, so when I got a little older, I said, "Dad, you know that poem you had on our refrigerator door? What was it all about?" My dad looked at me, he said, "Robin, that was a poem written by a man whose heart was filled with regret over a life half-lived." He said, Robin, that was a poem written by a

THE WORLD-CHANGER'S MANIFESTO

man whose heart was filled with regret over a life half-lived, a postponed life. He always yearned to do something special, always wanted to do important work, always wanting to be more loving, to be creative, to see the world. But he got busy being busy.

Are you busy being busy? Have you lost that connection to the life you wanted to live when you were a little kid? Are you so busy stringing your instrument that the song that your life was meant to sing has died or is dormant within you? My challenge to you right now, this moment of this day, is to do whatever it takes, to reconnect with the best within you, that you may have lost.

One of the things I've noticed is that there are too many amongst us on this planet existing in a waking sleep. They have lost the sense of who they truly are. Your life will never work if there's a huge space between who you truly are and the person you know you're meant to be. Your life will never be flooded with energy, creativity, productivity, and happiness if there is a large space between your life right now and your un-lived life. My request, encouragement and challenge to you is that you make things happen. So that the person you become tomorrow is more of who you truly are.

George Bernard Shaw was asked on his deathbed, "What would you do if you could live your life over again?" He replied, after a long pause, "I wish I could become the person I know I was meant to be." It's never too late for you to become the person you've always wanted to be. Don't postpone it for next year. Don't postpone it for next month. Start being that person, that human being. That creative force. That business builder. That mother or father. That athlete. That humanitarian. That force of good that you have always wanted to be, beginning right now.

**ARE YOU BUSY
BEING BUSY?**

HAVE YOU LOST THAT CONNECTION
**TO THE LIFE YOU
WANTED TO LIVE WHEN YOU WERE A**

LITTLE KID?

ARE YOU SO BUSY STRINGING YOUR
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WITH THE BEST WITHIN YOU
THAT YOU MAY HAVE

LOST.

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WHAT ONLY THE GREAT ONES KNOW

Today is the first day of the remainder of your life.

And I deeply believe that you've been set up to shine, constructed to fly and destined to amaze.

There's no doubt in my heart, you have heroism within you.

The world hypnotizes us to be average and negative and needy and selfish.

My war is against all of that.

Yes, I understand that life can shatter your loftiest ambitions and destruct your highest hopes. [Don't doubt I've been there; I get you more than you know].

We all get busy being busy and distracted away from our dreams.

We get frustrated by the distance between the life we know we deserve and the place we seem to stay at.

Yet, you're here. Reading my words. Hopefully, feeling my love.

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And devotion to getting you to world-class.

This morning I awoke at 4:20 am. I savored my coffee on the verandah of my room in a desert valley, amid bougainvillea's and the early rays of an original sun. Then I worked out. Hard.

Outside of the gym of the hotel I'm at, I had a conversation with a gardener.

Wisdom leapt from his eyes. Humanity oozed from his lips. Zero coincidence I met him.

He spoke from the best place inside of the gift he's been given as the caretaker of Nature's blessings. He shared of his father's death and his mother's aging. And that every day above ground is a glorious gift.

He was my teacher this morning.

Reminding me of truth versus fiction. How our personal stories can smother us. And of the reality of what makes a life beautifully lived.

We rise to the height of our dreams. Struggles and stumbles are part of the game. And that few things are as important as to answer The Call.

The Call on your life to liberate your heroic potential.

The Call on your life to produce work that is pure poetry.

The Call on your life to model mastery and elevate your community.

The Call on your life to be brave when others are timid.

The Call on your life to be understanding when others are petty.

The Call on your life to be kind when others are savage.

And once you do, you'll leave the frightened mass of The Cult of Mediocrity and spend the rest of your days in the rare-air of the best who have ever lived.

You really are built to be great. You truly deserve to know heroic.

**YOU ARE
BUILT
TO BE
GREAT.**

ABOUT ABOUT THE AUTHOR

Robin Sharma is a globally respected humanitarian, widely considered one of the world's top leadership and personal optimization advisors. His clients include famed billionaires, professional sports superstars and many Fortune 100 companies.

The author's #1 bestsellers, such as *The Monk Who Sold His Ferrari*, *The Greatness Guide* and *The Leader Who Had No Title*, are in over 92 languages, making him one of the most broadly read writers alive today.

"ROCK STAR LEADERSHIP GURU."

The Globe and Mail

"THOUGH SHARMA REJECTS THE GURU LABEL IT'S HARD NOT TO THINK OF THE CEO THIS WAY."

Publishers Weekly

"HIS FOLLOWING RIVALS THAT OF THE Dalai Lama."

The Times of India

For more information on Robin Sharma's live events and his digital mentoring program *The Circle of Legends*, visit: **RobinSharma.com**

THE WORLD-CHANGER'S **MANIFESTO**

"Leadership Legend"

CNN

"Global Humanitarian"

FORBES

"Rock Star Leadership Guru"

The Globe and Mail

We live in a brave, volatile and complex new world. Only those who learn and then apply the little-known rules of virtuosos and the uncommon methods of the masters will win. The rest will be tested—and then devastated—by the disruption to business and society ahead.

In this highly inspirational yet enormously tactical manifesto for personal mastery and professional greatness, leadership icon Robin Sharma will walk you through:

- How billionaires and industry titans achieve domain dominance
- A practical technique to upgrade your creativity and productivity to genius-level
- 50 rules to lead the field + make your mark
- "The 7000 Ferraris Philosophy" and how to use it swiftly to grow your prosperity
- The #1 habit superproducers run daily and how the pros get more done in a week than the majority achieves in a month
- Powerful tactics to beat distraction and build the deep focus, peak energy and inner strength to get world-class ambitions done
- Insider lessons on living a life that is not only successful but soulful and satisfying



ROBIN SHARMA is one of the world's top leadership and personal optimization experts. His clients include celebrity billionaires, NBA superstars and organizations such as Starbucks, FedEx, GE, Microsoft, NIKE and TD Bank. With over 15,000,000 books sold in 92+ languages he is one of the most widely read authors alive today.

To receive The Everyday Hero Formula, a transformational video training series at no cost visit TheEverydayHeroFormula.com