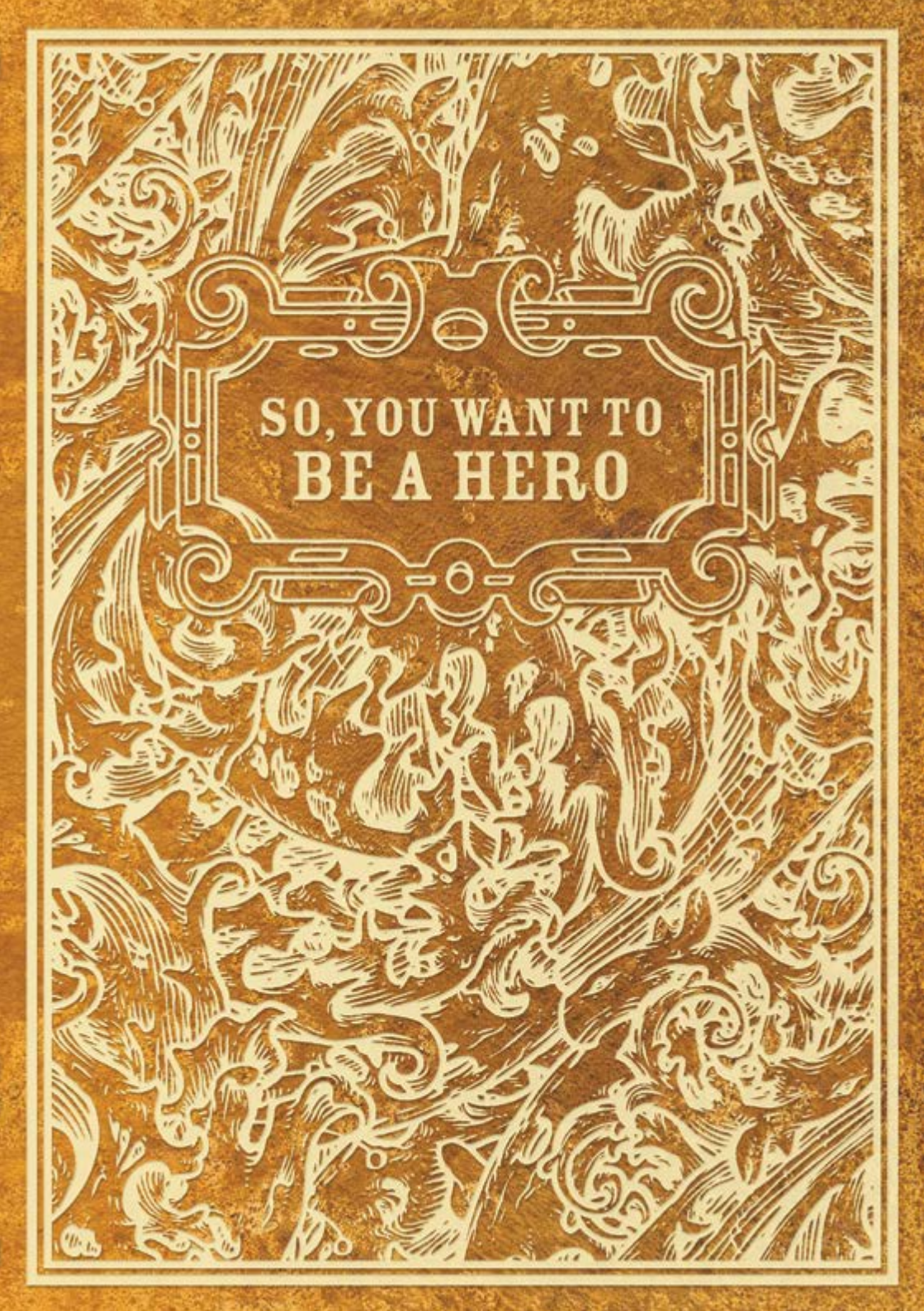




SO, YOU WANT TO
BE A HERO

Compiled by

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“You don’t have to get into a giant laser sword fight
and blow up three space ships to be a Hero.

Help someone. Be compassionate.
Treat others with dignity.”

George Lucas

W elcome to the official
dummies guide on
how to be a Hero.

Being a Hero in the workplace and
in life need not be a job. It can be
fun, inspiring, and ultimately make
you a better person.

This is a no-nonsense program, so
please; strap yourself to your seat
and, as the famous saying goes,
“fokkin konsentreer”.

Remember, you can’t be a Hero
unless you try. So the question is:

Do you really want to be a Hero?



“Impossible is nothing!”

Mohammad Ali

FOREWORD

A HERO'S JOURNEY

The life of a Hero is hard. It can be perilous, lonesome and downright exhausting. On the other hand it can also bring you fame, fortune and an opportunity to change the world for yourself, for a few or for many.

The paths of all Heroes are very similar. It starts with an event that puts into motion a series of occurrences, interactions and opportunities that transform a mere mortal into a Hero.

THE CATALYST

The catalyst is that starting event that sets the Hero on his journey. It can be small and appear meaningless, like the Hero realising that he cannot contain his or her thirst for adventure and excitement any longer. It can also be large and appear catastrophic like losing a job or being forced to confront fear and uncertainty.

The catalyst for the Greek Hero Perseus was the day he was tricked by a love-crazed king, interested in his mother. He was forced on a quest to kill the Gorgon (AKA Medusa), a hideous woman with snakes for hair and a gaze that would turn you to stone, or never return home.

PERSONAL GROWTH

The second phase in the Hero's journey is the point when they start the transformation from human to Hero. This transformation is very seldom done alone; most Hero's have a mentor or a guide. Without Mr. Miyagi there would be no Karate Kid.

Socrates was a mentor to Plato. Plato mentored Aristotle, and Aristotle mentored a child named Alexander who went on to conquer the known world.

The place of this book is in the growth phase of a Hero. It serves as a guide on what a Hero is and how to become better and more powerful.

It starts with notes on the foundations needed by any Hero and how to survive the vortex of destiny. Next comes elaboration on a Hero's superpowers – Failing, Humour, Manners, Learning, Communicating, Family and Courage. It ends with words of wisdom from other Heroes.

This book is intended to equip a Hero for the next step in their journey – Adventure.

ADVENTURE

The life of a hero is a series of adventures. Every one – successful or not – offering lessons that help the Hero improve his or her knowledge and skills.

The adventures of a Hero do not need to get successively bigger. It is rare for a Hero to go on their biggest adventure when they are still new to a Hero's life.

Its not the size of the adventure that counts, all that counts is that you keep moving.

Keep seeking adventures. This is especially the case once a big adventure has come to an end. For a period after Apollo 11 and the first successful Moon walk, Buzz Aldrin stopped seeking adventure and fell into a spiral of depression, alcoholism and divorce. He has subsequently started seeking new adventures in film and television; re-establishing his Hero status.

“A house must be built on solid foundations if it is to last. The same principle applies to man; otherwise he too will sink back into the soft ground and becomes swallowed up by the world of illusion.”

Sai Baba

THE FOUNDATIONS

Lets start at the beginning...

[BIG BANG!]



In the beginning there was...



ENERGY

“If you don’t like something, change it.
If you can’t change it, change your attitude.”

Maya Angelou



ENERGY

The most important attribute of a true Hero is energy.

When it comes to focussing on what’s important, ignore money, ignore time, focus on energy.

Energy is everything! It is what keeps us moving forward and what makes us optimistic. It brings a smile to your face when you see your kids or your old scruffy-looking cat – even after a tough day at the office.

The most important thing to understand about energy is that it works in cycles. Rest. Run. Rest. Run. It’s not a marathon of constant output.

“Ask yourself every day whether you’ve paid attention
to your physical, mental, emotional and spiritual energy.
If you haven’t, you only have yourself to blame
for not achieving your dreams.”

James Altucher

4 SECRETS TO MAXIMISE YOUR ENERGY

To maximize your energy, do the following:

1. PHYSICAL

Sleep – 7 hours a day

Eat – stay away from sugar and over-eating

Exercise – 20 minutes per day is all you need to be a Hero

2. MENTAL

Read, write, reflect. Exercise your mind and your mind will become more energetic.

3. EMOTIONAL

Steer clear of negative emotions like envy, pride and anger. Focus on positive emotions like gratitude, humility and happiness. The single easiest way to improve your internal state of mind is to breathe slowly and smile. Just keep smiling.

4. SPIRITUAL

Find a purpose that's bigger than you: kids, religion, country, whatever.

Victor Frankl was an Austrian neurologist and psychiatrist as well as a Holocaust survivor. He explained that the survivors of WWII concentration camps were those that were living for something or someone else. Living for yourself will kill you early. Take a moment to reflect every day on what you have to be grateful for and what you want for your future.

“Doubt is not a pleasant condition, but certainty is absurd.”

Voltaire

HOW TO EAT LIKE A HERO

Heroes know they need to function at maximum energy levels. They don't have time to be sick and they cannot afford to suffer from mid-afternoon fatigue.

Eating like a Hero is like a game where you earn supernatural power-ups for gobbling nutrients and lose them for eating junk food.

Nutrients lurk in fresh fruit and vegetables, and come in colours. Crinkle wrappers and anything with icing will deplete your superpowers. Heroes use their common sense to make good decisions and that scores them power-up points.

Here are the guidelines to the *Superpower Jackpot*:

1. EAT REAL FOOD

If your grandmother won't recognize it, it's not real food.

Real food has had the least “done” to it. The more it has been processed, mixed, irradiated and bleached, the less real it is.

How to score:

- Fresh vegetables = 1 000 points
- Fresh fruit = 200 points
- Fish, nuts, meat and grains = 200 points
- Green, raw and organic = 2 x points
- Grown in your own garden = 35 x points

The carrots example:

The most unadulterated and therefore containing the most nutrients and power-ups are found in raw carrots; followed by juiced carrots, cooked carrots and puffed carrot sticks. Carrot flavoured juice (which likely contains no carrots at all, only flavouring) earns a zero power-up score.

2. WATER!

Water is vital to all life – being a Hero is no exception.

The purest water is spring water.

Drink pure water – lots of it. Include it in your daily ritual so you don't forget.

If you get bored, add a slice of lemon or cucumber, or buy sparkling spring water.

When you cut out fizzy soft drinks and drink more water you'll notice a change in your energy levels. You'll probably stop feeling those hunger pains too...

How to score:

- Every cup of water = **500 points**.

3. BRAIN FOOD

Heroes look after their brains by feeding them right.

Our brains are made of fat and water. We need both of these in our diet to think like a Hero.

Food is the brain's primary link to its environment and to its evolution. Your brain needs the fatty acids found in fatty food to function properly.

Sugar makes you fat, NOT fatty foods.

How to score:

- Coconut oil for cooking = **800 points**
- Olive oil poured over salad and food = **500 points**
- Oily fish, avos, nuts, goats cheese, nut butters, organic full fat milk, cream, cheese and butter = **200 points each**

PS: In case you missed it, "low fat" and "fat free" are very 2010!
Go full cream or go home.



“Tell me what you eat
and I will tell you what you are.”

Anthelme Brillat-Savarin

4. IN THE GROCERY STORE

To eat like a Hero, you need to shop like a Hero.

More points are found on the outskirts. Don't go into the middle section, no points there.

How to score:

- Fresh fruit and vegetable area = **1 000 points**
- Milk and cheese lane = **500 points**
- Meat and fish lane = **500 points**

Remember:

- Food with more than 5 ingredients = **0 points**
- Those unpronounceable and unrecognizable ingredients are preservatives = **NEGATIVE POINTS!**

5. SUPPLEMENTS AND LIFESTYLE

A Hero can't always save the world on real foods, water, brain foods alone. They need a little something more.

How to score:

- Exercise and sleep = **1 000 points**
- Vitamin C = **100 points**
Best absorbed with Vitamin D, so take a quick walk outside in the sun. While you're at it, take a huge gulp of fresh oxygen to double your points.
- Chia seeds = **1 000 points**
- Powdered Superfood = **500 points**

So now you know what it takes to eat like a Hero.

If in doubt about what to eat just remember guideline 1, EAT REAL FOOD. Processed foods are just not cool. Choose food closest to its original, recognizable state.



Don't spend what you
haven't earned.
Don't owe anybody
ANYTHING.
PETER VUNDLA

AVOIDING SMALL DECISIONS IS THE PATH TO CREATIVITY

Many of the world's greatest inventors, artists and entrepreneurs were creatures of habit.

They realised that if they wanted to free up their creative juices and save their brain muscles for important matters, they must minimise time and energy spent on repeatable tasks, such as meals, clothes and daily chores.

Steve Jobs always wore the same polo sweater and jeans. Benjamin Franklin always had the same breakfast. Da Vinci always woke up at the same time of day. Barack Obama only has two suit colours, blue and black.

By removing the need to make hundreds of small inane decisions in the day (ie: What should I have for breakfast? What time should I wake up? What type of coffee should I have? What should I wear today?) you minimise decision-fatigue and maximise your creativity.

“Be regular and ordinary in your life so that you
may be violent and original in your work.”

Flaubert

THE TWO LIST STRATEGY:

**Warren Buffett's approach on how Heroes can
identify their priorities and maximise their focus**

STEP 1:

Write down the list of your top 25 career goals (or, if you would prefer a shorter timeline, the top 25 things you would like to accomplish by the end of the week).

STEP 2:

Circle the top 5 goals on this list.

STEP 3:

You will now have two lists – List A consisting of the 5 circled goals and List B the remaining 20.

Instead of treating List A as high-priority and List B as low-priority, treat List B as “Avoid-At-All-Cost” – no matter what. The goals on your second list must get no attention from you until you have completed the goals on List A.

How it works:

List B, consisting of goals 6 to 25, are things that are important to you. They are things you care about. Compared to List A however, they are distractions.

Spending time on your secondary priorities stretches your time and is the reason why we often tend to have 15 or so half-finished goals and projects, instead of 5 completed ones.

Heroes focus on their most important goals first.



“Open your arms to change,
but don’t let go of your values.”

Dalai Lama



VALUES



"Hard times do not create
Heroes, It is during the
hard times when the 'Hero'
within us is revealed."

Bob Riley

A HERO'S VALUES

Beside energy, every Hero needs values:

1. LOYALTY

Heroes are loyal, first and foremost.

2. RESPECT

Heroes treat everyone with equal respect.

3. STOIC

Heroes treat triumph and disaster the same.

4. ACTION

Whilst others dither, Heroes are moving – fast.

5. OWNERSHIP

Heroes own their problems,
never blaming or making excuses.

6. COMMITTED

Heroes are committed to their mission.

7. PERSEVERANCE

Heroes never give up.

"It is not enough to do our best.
Sometimes we have to do what is required."

Winston Churchill

13 THINGS HEROES DON'T DO

1. Lie
2. Panic
3. Judge others
4. Drink Frisco
5. Put ice in red wine
6. Neglect their family
7. Add sugar to coffee
8. Drink wine out of a box
9. Tell tales on colleagues
10. Drive when they can walk
11. Treat the cleaner differently to the CEO
12. Believe what they read in newspapers
13. Fly business class when they can fly economy

“Do not anticipate trouble, or worry about what may never happen. Keep in the sunlight.”

Benjamin Franklin



“A Hero is someone who, in spite of weakness, doubt or not always knowing the answers, goes ahead and overcomes anyway.”

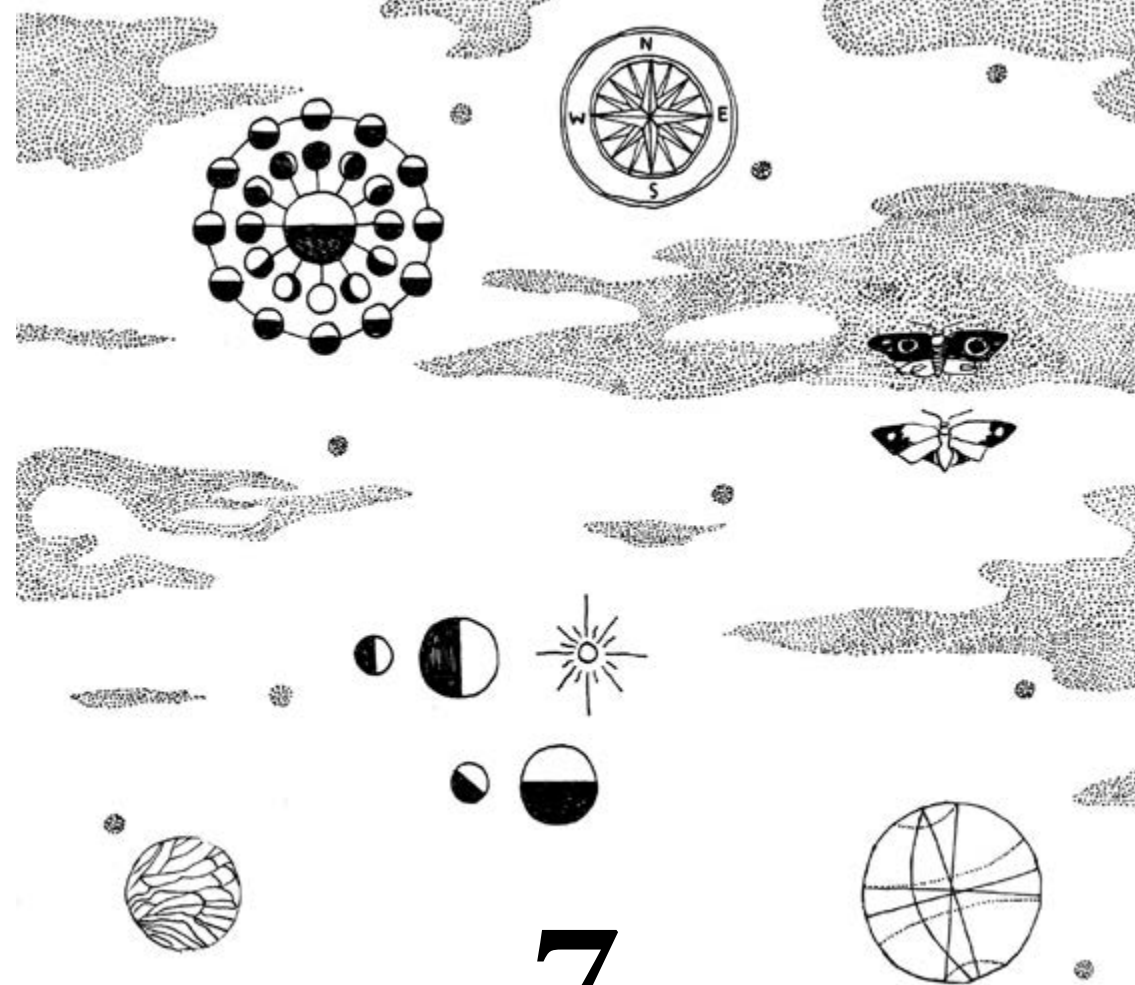
Christopher Reeve



3

GOLDEN RULES

1. Focus
2. Be frugal
3. Underpromise



7

SILVER RULES

1. Smile
2. Act like a hero
3. Take responsibility
4. Move as fast as possible
5. Customer comes first
6. Always be selling
7. Never give up



“Knowledge will give you power,
but character respect.”

Bruce Lee



CHARACTER

*Own the problem.
Don't point fingers. Don't blame.
Own it, fix it, never give up.*



THE PERFECT HERO

These are the universal traits of a Hero:

1. AMBITION

Ambition is key. No matter how much talent you have, if you're not hungry to get ahead you will go nowhere. It is important to distinguish "good" ambition, i.e.: "I'm going to do all it takes to get ahead in life, within the bounds of morality and ethics", and "evil" ambition, i.e.: "I'm going to do all it takes to get ahead in life, regardless of how I get there". Good ambition values teamwork, integrity and support.

2. PASSION

You must LOVE what you're doing! You must wake up before the alarm clock. Be excited to get to the office. Believe in the fundamental importance of your work and that it is done for the betterment of the world. If you don't love what you do, change your job. If you can't change your job, change your attitude.

3. INTEGRITY

There must never be a shred of doubt as to your integrity. Period. Look yourself in the mirror every day and ask whether you mind your kids reading about your actions in the newspapers.

4. BRAINS

There is absolutely no substitute for sheer know-how. Never stop learning. Surround yourself with those that are cleverer than you. Read.

5. OPENNESS TO FEEDBACK

Without constructive criticism, analysis and debate, it is impossible to reach the optimal solution to any problem. People that are willing to play devil's advocate and speak up when they disagree are essential. However, people who speak for the sake of speaking should be shot.

6. EMPATHY

Emotional intelligence (EQ) refers to your ability to relate to your colleagues, and your innate empathy for others. High EQ people know what the right thing to say is, and when to say it. Weak EQ people result in a destructive team dynamic: lower morale, lower productivity and less loyalty. Always remember: Do unto others, as you would have them do unto you.

7. SILENCE IS GOLDEN

If you have nothing to say, don't say anything.

Follow the three R's:

Respect for self, Respect for others and
Responsibility for all your actions.

Dalai Lama

*The best lens into a man's character is not
how he deals with failure. Everyone is humble in defeat.
Rather, it's how he deals with success.*



7

PATHS TO WORK/ LIFE BALANCE

If you neglect your marriage, your kids and your health, you will fail in life.

Here are some tricks to keep up the output without damaging your future.

1. Wake up 5am every morning. Work till 7:30am with no interruptions. "But I need 10 hours sleep" I hear you say. Bollocks. It has been scientifically proven that a human being needs no more than 6 hours a night, with a 20 minute nap during the day. Anyway, you can always go to bed early.
2. Don't drink alcohol in excess. A hangover makes it harder to wake up early, and damages your health.
3. Set boundaries. 5am to 6pm, Monday to Saturday is work time. After 6pm and Sundays it's family time. No exceptions. Put away the phone and be present with your kids and especially your spouse.
4. Change your environment to minimise wasted time. Traffic is wasted time. Live close to schools and work. Get into the office early to skip rush hour. Join a gym within walking distance.
5. Eat properly. Gym is 10%, diet is 90%. Don't overeat, stay clear of sugars, and resist fast food. Remember to breathe.
6. Never spend more than seven consecutive nights on the road. It's not healthy for your relationship to spend so much time away from home.
7. Pray, meditate or walk by yourself every day. Clearing your head, reminding yourself of the blessings in your life, and thinking about priorities will make you a happier and more productive person.

"Early to bed, early to rise, makes a man healthy, wealthy, and wise."

ANTI-SLACKER POLICY

"Some cause happiness wherever they go;
others whenever they go."

Oscar Wilde

"Slacker" is the term given for arseholes, psychopaths, incompetents, and rotten apples that wriggle their way into a company.

The safest way to avoid slackers (and find Heroes) is to use this checklist before making final decision.

1. *Is he the type of person that always keeps his options open?* Avoid people that can't make commitments or stick to their commitments.
2. *Can he write clearly in English?* Heroes send documents that don't need replies. Slackers send documents that require replies longer than the original email.
3. *Does he use punctuation or paragraphs? Does he use too many exclamation marks?* "Exclamation marks are a sure sign of a diseased mind." Terry Pratchett
4. *Would you introduce him to your daughter?*
5. *Does he hide behind fancy words?* Jargon is the shelter of the incompetent and insecure.
6. *Does he scan the room with his eyes whilst talking to you?*
7. *Does he praise you in private and yet avoid public association?*
8. *Does he have integrity?* Warren Buffett says you should back people with integrity, energy & intelligence. Without integrity, the others are irrelevant.
9. *Are his actions, thoughts & emotions aligned? Does he live different lives?*
10. *Does your gut say that he is not "right"?* Listen to your gut.

11. *Does he have the gift of the gab?* Be doubly careful.
12. *Does he stand behind his opinions or is he always hedging his bets?*
13. *Does he make public spectacles of disagreements?* (ie: cc'ing all instead of engaging in one-on-one correspondence).
14. *Does he mimic and kiss the ass of the most powerful person in the room?*
15. *Is he consistent?* Consistently friendly or consistently unfriendly are fine. Inconsistency is not fine.
16. *Does he put things in writing?* Writing is a wonderful way of distilling ideas that are very easy to speak of. If you can't distill it, you don't understand it.
17. *Does he prefer one-on-one meetings to group meetings?* Corporate psychopaths tell everyone a different story. Divide and conquer.
18. *Does he always have an excuse for why he's late?* Heroes arrive at the office at 7am without being asked. Slackers slouch in at 9am, with a new excuse every day for why they're late.
19. *Does he make excuses and blame others?* Heroes never make excuses; they just own up to their mistakes and fix them without a fuss. Slackers always make excuses and try to shift blame.
20. *Is he responsive?* Heroes reply to emails and messages quickly. Slackers are a black hole for communications, receiving but never responding.
21. *Does he take initiative?* When given a task to do or a problem to solve, Heroes figure out the solution without asking 20 questions. Slackers show no initiative and expect the person assigning them the task to give them the solution too.
22. *Do you have to nag him?* Heroes finish jobs without having to be nagged or pestered. Slackers never finish anything unless they're nagged and pestered.



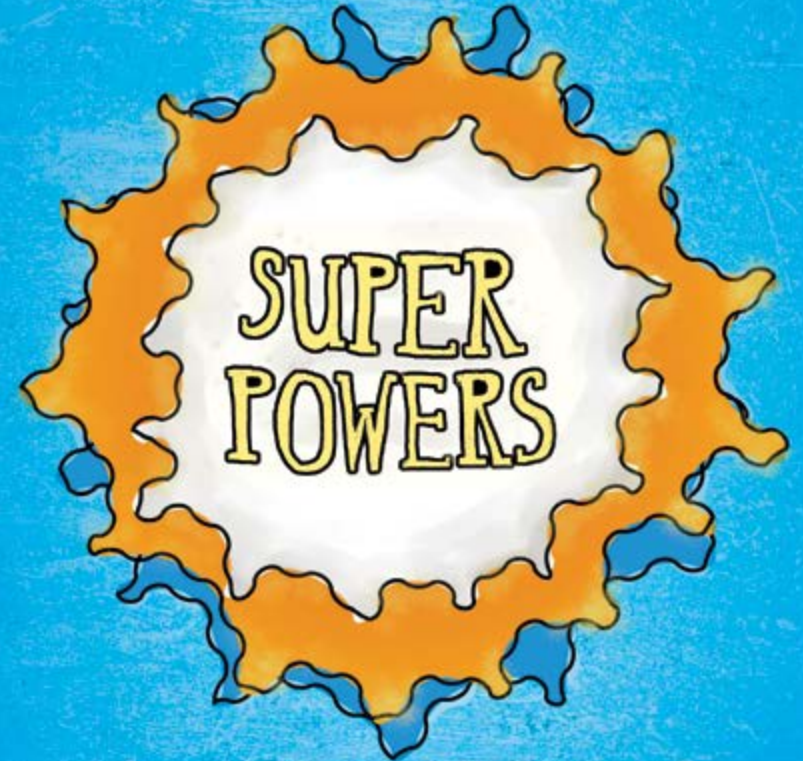
“Graveyards are filled with indispensable men.”

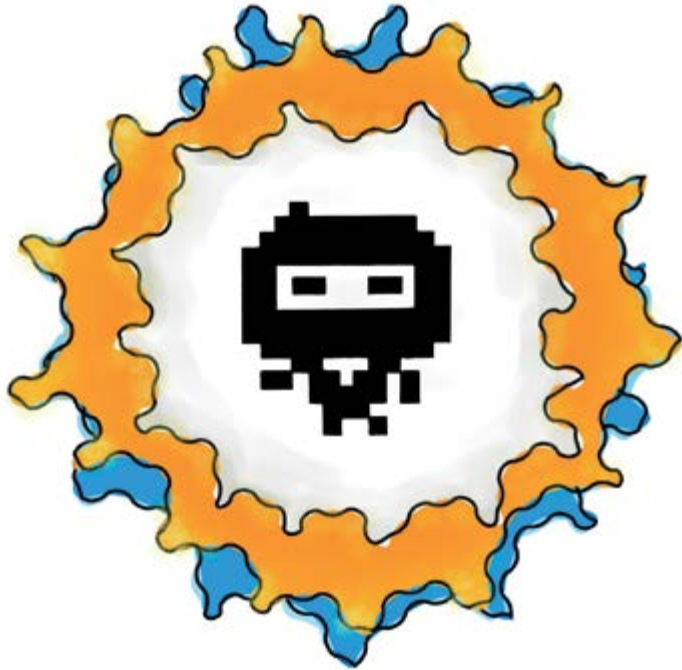
Charles de Gaulle

23. *Is he a learner?* Heroes are always thinking of ways to learn new things. Slackers are always thinking about girls or cars or rugby.
24. *Is he hungry?* Heroes have a fire in the belly. They work hard even when no one is watching. Slackers tell you how hard they work but slack off when the boss goes home.
25. *Does he have energy?* Heroes never need downtime. Slackers always need downtime.
26. *Do conversations with him feel like effort or do they get to the point quickly?*
27. *Who are his friends?* Birds of a feather flock together.

*Being a Hero requires more
of you than being energetic,
observing the right values and
possessing the best traits.*

You need Superpowers!





“If your actions inspire others to dream more, learn more,
do more and become more, you are a leader.”

John Quincy Adams

7

SUPERPOWERS

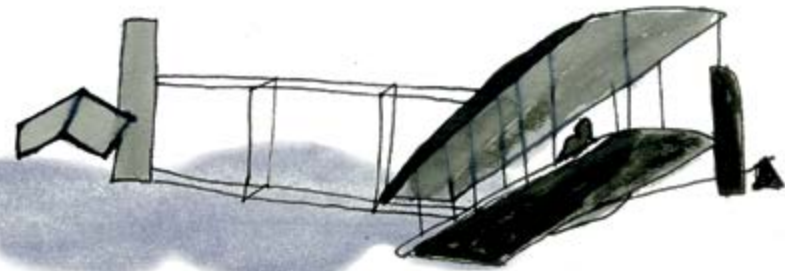
The number 7 is mysterious and wonderful for reasons other than there being 7 days in a week, 7 deadly sins, 7 wonders of the ancient world, the 7 dwarfs or even James Bond's 007. 7 is also the number of superpowers available to the Hero.

As the Hero grows and matures, his skills in using the seven superpowers improve. But they will never be mastered unless it becomes a way of life to the Hero.



“Learn the rules so you know
how to break them properly.”

Dalai Lama



1

THE POWER OF FAILING



Gianni Ravazzotti

“When you realize you’ve made a mistake,
take immediate steps to correct it.”

Dalai Lama

HOW TO SURVIVE THE VORTEX OF DESTINY

Every Hero goes through tough times.

We used to call it the Vortex of Death until it occurred to us that the language didn’t inspire optimism, so we rebranded it to the Vortex of Destiny.

It all starts with much excitement! The dream is big, the energy is high, people are with you, how can you fail when everything feels so right?

Then, BOOM!

One year later, no money, no prospects, no light at the end of the tunnel. You can hear a faint sucking noise and can picture the toilet being flushed and you going down with the rest of the...



SHIT GUYS

Shit happens. As bright a vision as you had at the beginning of the journey, it can't erase the hard reality of that moment when you paused to take stock and realized you're out-gunned, outnumbered and out-of-energy.

The first instinct is to blame someone, anyone. There must be someone you can deflect to and somehow limit the damage to your reputation. The second reaction is to start doubting your own ability: "Am I good enough?"

The third knee-jerk is to panic. "Fark! How do I get out of this mess?"

This is the real test.

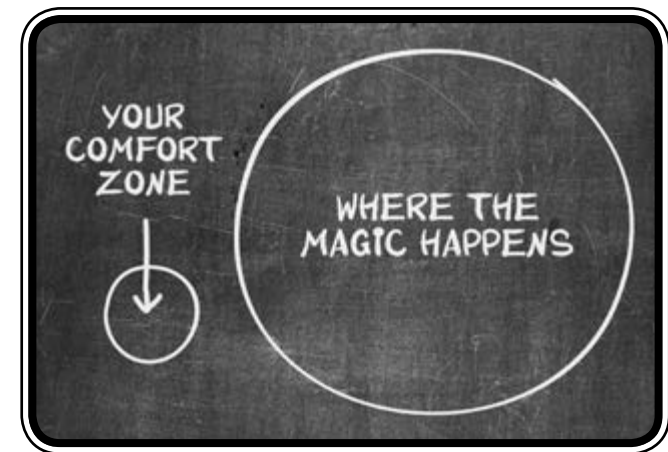


FUCK IT
I'm going home

Do you truly believe in what you're doing? Do you feel it is a worthy dream? A dream worth risking your child's education?

If the answer is no: Game over. Insert coin.

On the other hand, if the answer is yes, you have to make the magic happen.



So you count your blessings, say some prayers, put on your game face and fake it till you make it.

Of course, it's a lot easier when you have a partner. Being alone can be anti-depressant-addiction inducing. In fact, you need lots of partners. Your spouse. Your family. Your friends. Your colleagues.

The more people swimming in your direction the more likely you are to reach the other side.

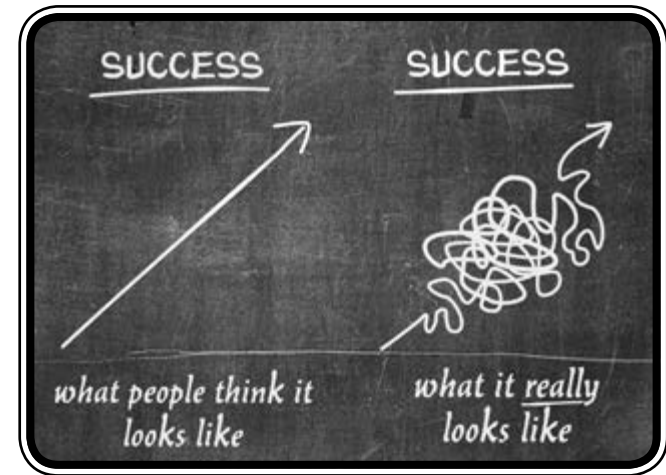


TAKE MORE RISKS.

MICHAEL JORDAAN

*People don't change.
They act differently based on their confidence levels,
but their core remains the same.*

Every successful person in the world has a story of ups and downs. You see the good stuff, you don't see the bad stuff. Read the biographies of people like Winston Churchill, Abraham Lincoln, Nelson Mandela and Benjamin Franklin. Turns out their trajectories were not a straight line upwards. Most success stories look like this:



Because it looks so easy from the outside you start feeling like the world is unfair.

The world is not unfair. It just is. The downs are inevitable, you need to suck it up and push through. The pain is made easier when you realize you're not the first to hit a sticky patch.

Just remember: when you find yourself going through Hell, keep moving.

“Success can only be achieved through
repeated failure and introspection.
In fact, success represents one percent of your work,
which is the result of the ninety-nine percent
that is called failure.”

Soichiro Honda



GO INTO THE LION'S DEN

JONATHAN PROCTOR



“Success consists of
going from failure to failure
without loss of enthusiasm.”

Winston Churchill



“The trouble with having an open mind, of course, is that people will insist on coming along and trying to put things in it.”

Terry Pratchett

2

the power of
HUMOUR

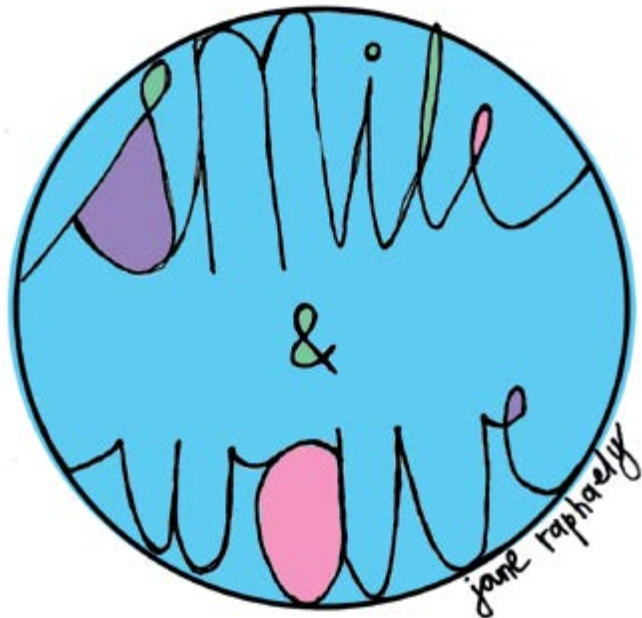
DISABLED PARKING BAY

I was standing outside Pick'nPay the other day when a disabled guy drove up and parked in a normal parking bay.

So I beat him up. Rules is rules.

Moral of the story:

Sometimes rules are stupid and can be broken. But accept the consequences.



MIND YOUR OWN BUSINESS

I was walking my dog the other day without a leash. An old guy came up to me, red in the face, demanding that I put my dog on a leash.

I calmly asked the guy whether his grandpa was still alive. He said no. I explained that my grandpa had lived to 99 years of age. He said, "So?"

I said he made it all the way to 99 years with all his own teeth. "You want to know why?"

He said, "Why?"

"Because he minded his own fucking business."

Moral of the story:

Live your life and let others live theirs.

"I was allowed to ring the school bell
for five minutes until everyone was in assembly.
It was the beginning of power."

Jeffrey Archer

*If you have the right life partner, your odds of success
are greater. Especially if he or she can pay the bills
whilst you roll the dice! The path to entrepreneurial
success is laid with patient spouses.*



“Never confuse for malice
what can be explained by stupidity.”

Anonymous



MAKE FRIENDS WITH THE PA

LORD ALLEN

“He did nothing in particular and did it very well.”

W. S. Gilbert

“All men are born equal, but quite a few get over it.”

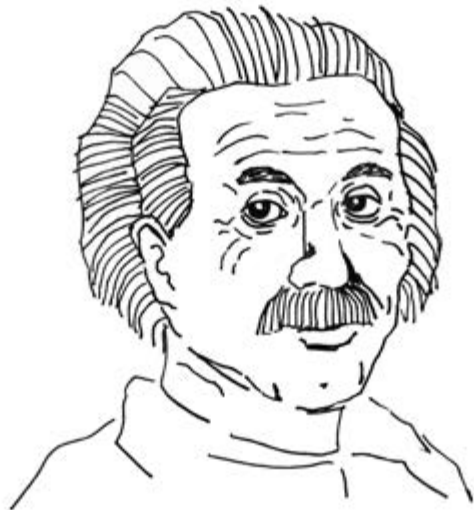
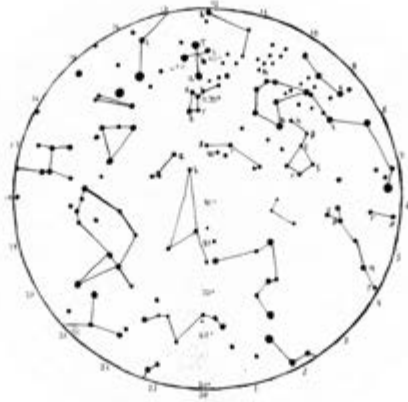
Lord Stormont Mancroft

“Remember the kettle, always up to its neck in hot water,
yet it still sings.”

English saying

“I like your qualifications.
You have the makings of a first-class underling.”

Hector Breeze



“Two things are infinite:
the universe and human stupidity;
and I’m not sure about the universe.”

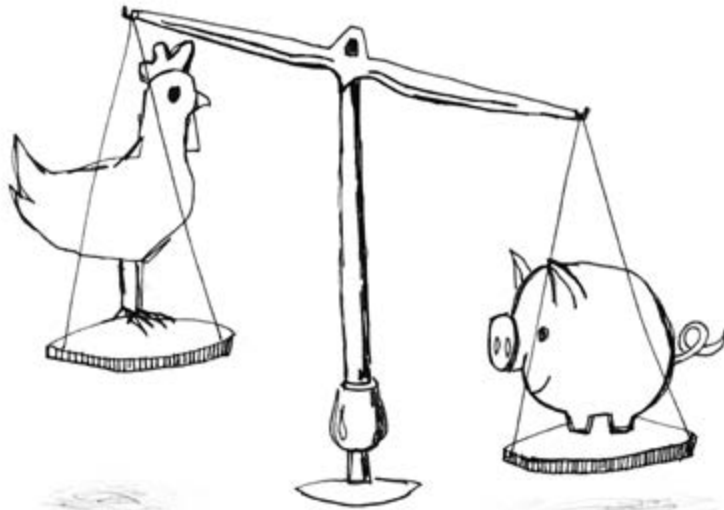
Albert Einstein



Pavlov’s Cat Results:

Day 1: Rang bell – cat fucked off.
 Day 2: Rang bell – cat went and answered door.
 Day 3: Rang bell – cat said he’d eaten earlier.
 Day 4: Went to ring bell on day 4 but cat had stolen batteries.
 Day 5: Went to ring bell with new batteries, but cat put his
 paw on bell - so it only made a thunk noise.
 Then cat rang his own bell. I ate food.

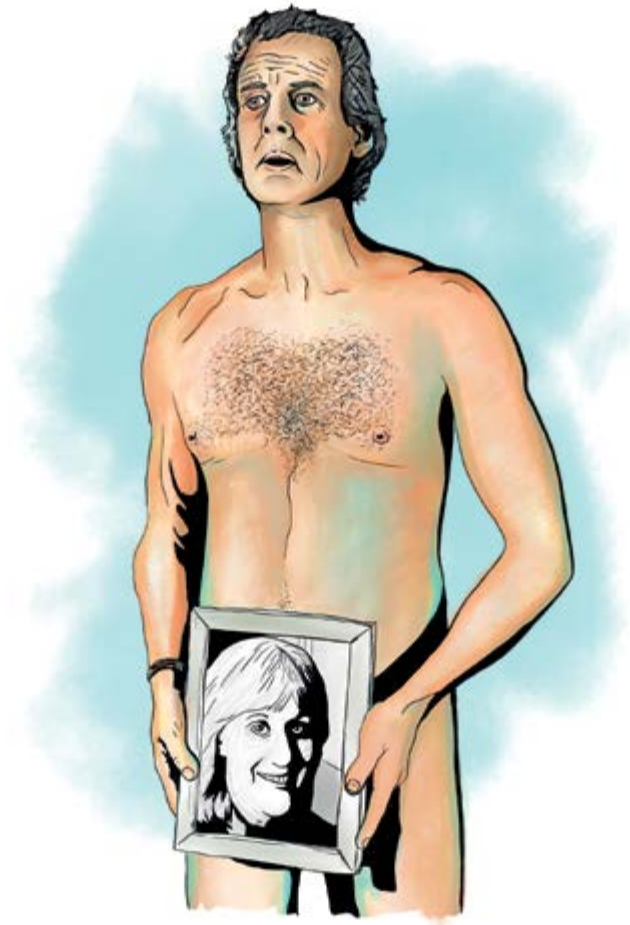
Eddie Izzard



**"ARE YOU THE PIG OR
ARE YOU THE CHICKEN?"**
DICKIE BOSMAN

"Pay no attention to the critics,
do not even ignore them."

Mayer



"Do you have any idea what it's like being English? Being so correct all the time, being so stifled by this dread of doing the wrong thing, or saying to someone 'Are you married?' and hearing 'My wife left me this morning, or saying, 'Do you have children?' and being told they all burned to death on Wednesday.

You see, we're all terrified of embarrassment."

*John Cleese
as Archie Leach, A fish called Wanda*



“Analysing humour is like dissecting a frog.
Few people are interested and the frog dies of it.”

E. B. White

ARROGANCE IS LIKE SALT.
TOO MUCH RUINS THE PIZZA,
TOO LITTLE AND YOU LOSE
THE FLAVOUR,
Sam Woloshin



“Humour is a rubber sword - it allows you
to make a point without drawing blood.”

Mary Hirsch

“That is the saving grace of humour,
if you fail no one is laughing at you.”

A. Whitney Brown

“Let us be grateful to the mirror for
revealing to us our appearance only.”

Samual Butler



"Say hello to
my little friend"

Al Pacino in Scarface

3

THE POWER OF **MANNERS**



THE ONLY WAY FOR THE PEOPLE
TO KNOW WHAT IT IS LIKE TO
HAVE A COMMONER IN CHARGE,
IS FOR THE PEOPLE TO HAVE
A COMMONER IN CHARGE.

DAVID MNIKI

7 MANNERS OF HEROES

1. Ladies first.
2. Dress for the occasion.
3. Say please and thank you.
4. Ask before taking off your jacket.
5. Always smile, greet, and be respectful.
6. Offer to pour a drink.
Especially for away games.
7. If you have nothing nice to say,
don't say anything.

GOOD CITIZENS AND MERCENARIES

by Mark Bartels – CEO Stumbleupon

Teddy Roosevelt said, “The first requisite of a good citizen in this Republic of ours is that he shall be able and willing to pull his weight.” A Good Citizen properly fulfils his or her role as a citizen.

A mercenary takes part in a battle, but is not a national or a party to the conflict and is motivated to take part in the hostilities by the desire for private gain.

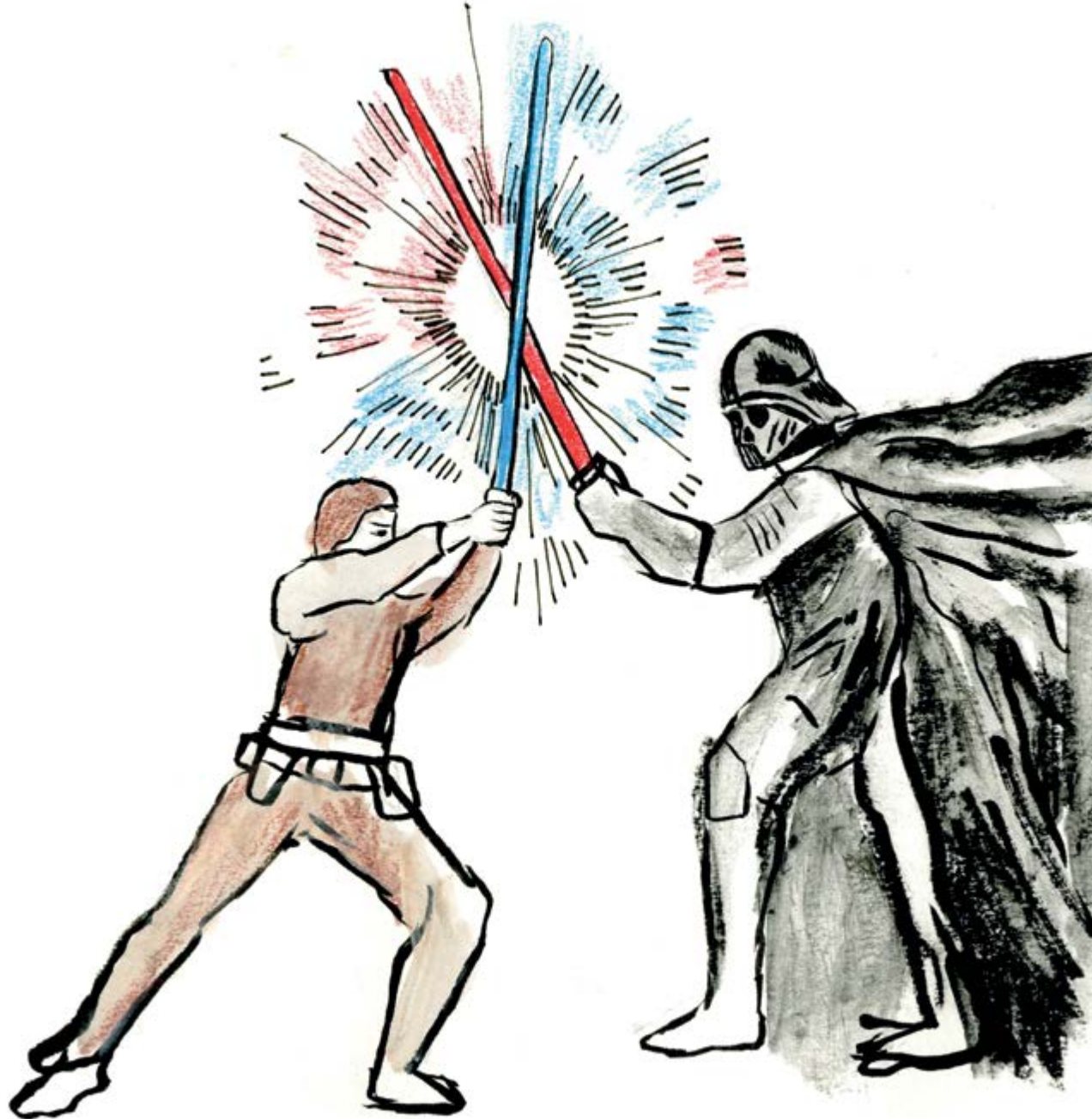
People, not product, will determine the success or failure of a company. You can have an excellent product and fail because you’ve assembled the wrong team. Building a business at scale is hard. It’s fraught with uncertainty, highs, lows, wins and losses. It’s an emotional roller coaster. Good citizens roll up their sleeves when there’s work to be done. They pitch up every day and are in service to each other. Mercenaries leave if it’s about anything but themselves.

THE LIST OF GOOD CITIZEN ATTRIBUTES TO LOOK FOR WHEN BUILDING A TEAM:

- Compassionate
- Collaborative
- Curious
- Comfortable with
uncertainty and mystery.
They feed off it and enjoy it
- Cocky in a kind way
- Gritty
- Impatient
- Kind
- Loyal
- Persistent
- Pragmatic
- Polite
- Persuasive
- Zen

POINTERS FOR SPOTTING A GOOD CITIZEN:

- They use “we” and “our” a lot when talking about solving problems.
- They laugh at themselves.
- Pedigree & degrees don’t matter. It’s about what you can offer now and in the future.
- They have a history of execution and getting things done.
- They listen more than they speak.
- They are self-aware.
- They are black belts in verbal judo. The best answer always wins the tussle.
- They ask for feedback, welcome it, and act on it.
- They have detractors. Probably a couple of bullies they’ve stood up to in the past.
- They respect their colleagues and are friends with them.
- They are rewarded and recognized by their peers.
- They offer up reference checks from peers and former investors/partners.
- They treat interviews like a two-way street and ask questions about the team, motivations and product.
- They seek you out, vs. running away from their current role or company.
- They have hobbies outside of work.
- *Ad hominem* is not an option.
- They are comfortable making decisions with incomplete data.
- They understand the importance of luck, timing and preparedness.
- They are always learning, experimenting, tinkering & tweaking.
- Titles don’t matter.



SO WHAT'S THE OPPOSITE OF A GOOD CITIZEN?

In my experience it's the Mercenary. They are seductive, because they get things done, but don't be fooled – when the going gets tough and it's time to contribute to the greater good and sacrifice something... they leave.

ATTRIBUTES THAT POP UP TIME AND TIME AGAIN:

- Bully
- Blamer
- Bitter
- Charming
- Lone wolf
- Short tenures
- Rude
- Poison dwarf
- and long stories

HOW TO SPOT THEM:

- They use “I” and “they” when describing their current role and company.
- They describe past and present colleagues as nincompoops/clueless/tone deaf/opaque/idiots/blind/wrong/lazy.
- They hold grudges.
- They “get things done” through coercion and intimidation.
- They stereotype people and roles.
- They don't believe in luck and good timing. It's all about talent and A-players.
- They are “Remember whens” – “remember when” is the lowest form of conversation. They dwell on the past, live in the world of what was instead of understanding that things change and you need to move forward. (The Sopranos – Season 6, Ep 15).

LISTEN FOR PHRASES LIKE:

- They don't listen to me.
- It's them not me.
- I don't have the resources.
- It's not my responsibility.
- I told them, but nobody listened.
- I inherited that problem.
- My team wasn't big enough.
- They wouldn't promote me.
- You need me.

GIVE PEOPLE A CHANCE TO CHANGE

Everyone can change, and I've seen it happen many times. Sometimes Mercenaries become Good Citizens and even inspiring presidents, but if it looks like a goat and sounds like a goat it normally is a goat.

Happy hiring!



**WORK WITH
HAPPY PEOPLE**
ANET PIEN AAR



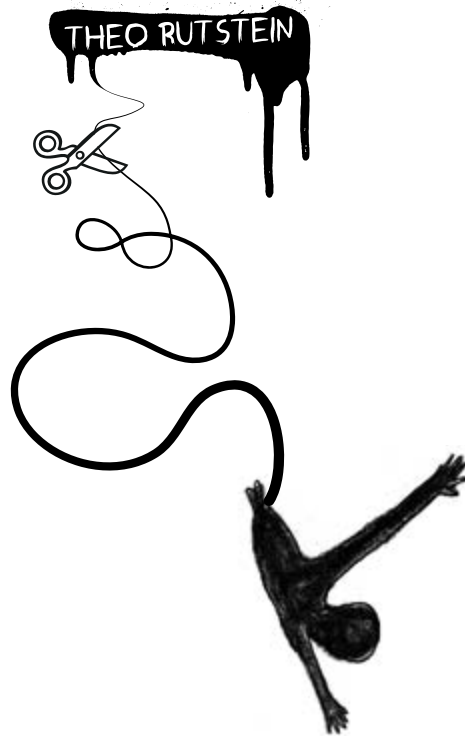
“Mind what you have learned.
Save you it can.”

Yoda

4

The power of **LEARNING**

YOU DON'T WANT TO
LEARN TOO MANY
LESSONS,
OTHERWISE
YOU WON'T TAKE
ANY RISKS.



“Difficulties mastered
are opportunities won.”

Winston Churchill

DOES A FALLING TREE MAKE A SOUND?

If a tree falls over in a forest and no one is there to hear it, did it make a sound?

Most rational people say, “Yes, of course it made a sound. A lack of witnesses does not negate the reality of a tree making a sound when it falls over.”

That’s why most rational people never get anywhere in life.

The right answer is, “No. The tree did not make a sound if no one heard it.”

Grasping this fundamental truth is key in taking responsibility for your life, career and dreams.

“Build it and they will come” is a mantra for monopolies. The world is busy. The masses are being bombarded by information all day every day, and the mobile Web is only making the firehose bigger. People don’t have time to find you.

You need to get their attention! Otherwise you’ll go through life thinking, “I’m so awesome but no one gives me credit. Oh woe is me.”

Opportunity can’t knock on your door if you don’t have a door, or if no one can find your house. You gotta put yourself out there and risk making a fool of yourself.

“Remember that silence is
sometimes the best answer.”

Dalai Lama



“All of the significant battles
are waged within the self.”

Sheldon Kopp

7 LESSONS FROM “IF YOU MEET THE BUDDHA ON THE ROAD, KILL HIM” BY SHELDON KOPP

1. Keep moving.
2. We are all just struggling human beings.
3. “You cannot cheat an honest man.” TS Elliot
4. There is no teacher. You are responsible for your own growth.
5. We have one life, we can choose any path, choose the path of the heart.
6. Walk into the lion’s den. The most important things each man must do for himself.
7. Don’t feel sympathy for others. There is no master and slave. Victims feed off sympathy.

READING LIST

You cannot be intelligent if you don’t want to read anything. So here, you can thank the Heroes past and present for this small favour in curating a reading list for learning from the past:

- **Lean Start-up** by Eric Ries
- **Adapt** by Tim Harford
- **The Obstacle is the Way** by Ryan Holiday
- **Mindset** by Carol Dweck
- **The Hard Thing About Hard Things** by Ben Horowitz
- **Uncertainty** by Jonathan Fields
- **Subliminal** by Leonard Mlodinow

7 TIPS TO IMPROVE YOUR MEMORY

1. Tell yourself you have a great memory. It starts with self-belief. Its been proven that faking it will ultimately help you make it.
2. Your brain stores memories using all five senses. The more of them you use, the more likely you are to remember. Keep a diary (physical sensation of writing). Use a pencil (you can hear yourself writing). Use scented paper (you can smell the writing).
3. Associate names with images.
4. Repetition repetition repetition. Say it enough and it will stick.
5. Practice. Instead of reading your flight reference number, memorise it (it's only 6 characters) and then try to book in without ever looking at paper or phone.
6. Build yourself a memory palace (Google it).
7. Live an exciting life. If every day is like the day before, you'll never remember a single day. Excitement = risk. Take risks and you'll find your memory improves.



THE DIFFERENCE BETWEEN THINKERS AND DOERS

There are two extremes in life that you want to avoid. Extreme thinkers and extreme doers.

An extreme thinker is like a guy who is so busy planning his wee*, that he forgets to unzip and instead wets his pants. The satisfaction of having designed the perfect wee is spoilt by the realization that his wardrobe must now be replaced.

An extreme doer is like a guy who is so intent on working hard that instead of thinking things through, he wees on his hands (and pants and sometimes his shirt). The warming sensation on his hands gives the misguided perception of progress, whereas in fact he is making more work for himself.

Keep a safe distance from extreme thinkers. Be careful of shaking hands with extreme doers.

** In consideration of the audience, I refrained from using the colloquial form of "wee".*

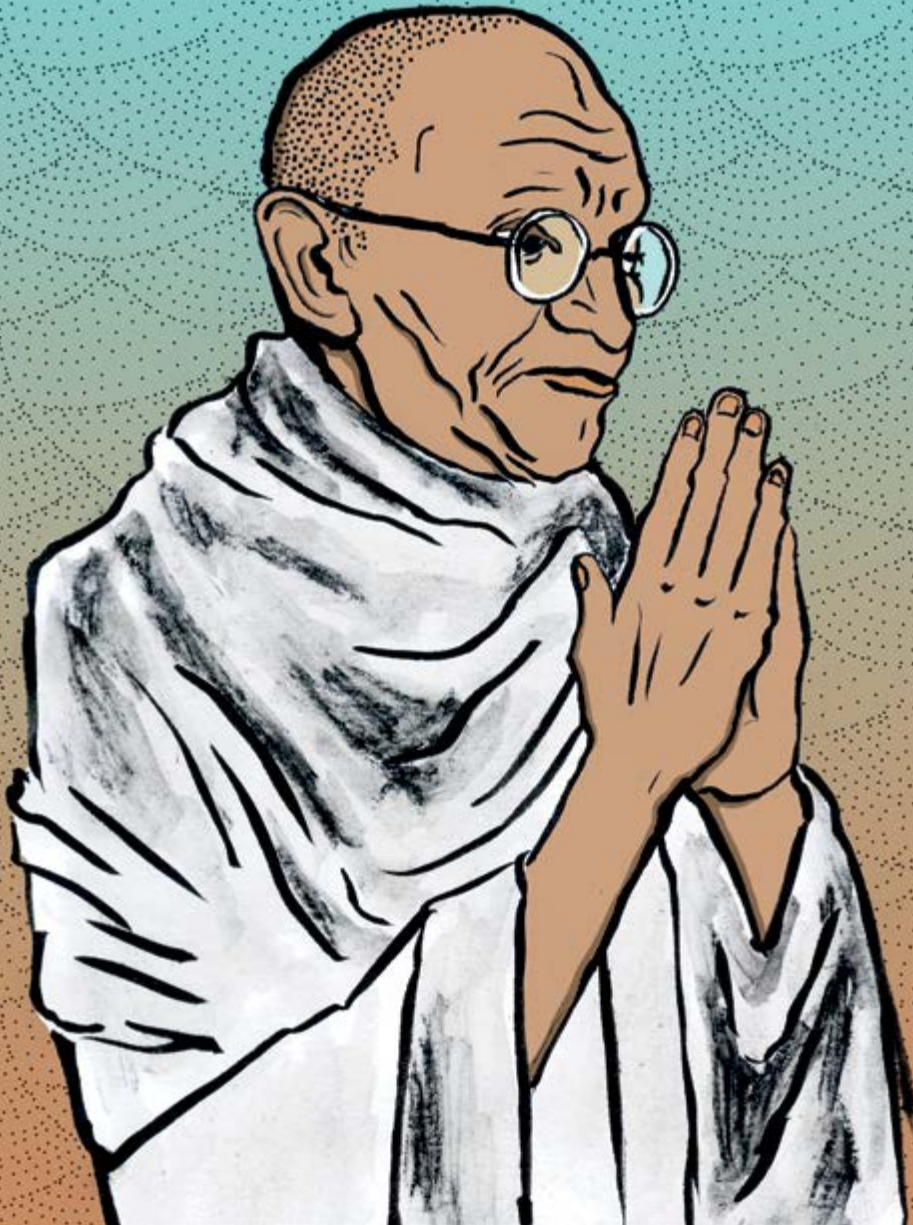


"Approach love and cooking with reckless abandon."

Dalai Lama

“To believe in something, and not live it, is dishonest”

Mahatma Gandhi



10 WAYS TO CHANGE THE WORLD

1. Make your bed in the morning. Start the day with a task done.
2. To get through the waves, everyone must paddle together.
3. Measure a person by the size of his heart, not the size of his flippers.
4. Sometimes no matter how hard you prepare, you end up as a sugar cookie (wet, cold, and covered in sand). Get over it, keep moving forward.
5. You will fail. You will likely fail often. It will be painful. It will be discouraging. At times it will test you to your very core.
6. If you want to change the world sometimes you have to charge into the obstacle head-first.
7. Don't back down from the sharks.
8. You must be your very best in the darkest moment.
9. Start singing when you're up to your neck in mud.
10. Don't ever, ever ring the bell. (Don't ever give up.)

A summary of the 2014 Commencement speech at the University of Texas, by Naval Admiral William H. McRaven, to students about the lessons he learnt in basic SEAL training.

“Share your knowledge.
It's a way to achieve immortality.”

Dalai Lama.

A SENSE OF ENTITLEMENT ISN'T ALWAYS BAD

There is a big difference between overconfidence and confidence. The former inevitably leads to failure, loneliness and public humiliation. The latter leads to greatness.

The secret to being on the right side of the equation is self-awareness. “Know thyself” and you can’t be overconfident.

Malcolm Gladwell in his book, *Outliers*, pointed out that one of the biggest factors in success was a person’s sense of entitlement. He compared Chris Langan, the person with the highest IQ in the USA, against Robert Oppenheimer, chief of the Manhattan Project. His conclusion was the difference between their career trajectories (mediocre vs. spectacular, respectively) was attributable to the fact that Chris blamed the world for his lack of success, whilst Robert felt the world owed him success.

Contrary to popular belief, a sense of entitlement is not always bad. But this is predicated on you knowing what you can do (and what you can’t do), and therefore what you’re entitled to.

“To be successful
is to have no need to show it.”

Conchis

“High expectations
are the key to everything.”

Sam Walton



BUSINESS IS ABOUT MONEY. BUSINESSES DO NOT MAKE MONEY.

In business you must imprint the following on your brain:

1. Business is about making money
2. Businesses do not make money

The first point is key for understanding where your priorities lie. Politics is about serving the people, journalism is about the truth, NGOs are about helping the less fortunate.

Business is about making money.

The second point seems counter-intuitive, but is essential for success. Businesses do not make money per se. They make things, for example: software, shoes or TV's. When you sell these things you make a profit (hopefully), and that's how you make money.

Unless you pinpoint and focus on what your business really makes, you'll never make money.



THE MORE CUSTOMERS YOU HAVE, THE SAFER YOU ARE

It's easier to build a business with only one big customer. A lot harder building a business with a million small customers.

- **Cash flow is easier.** Only one invoice to send each month.
- **Customer service is easier.** Only one customer to satisfy.
- **Strategy is easier.** You only need to get into the head of one customer.

Having said that, it's much more risky to have only one customer. It's like having all your eggs in one basket. If the procurement manager, or the CEO, or the HQ address changes, then suddenly POOF!, your deal is cut and you're dead.

A business with many customers is much harder to build, but much easier to keep. The more customers you have, the better for your business. Why?

- **Price negotiation power.** A million customers are unlikely to gang up on you and demand lower prices.
- **Product definition.** A couple of big customers are more likely to tell you the way your product must look. The freedom to design what you want to build only comes when you have many customers.

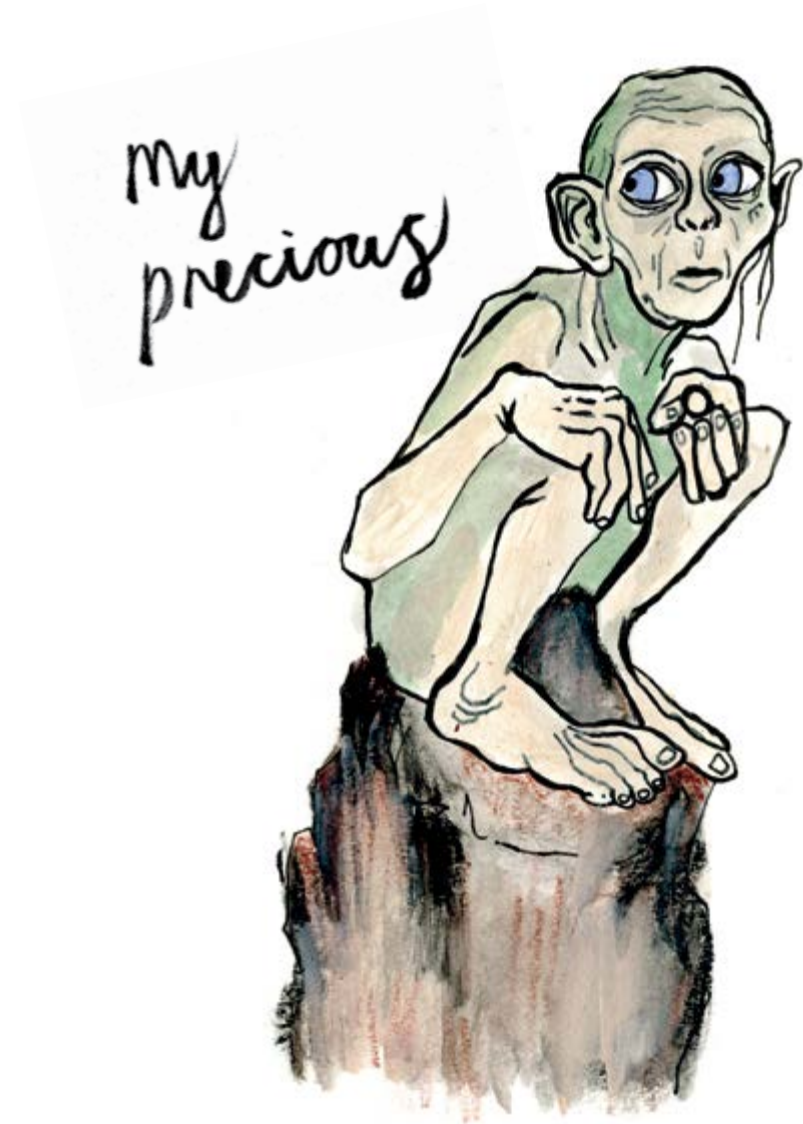
And of course, if one customer leaves, you still have many other sources of revenue.

This applies to almost every facet of life, both business and personal. Shareholders, suppliers, children, etc. The more you have, the better. Except for spouses.

23

NEGOTIATING LESSONS

1. First impressions count
2. Home games are preferable
3. Expect to be liked
4. Make small talk
5. Be positive
6. Be nice
7. Mimic
8. Look for commonality
9. Yes yes yes
10. Be humble
11. Flattery will get you everywhere
12. Listen
13. Say “we”
14. Act stupid when you’re smart
15. Act smart when you’re stupid
16. Body language is important
17. Be confident
18. R1.99 is better than R2
19. Don’t use round numbers
20. Anchor
21. No evidence is better than weak evidence
22. Repetition repetition repetition
23. Have a good time



“Judge your success by what you had to give up in order to get it.”

Dalai Lama



*Write physical letters if you want to stand out from the crowd.
Post them via regular mail if you really want to be different.*

5

the power of
COMMUNICATION



13 RULES FOR HERO EMAIL

An ambitious Hero can do a proper email and knows of the pitfalls that can occur when getting send-button-happy.

1. Use your inbox as a to-do list. Never delete or move a file from your inbox unless it has been addressed or delegated. Your deleted and sent items become your archive.
2. Cc yourself on all action items and set a rule for all emails cc'd to you to be directed to an Action folder. Regularly peruse the Action folder to follow up on deadlines.

3. Never send an instruction without a deadline.
4. Never send an instruction to more than one person. There must be a single recipient. Of course, cc those that must be in the loop.
5. Do not use work distribution lists for spreading jokes and personal info. The team will lose respect for you because you are wasting their time.
6. When in doubt, don't cc. We have enough spam.
7. Always start an email to outside parties with Dear and end with Sincerely. Manners maketh the man. So does email etiquette.
8. Never delete your deleted and sent items. Store them forever, you never know when you'll need an audit trail.
9. After a meeting, summarise the conclusions in writing and send an email to all participants as soon as possible. Nothing clears the air of misunderstandings like a paper trail.
10. A good email is short. Say what you want and why you want it.
11. Titles are most important. If you choose a weak title, the recipient will not read your mail. Also, the title becomes your reference point for future correspondence searches, so keep it relevant to the content.
12. Use punctuation and spellcheck.
13. Say please and thank you.

To effectively communicate, we must realize that we are all different in the way we perceive the world and use this understanding as a guide to our communication with others.

Tony Robbins

THE BEST WAY TO SAY “YES”

As a manager, people usually try to persuade you to say “Yes” to their request.

If your initial reply is “Yes”, they leave the room happy.

If your initial answer is “No”, they immediately try to persuade you to say “Yes”.

No one ever tries to change your mind to “No” after saying “Yes”.

This leads to a bias towards “Yes” answers, unless you develop a reputation for being a ruthless naysayer, in which case you risk scaring off perfectly good ideas.

How about trying this approach: When you’re unsure of whether the answer is “Yes” or “No”, ask the requester to convince you why the answer should be “No.”

If they can, then they clearly understand the risks and pitfalls and you can probably give a “Yes” answer. If he can’t convince you that “No” is the right answer, then “No” is the right answer.

*Always pay the supplier on time.
Especially when he’s at your mercy.*

7 TIPS FOR IMPROVING COMMUNICATION

The answer to all problems is feedback loops. If we all understand each other’s intent, and what we’re up to, we can move faster towards the same goal. And whoever moves fastest, wins.

The easiest ways to improve feedback loops are as follows:

1. Employ couples in different departments. Spouses chat at night, completing the feedback loop.
2. Technology (email, WhatsApp).
3. Geographic proximity (there is no substitute for face-to-face contact).
4. Congregation points (coffee stations force people from all over the company to bump into each other).
5. Ask questions in private and informal environments. People speak more freely when they’re comfortable.
6. Repetition, repetition, repetition. If you want to get a message across, you can’t repeat it enough.
7. Use multiple mediums. Some people like listening, some people like reading, some people like watching, some people use laptops, some people use phones, some people use email. Use all the mediums you can to maximise absorption.

“Information flow is dependent on quality of the connection and the capacity of the sender & receiver.”

Professor Cesar Hidalgo, MIT Media Labs

3 ATTRIBUTES OF FAST MOVING COMPANIES

Apparently both the brain of a chimpanzee and the human have roughly the same number of cells. The difference is that a human brain has many more connections between the cells. Therefore, man's intellectual advantage over monkeys is attributable to the speed at which his brain moves information around, rather than the size of his brain.

In other words, the greater your ability to connect the dots, the greater your chances of success.

Furthermore, the quality of the connection is inversely proportional to the capacity of the sender & receiver.

So in the absence of perfection on the part of each sender and receiver, emphasis should be placed on designing the highest quality system of interconnection.

A company is made up of many individuals, each of whom is a node. One of the jobs of the boss is to maximize the interconnection of the nodes.

Do not force the nodes to communicate. Ordering people to have meetings does not work.

The secret is:

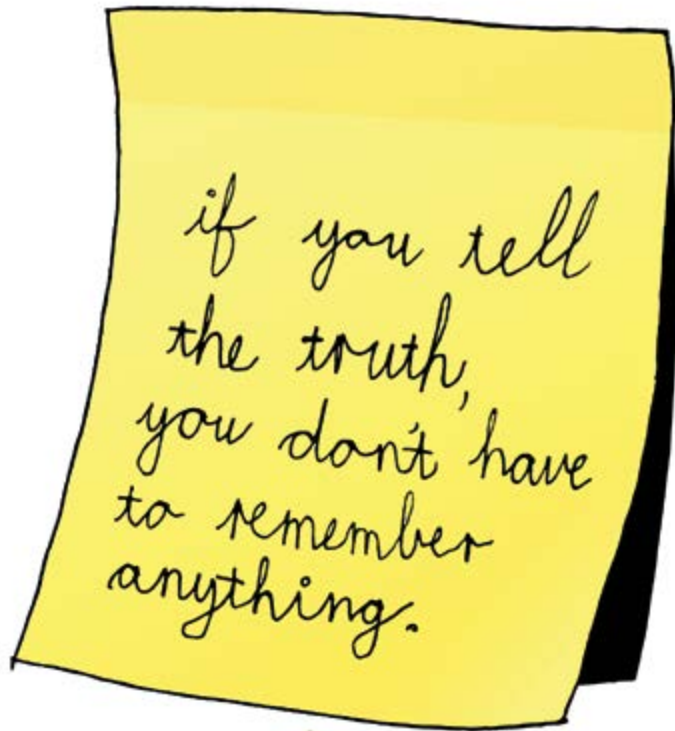
1. Facilitate frequent interconnections between all nodes.
2. Filter the quality of the new nodes. Bad nodes destroy a system.
3. Create a space that keeps existing nodes happy and attracts new nodes.



"I think therefore I am."

René Descartes

3 REASONS WHY TEAMS FAIL



Mark Twain

1. LEADERSHIP

Either the leadership is weak or there is no leadership. Both lead to stalling. Someone must take charge, or the movie will have an unhappy ending. It's difficult to elect a leader, but that should be the first objective of the group.

2. LANGUAGE

If people are being forced to collaborate they need a common language, both linguistically and technically. A Spaniard and a Zulu need a common language in order to work together. More importantly, they must be technically literate in that language. Competence in casual conversation does not equate to competence in technical debate.

3. EQ

Chemistry in a group boils down to the emotional intelligence and self-awareness of the individual members of the group. If one of the members is deficient in either of these attributes, the rest of the group requires a high EQ to avoid social awkwardness.

If more than one member of the team is deficient, the project will disintegrate into anarchy as these members do not possess the EQ needed for the tolerance and compromise required for one another, with the inevitable result being social conflict.

TAKE INTO ACCOUNT THAT

GREAT
LOVE

&

GREAT
ACHIEVEMENT

involve

GREAT RISK

DALAI
LAMA

6

the power of
FAMILY



“A loving atmosphere in your home
is the foundation for your life.”

Dalai Lama.

THE MOST IMPORTANT THING IN LIFE

Loyalty. A simple word. And yet one of the most complicated concepts in our world...

What is loyalty? It is having your partner's back. Always.

It is going into battle knowing that the man on your right and the man on your left are with you. You can move forward without fear of being stabbed from behind.

How do you earn loyalty? Not through talking. Words are wind. Action is what counts. Who would you call if your wife was in a car accident and you are out of the country? I bet it's not the person you speak to most during the day.

Loyalty is important not in its everyday presence. It is important in its absence. That one dark day when your back is against the wall and you need a friend.

In business, loyalty is the key. Especially between the boss-man and the worker-bees. If the boss can't be trusted, the bees will not look out for him. And vice-versa. Same in politics.

Now, if life were a walk in a rose garden, loyalty would not be an issue. “Every man for himself” is a winning motto when things are easy.

However, life for most people is not a rose garden. It's a war. A war for recognition. A war for success. A war for survival. And when you're at war, loyalty is the most important thing there is. Without it you'll find yourself standing in the middle of a big green field with ten thousand bullets and missiles and drones racing at you.

And you'll be alone.

At the end of the day your family is the core. Your parents, your kids, and most importantly, your spouse. These are the only people in the whole world who give you unconditional love.

There will be a day when you wake up to find the world is out to get you and you will be defenceless.

You will want to kill for the injustice. You will want to crawl under a rock for the embarrassment.

The only person in the world whose shoulder you can cry on is your spouse.

That's why your spouse comes first.

“Loyalty and devotion lead to bravery.
Bravery leads to the spirit of self-sacrifice.
The spirit of self-sacrifice creates trust in
the power of love.”

Morihei Ueshiba

“Listen to your children when they want to speak,
not when you want to listen.”

Erol Kruger

“When you look at Earth from space
you see no boundaries.”

Joseph Campbell

“Be gentle with the Earth.”

Dalai Lama



7 REASONS TO MARRY YOUNG

a) FEWER DISTRACTIONS

When you're single you spend a lot of time worrying, texting and dating. Marriage cancels this noise, freeing you up to chase your dreams.

b) FINANCIAL SECURITY

A dual income in a single household means you clear more money every month.

c) EMOTIONAL SUPPORT

Sometimes you're on a winning streak and your ego needs a check. Sometimes setbacks are hitting you left and right and you need a loving shoulder. Your spouse will pull you back down to earth when you get carried away, and pick you up when you fall.

d) MARRY BEFORE YOU MAKE MONEY

It's best to find your spouse before your career takes off. That way you can be sure she or he married you for you, not for your money.

e) LESS HANGOVERS, MORE SLEEP

When you're single you're socializing. That means alcohol, parties and late nights. When you're married the incentive to go out is reduced, leaving you better-rested and able to concentrate on getting ahead in life.

f) MARRIAGE IS EXTREMELY FUN WITHOUT KIDS

You want to have some years of marriage without kids, simply because it's so much fun! That means marry young, because when you turn 30 – babies start arriving.

g) MUTUAL ADMIRATION SOCIETY

No one ever got ahead by him or herself. Also, no one likes a braggart. Having a loyal spouse means you have a partner in battle, someone who has your back so you don't have to keep looking over your shoulder.

Also, a spouse can sing your praises without you seeming insufferably arrogant. All you need do is support and praise your partner, and voila! You have happiness and success.

THE IMPORTANCE OF HAVING CHILDREN

~ PART I ~

a) Children teach perseverance. You will spend many a night walking in darkness, cradling an infant with their eyes wide open, toying with the idea of infanticide, and close to the precipice of giving up. The only thing that will keep you going is the fact that no one else will do the job. This applies to life. You can't outsource it.

b) Children make you swear less.

c) Children keep you in the moment.

d) Children make you think about what you do for a living. Imagining your kids reading about you in the Sunday papers is a great tool for being ethical.

e) Children make you spend more time at home.

f) Children give you a deeper purpose when your career stalls.

g) Children don't care when you fail. To them, you're always Mom or Dad and can never fail. You're awesome.



THE THREE CHOICES IN LIFE

You can do one of three things in life:

- Follow the money
- Follow the people
- Follow the heart

Each choice has the potential for failure or success.
Only one has the potential for no regret.

THE IMPORTANCE OF HAVING CHILDREN

~ PART II ~

Yesterday I awoke with a giant pimple on my forehead. I read the paper to discover that Bafana Bafana had in actual fact not qualified for the Africa Cup of Nations. And then, just in case things couldn't get worse, the Boks lost to Australia in the quarter final of the Rugby World Cup.

Awesome.

When my wife told me the rugby news (I didn't have the guts to watch the game live) I spent about 10 minutes simply staring into space. Damn. The Aussies. Please let it not be true. I passed through all the phases. Anger. Denial. Anger.

And yet, for some unfathomable reason, both my 3-year-old and my 5-month-old were oblivious to the catastrophe that had befallen our country and my life.

Whilst they happily gurgled and tried to steal yoghurt-coated raisins from the Vida counter, I was asking myself, "Where to from here?"

The beach it seems. We packed up the kids and hopped in the car. I sat at the steering wheel, morosely giving one word answers to my wife's feeble attempts to cheer me up. And then my 3-year-old insisted I join her in a rendition of "George George George of the jungle, he's as strong as can be. Lalalalalalala, watch out for that tree!"

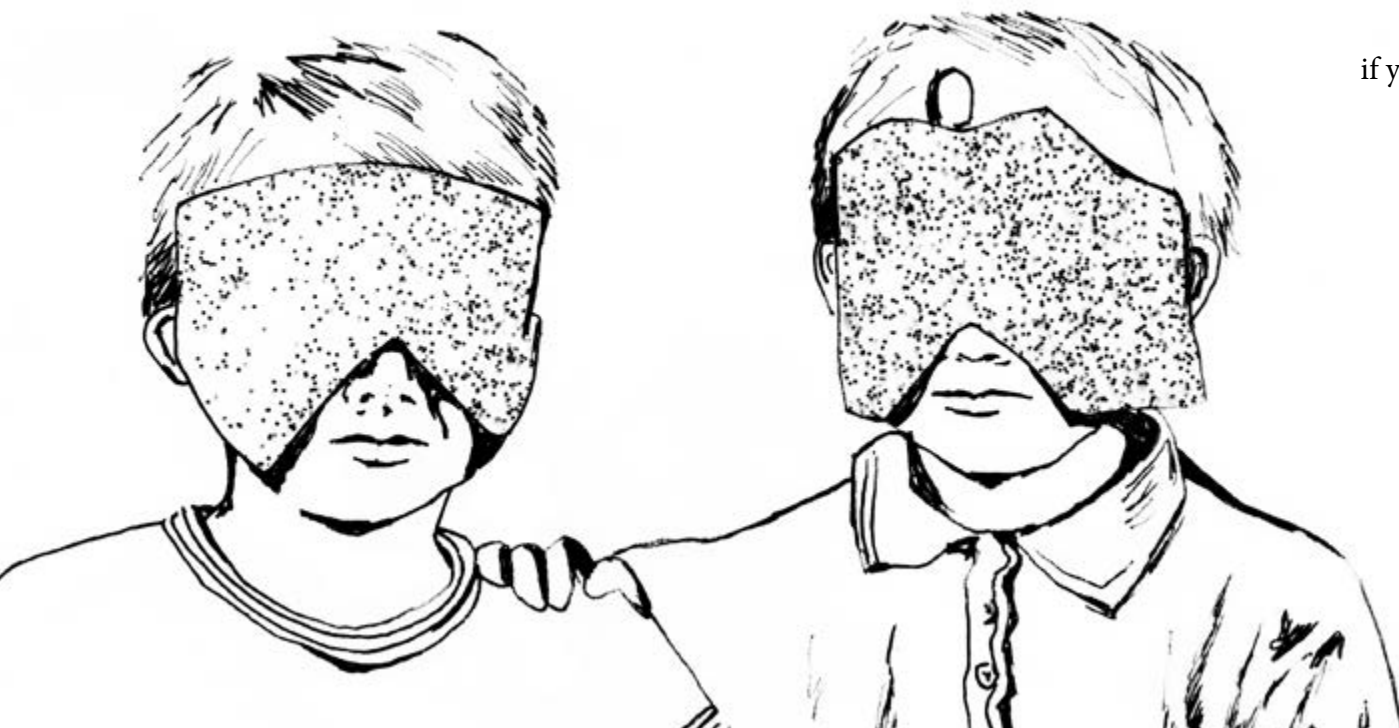
On the 23rd cycle of repetition I started to feel strangely better. The Bokke are out of the Cup, and yet it feels like life could go on... Who knew?

Kids know what's really important. Ice-cream, swings, and sand-castles. In that order. I've relegated the likes of Bryce Lawrence to that corner of my mind reserved for devilled-kidneys and anchovies.. Deserving of vaporisation, but totally undeserving of messing up my good vibes.

Go All Blacks, and long live George of the Jungle!

"I believe that children are our future.
Unless we stop them now."

Homer Simpson



THE IMPORTANCE OF HAVING CHILDREN

~ PART III ~

Kids are essential for when you have a bad day at the office. Sometimes you drive home, feeling like a loser (picture putting a wet towel on your head and kicking the dog).

And then you open the front door and your little child comes running to you, oblivious to the "loser" label you've given yourself, oblivious to the problems at the office, in fact oblivious to everything except the fact that you are a legend and must immediately be updated on what flavour ice cream they had at a birthday party.

Kids give you perspective, confidence and above all, an irresistible reason to be happy.

"By all means marry;
if you get a good wife, you'll become happy;
if you get a bad one, you'll become a philosopher."

Socrates

"Remember that the best relationship
is one in which your love for each other
exceeds your need for each other."

Dalai Lama

THE LITTLE CHAP WHO FOLLOWS ME!

A careful man I want to be;
A little fellow follows me.
I do not dare to go astray
For fear he'll go the self same way.

I cannot once escape his eyes,
Whate'er he sees me do, he tries.
Like me he says he's going to be;
The little chap who follows me.

He thinks that I'm so very fine,
Believes in every word of mine.
The base in me he must not see;
The little chap who follows me.

I must remember as I go
Through summer's sun and winter's snow,
I'm building for the years to be;
The little chap who follows me.

Author: Unknown



“Being the richest man
in the cemetery doesn't matter to me...
Going to bed at night saying
we've done something wonderful...
that's what matters to me.”

Steve Jobs



"NO EASY DAY"

DEREK PROUT-JONES

7

The power of
COURAGE

THE MAN IN THE ARENA

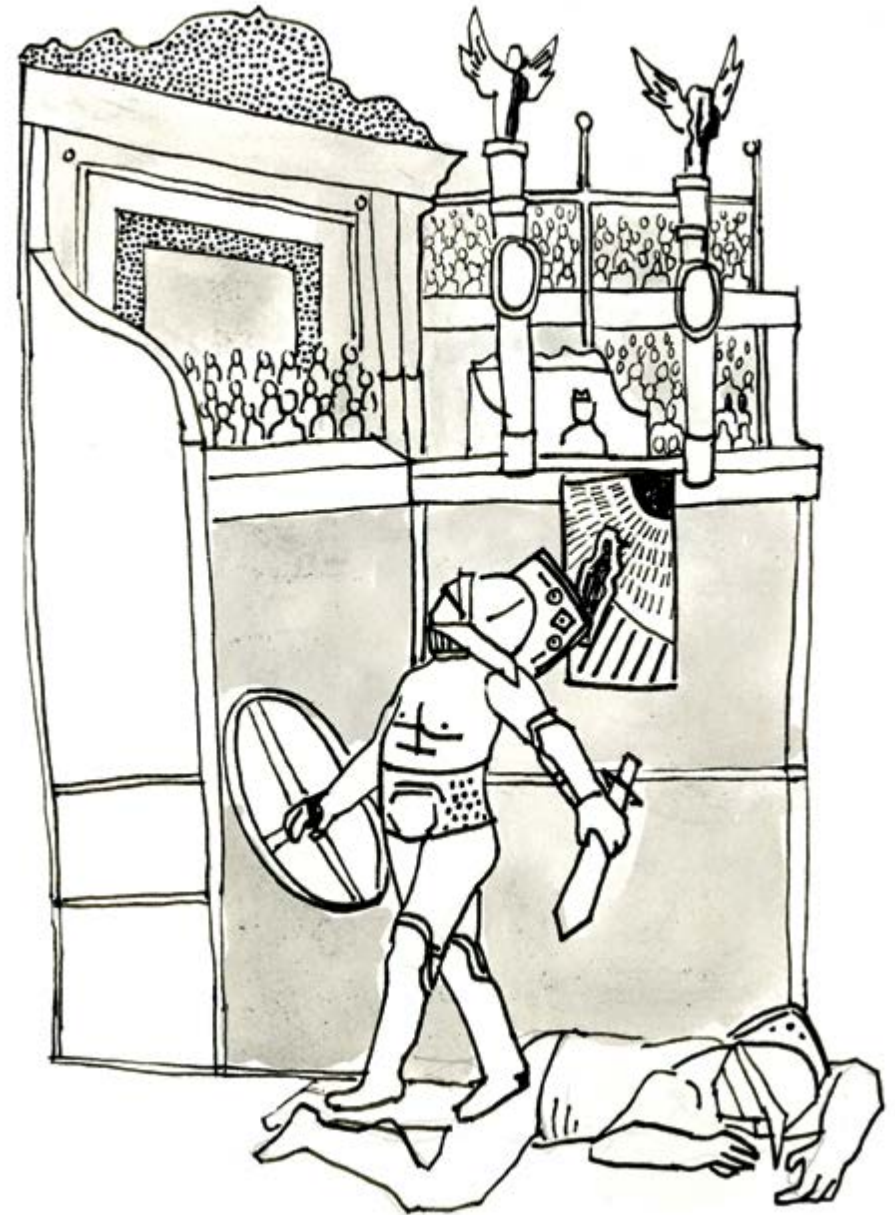
It is not the critic who counts; not the man who points out how the strong man stumbles, or where the doer of deeds could have done them better. The credit belongs to the man who is actually in the arena, whose face is marred by dust and sweat and blood; who strives valiantly; who errs, who comes short again and again, because there is no effort without error and shortcoming; but who does actually strive to do the deeds; who knows great enthusiasms, the great devotions; who spends himself in a worthy cause; who at the best knows in the end the triumph of high achievement, and who at the worst, if he fails, at least fails while daring greatly, so that his place shall never be with those cold and timid souls who neither know victory nor defeat.

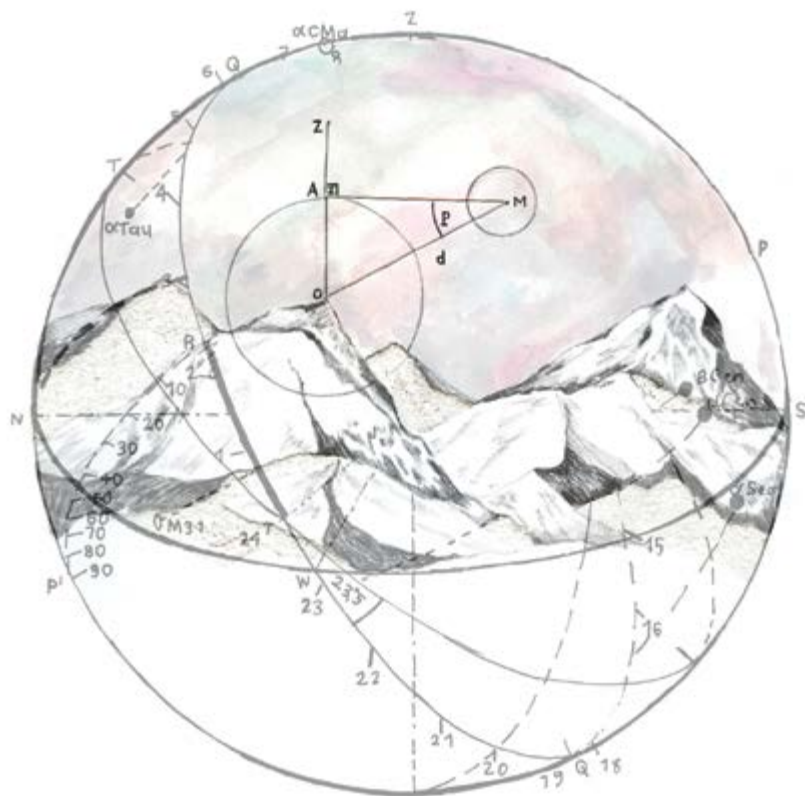
Excerpt from the speech "Citizenship In A Republic" delivered at the Sorbonne, in Paris, France on 23 April, 1910 by Franklin Roosevelt.

Contributor: Hannes van Rensburg, Founder and CEO of Fundamo

"Success is not final. Failure is not fatal.
It is the courage to continue that counts."

Winston Churchill





THE SECRET TO ACHIEVING YOUR DREAMS

Ignore all steps between you and the destination except the next step. Take it. Look up, make sure you're still on track for the goal, then look down and take the next step. Repeat until you reach the destination.

THE IMPORTANCE OF COURAGE

Courage is the single most important attribute of a Hero. Everyone has courage, but it cannot be summoned if you don't know who you are.

Know thyself and then watch for the following opportunities to show courage:

a) THE COURAGE TO STAND UP FOR WHAT YOU BELIEVE IN

It's easy to nod, say yes, and collect your pay check when in truth you don't believe in your duties. Speak up or be a coward.

b) THE COURAGE TO CARRY ON

Every successful person in the world will give this answer for how they made it in life: Perseverance. Have the guts to push through when it seems the end is nigh.

c) THE COURAGE TO QUIT

Sometimes it's harder to quit than to persevere. Peer pressure. Sunk costs in effort and money. Reputation. Throwing in the towel means confronting so many ugly truths and judging stares that you rather choose the easy path, namely carry on. Being a zombie doesn't help anyone. People make mistakes. If you chose the wrong path, turn around and go back to the fork in the road. Try again.

"The risk of a wrong decision is preferable to the terror of indecision."

Maimonides

EGO IS LIKE A DRAGON

In all the fairytales of old, the Hero must slay the dragon, or tame it. The best Heroes actually have a pet dragon and fly into battle. The bigger your dragon, the more of a Hero you are.

The dragon is a metaphor for ego. Its good to have a big ego. But, just like dragons, the ego can kill the Hero. The solution is not to kill the ego or reduce it in size. It's to control it. And also to grow it. The bigger your ego (in other words, the greater your self-assurance), the more respected you are as a Hero.

Have a big dragon, but keep a watchful eye on him.

“Once a year, go someplace
you’ve never been before.”

Dalai Lama

“Two roads diverged in a wood,
and I — I took the one less travelled by,
And that has made all the difference.”

Robert Frost





“A Hero can go anywhere, challenge anyone,
as long as he has the nerve.”

Rick Riordan

HOW DO YOU START A BUSINESS?

RISK

It starts with risk. Taking risk is not about willpower alone. It's about environment and runway:

- a) Surround yourself with people that support you, stay away from those who don't.
- b) Save money, lower overheads, more cash in bank means more runway.
- c) Read biographies of famous entrepreneurs.

OPPORTUNITY

Once you've enabled risk-taking, you must watch out for the opportunity.

There are three paths of opportunity: Death, Mediocre and Eureka.

Chances are you're on the Mediocre path, feeling restless and looking for something new. No matter how desperate you are, don't go down the Death path thinking that anything is better than Mediocre.

The Death path can set you back many years and even kill you. Have faith. Be patient. Wait for the Eureka moment to arrive. You'll know it when it comes, your heart will tell you.

Of course, opportunity can't knock on your door if it can't find your house. So make sure you're out there. Let it be known you're keen for new things, share your dreams. Don't be afraid of rejection or what other people think or that someone will steal your genius idea and make a billion dollars.

The world is busy. If you want it to pay attention to you, you must make a noise. And if your idea can be stolen, then it's not worth anything.

IF by Rudyard Kipling

If you can keep your head when all about you
Are losing theirs and blaming it on you;
If you can trust yourself when all men doubt you,
But make allowance for their doubting too;
If you can wait and not be tired by waiting,
Or being lied about, don't deal in lies,
Or being hated, don't give way to hating,
And yet don't look too good, nor talk too wise:

If you can dream – and not make dreams your master;
If you can think – and not make thoughts your aim;
If you can meet with Triumph and Disaster
And treat those two imposters just the same;
If you can bear to hear the truth you've spoken
Twisted by knaves to make a trap for fools,
Or watch the things you gave your life to, broken,
And stoop and build 'em up with worn-out tools;

If you can make one heap of all your winnings
And risk it on one turn of pitch-and-toss,
And lose, and start again at your beginnings
And never breathe a word about your loss;
If you can force your heart and nerve and sinew
To serve your turn long after they are gone,
And so hold on when there is nothing in you
Except the Will which says to them: "Hold on!"

If you can talk with crowds and keep your virtue,
Or walk with kings – nor lose the common touch,
If neither foes nor loving friends can hurt you,
If all men count with you, but none too much;
If you can fill the unforgiving minute
With sixty seconds' worth of distance run –
Yours is the Earth and everything that's in it,
And – which is more – you'll be a Man, my son!



“Change is the law of life.
And those who look only to the past or
present are certain to miss the future.”

John F. Kennedy



“Failure is unimportant.
It takes courage to make a fool of yourself.”
Charlie Chaplin

THE GREATEST RISK

There is physical risk. There is financial risk. But the greatest risk in life is to trust someone.

You can always fix a broken arm or make back your millions. But a broken heart is much more difficult to mend.

Richard Dawkins became famous in 1976 for writing *The Selfish Gene*. He argued that humans are inherently selfish and has spent a lifetime expounding on this core belief.

Heroes don't think like that. When we're alone we die younger, we suffer greater sicknesses and we're unhappy.

Society is essential. Unselfishness is the glue of society. Trust is the essence of unselfishness. If you have no trust, you have no society, and you have no happiness.

That's why, although it opens you to the greatest pain, trust is also the path to the greatest happiness.

“Courage is the finest of all human qualities
because it guarantees the others.”

Winston Churchill

“The way to bring the world to life is to
find what brings you alive and chase it.”

Joseph Campbell

"Life is trouble.
Only death is no trouble."

Homer

"Argue for your limitations,
and sure enough they're yours."

Richard Bach



INSPIRATION FROM THE MOVIES

There's a man who knows all about courage.

His name is Al Pacino.



Search for:

Any Given Sunday - "Inch By Inch"

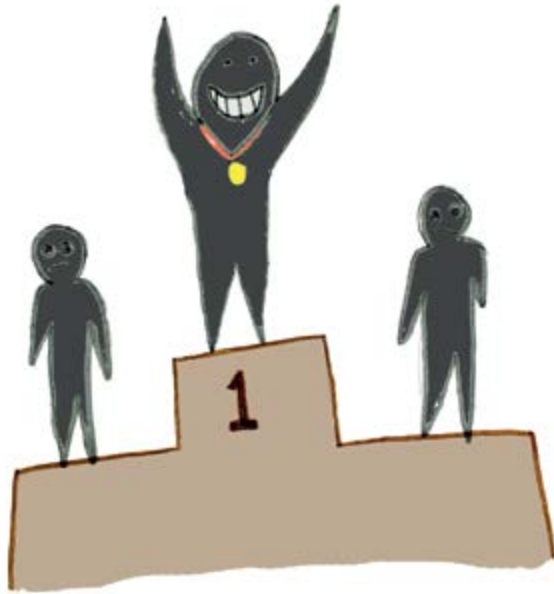
Scent of a Woman - "I call them principles"



"It's a mistake to look too far ahead.
Only one link in the chain of destiny
can be handled at a time."

Winston Churchill





IT'S MORE POWERFUL IF YOU
MAKE A BAD FIRST IMPRESSION
AND THEN PROVE PEOPLE WRONG.
MARAIS STEYN

"We make a living by what we get.
We make a life by what we give."

Winston Churchill

PRINCIPLES TO LIVE BY WHEN GUARDING YOUR PASSION

by Lynette Finlay – CEO of Finlay and Associates

Never ever make an enemy – No matter where you go to, they will pop up in an area where they have influence and you can least afford it.

Your reputation is everything – it's the one asset that no one can take away from you.

If you accept that life is about a balance of gaining wealth and giving back – you will always stay enriched.

If you are no longer learning and growing – retire to the beach.

If you can't say what you mean in two sentences – find a new vocabulary.

If you are not having fun – there is a problem.

Pack as much into a day as possible.

YOU CAN ALWAYS INCREASE PRICES,
PROVIDED THE STARTING POINT IS NOT NIL.

NIL X 2 = NIL

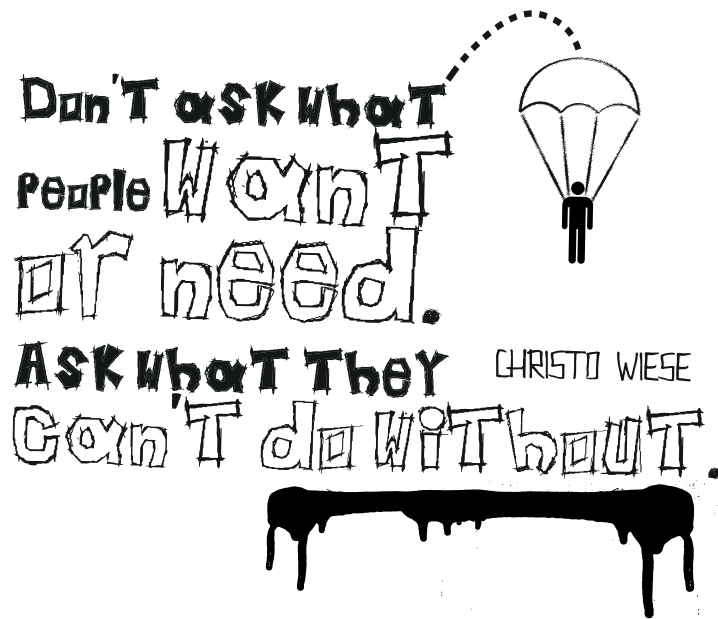
PEOPLE WILL NOT PAY FOR SOMETHING
WHICH WAS ORIGINALLY FREE.

WILLEM VON BILJOEN

WORDS OF WISDOM

by Mike Jordaan – former CEO of FNB

- Stuff the strong, only the innovative shall survive.
- No one is as smart as everyone.
- Take risks, make mistakes.
- We are all suckers for recognition. Recognise and reward innovators.



LESSONS LEARNT 80 YEARS IN MY FIRST

by Byron Wien – Vice Chairman of Blackstone Advisory Partners

I was scheduled to speak about the world outlook at an investment conference recently and shortly before my time slot the conference organizer said the audience was more interested in what I had learned over the course of my career than what I had to say about the market. I jotted a few notes down and later expanded and edited what I said that day. I have since been encouraged to share my thoughts with a broader audience.

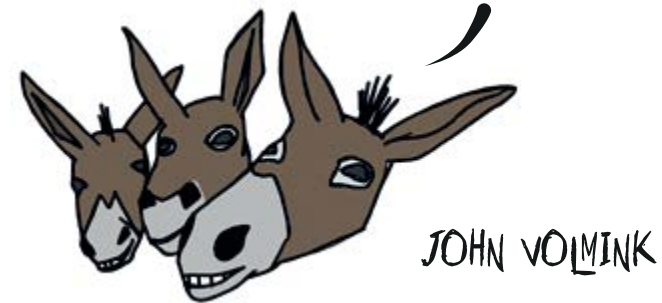
Here are some of the lessons I have learned in my first 80 years. I hope to continue to practice them in the next 80.

1. Concentrate on finding a big idea that will make an impact on the people you want to influence. The Ten Surprises, which I started doing in 1986, has been a defining product. People all over the world are aware of it and identify me with it. What they seem to like about it is that I put myself at risk by going on record with these events which I believe are probable and hold myself accountable at year-end. If you want to be successful and live a long, stimulating life, keep yourself at risk intellectually all the time.
2. Network intensely. Luck plays a big role in life, and there is no better way to increase your luck than by knowing as many people as possible. Nurture your network. Write op-eds and thought pieces for major publications. Organize discussion groups to bring your thoughtful friends together.
3. When you meet someone new, treat that person as a friend. Assume he or she is a winner and will become a positive force in your life. Most people wait for others to prove their

value. Give them the benefit of the doubt from the start. Occasionally you will be disappointed, but your network will broaden rapidly if you follow this path.

4. Read all the time. Don't just do it because you're curious about something, read actively. Have a point of view before you start a book or article and see if what you think is confirmed or refuted by the author. If you do that, you will read faster and comprehend more.
5. Get enough sleep. Seven hours will do until you're sixty, eight from sixty to seventy, nine thereafter, which might include eight hours at night and a one-hour afternoon nap.
6. Evolve. Try to think of your life in phases so you can avoid a burn-out. Do the numbers crunching in the early phase of your career. Try developing concepts later on. Stay at risk throughout the process.
7. Travel extensively. Try to get everywhere before you wear out. Attempt to meet local interesting people where you travel and keep in contact with them throughout your life. See them when you return to a place.
8. When meeting someone new, try to find out what formative experience occurred in their lives before they were seventeen. It is my belief that some important event in everyone's youth has an influence on everything that occurs afterwards.
9. On philanthropy my approach is to try to relieve pain rather than spread joy. Music, theatre and art museums have many affluent supporters, give the best parties and can add to your social luster in a community. They don't need you. Social service, hospitals and educational institutions can make the world a better place and help the disadvantaged make their way toward where they strive to be in life.

NEVER SAY, "THEY ARE ALL..."



"When I was five years-old, my mother always told me that happiness was the key to life. When I went to school, they asked me what I wanted to be when I grew up. I wrote down 'happy'. They told me I didn't understand the assignment, and I told them they didn't understand life."

John Lennon

10. Younger people are naturally insecure and tend to overplay their accomplishments. Most people don't become comfortable with who they are until they're in their 40's. By that time they can underplay their achievements and become a nicer, more likeable person. Try to get to that point as soon as you can.
11. Take the time to give those who work for you a pat on the back when they do good work. Most people are so focused on the next challenge that they fail to thank the people who support them. It is important to do this. It motivates and inspires people and encourages them to perform at a higher level.
12. When someone extends a kindness to you write them a handwritten note, not an e-mail. Handwritten notes make an impact and are not quickly forgotten.
13. At the beginning of every year think of ways you can do your job better than you have ever done it before. Write them down and look at what you have set out for yourself when the year is over.
14. The hard way is always the right way. Never take shortcuts, except when driving home from the Hamptons. Short-cuts can be construed as sloppiness, a career killer.
15. Don't try to be better than your competitors, try to be different. There is always going to be someone smarter than you, but there may not be someone who is more imaginative.
16. When seeking a career as you come out of school or making a job change, always take the job that looks like it will be the most enjoyable. If it pays the most, you're lucky. If it doesn't, take it anyway, I took a severe pay cut to take each of the two best jobs I've ever had, and they both turned out to be exceptionally rewarding financially.

17. There is a perfect job out there for everyone. Most people never find it. Keep looking. The goal of life is to be a happy person and the right job is essential to that.
18. When your children are grown or if you have no children, always find someone younger to mentor. It is very satisfying to help someone steer through life's obstacles, and you'll be surprised at how much you will learn in the process.
19. Every year try doing something you have never done before that is totally out of your comfort zone. It could be running a marathon, attending a conference that interests you on an off-beat subject that will be populated by people very different from your usual circle of associates and friends or traveling to an obscure destination alone. This will add to the essential process of self-discovery.
20. Never retire. If you work forever, you can live forever. I know there is an abundance of biological evidence against this theory, but I'm going with it anyway.

“To believe in the things you can see and touch is
no belief at all; but to believe in the unseen
is a triumph and a blessing.”

Abraham Lincoln

WHEN TIMES ARE GOOD,
RELAX.
WHEN TOUGH,
WORK.
KEITH WILLIAMS

“It takes 20 years to build a reputation
and five minutes to ruin it.
If you think about that
you’ll do things differently.”

Warren Buffett

EXCELLENCE

by Lewis Pugh

The quickest way to get a job done is to do it with excellence the first time.

A few days into our journey to the North Pole, I was reminded of the lengths to which some people will go in the pursuit of excellence.

One of the members of our team was cameraman Chris Lotz. Chris’s brief was, among other things, to capture images of polar bears.

Why polar bears? My North Pole swim was intended to highlight the melting of the Arctic sea ice, and the first casualties of the melting ice are polar bears, which need the ice in order to hunt for seals. Without sea ice, the polar bears will not survive. I knew that a strong image of a polar bear would communicate why I was doing this symbolic swim more than words ever could.

Now, you are not guaranteed to see a polar bear on the way to the North Pole. It takes seven days to get there, and seven days back again. And since the first two days and the last two days are through open sea, you’ve effectively got just 10 days in which to spot one.

Polar bears are white, and everything around you, all the way to the horizon, is white, so if you pass one on the ship, you might not even see it.

At the end of the second day, around dinnertime, I pulled Chris aside and reminded him about the polar bear images. The next day, when I came in to breakfast, Chris wasn’t there. He wasn’t there again for lunch, but I didn’t think anything of it because there were two sittings for each meal. But when he still wasn’t there at dinner, I thought, hold on, where’s Chris?

I went down to his cabin – empty. I thought he might be filming on the upper deck, but he wasn't there. I checked in the cabin of a friend he used to visit – no luck. Twenty-four hours had now passed, and I started panicking. Had he fallen overboard?

I ran back to the upper deck of the ship again and this time I looked properly, craning my head upward to take in the upper mast. And there I spotted Chris huddled behind the mast with the camera in his hand. I sprinted up two ladders to get to him, and asked him what he was doing.

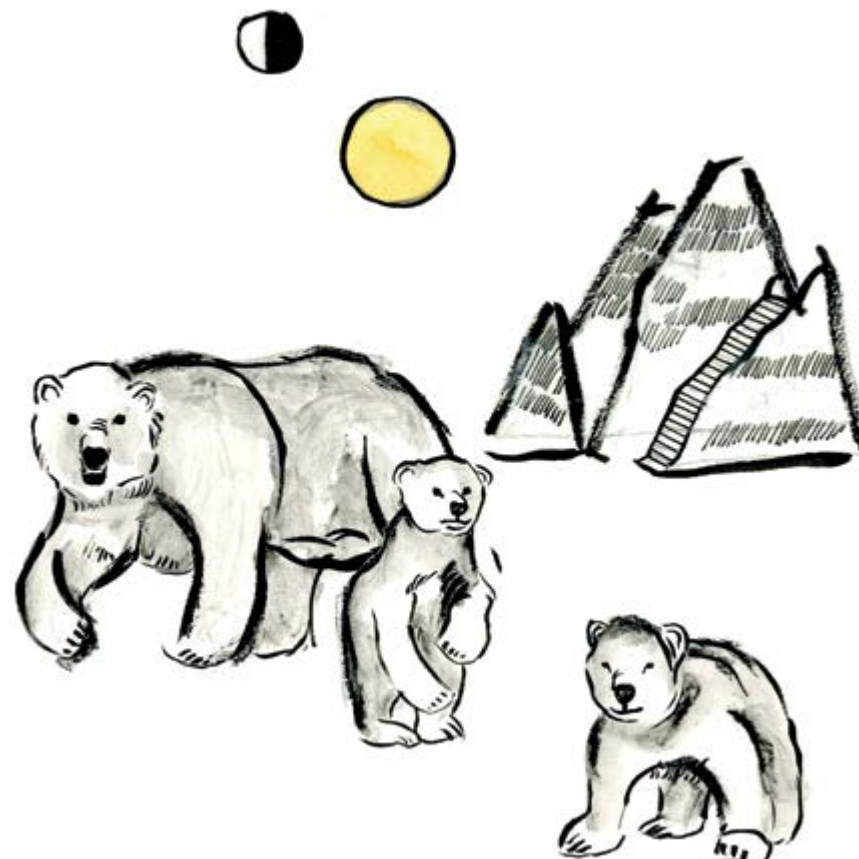
'Lewis,' he said, 'inside the ship it's about 25°C. Outside it's at least minus 25°C. If I take this camera from inside the ship straight to the outside, that's a drop of 50°C, and it will mist up and possibly even break.' He'd been keeping the camera outside, wrapped in a protective tarpaulin, ready to go at a minute's notice. But that still didn't explain the missed meals. 'What if a polar bear was sighted while I was inside?' Chris said. 'It would take me precious minutes to get all my cold-weather gear on before I could come outside. I couldn't risk it. You asked me to get these pictures of a polar bear and that's what I'm doing.'

Minutes later, a pair of polar bears walked in front of the ship – a mother and her cub. They jumped off the ice and swam across a patch of sea. Then the mother climbed out, with the cub not far behind her. It sprinted along after her as she disappeared into the horizon.

The entire scene took 25 minutes at most, and Chris got the whole thing, beginning to end.

Here's the rub: We never saw another polar bear for the rest of the expedition.

That's what I understand by the pursuit of excellence. Aristotle liked to say: "Excellence is not an act, but a habit". And former



US Secretary of State Colin Powell said: "To achieve excellence in the big things, you have to develop the habit in little matters".

If you want to do a good job, the quickest and most effective way is with excellence. Because if you don't, you're going to have to go and do it again.

And you don't always get that second chance.

Author: Lewis Pugh is an ocean advocate and a pioneer swimmer. In 2010 he was named a Young Global Leader by the World Economic Forum and in 2013 he was appointed Patron of the Oceans by the United Nations.

WHAT I SHOULD HAVE BEEN TOLD

by Nigel Pierce – DJ for GoodHopeFM

My parents gave me the best advice they knew at that time. Bless them. Their advice was based on their experience/achievements or lack of experience/achievements during the apartheid era.

There are a few things I would have liked to have been told when I turned 18.

TRAVEL

Why didn't anyone encourage me to travel, or at the very least plant the seed?

It's vitally important to understand the global market, the global economy, or simply life abroad.

You need to expose yourself to other cultures and people. Travel matures you and teaches you to adapt.

You learn very quickly that your way isn't necessarily the right way.

I remember travelling through Europe a few years ago and the tour guide said as we entered a remote village in Italy: "it's not wrong, it's different".

BE AN ENTREPRENEUR

Someone should have told me to start a business after my degree, after gaining some experience in the workplace, or even at 18. This didn't happen because there was a lack of confidence in that department in our house.

In our house the Holy Grail was a university degree, which as it turns out that doesn't get you a designer house in Camps Bay (if that's what you desire).

TAKE LESSONS FROM SUCCESSFUL PEOPLE

I would have liked to have been told to get acquainted with "successful" people in the business world at that time and draw on their experiences.

I wish someone had told me to read extensively about what (other) opportunities exist within the business world. In other words the different paths to climbing the corporate ladder.

I wish someone had come to our school or house and told me how to really make my money work for me. I would like to think I'm quite frugal, but there are little tricks in the investment game that I could've learnt at 18.

Which brings me to the stock market and understanding it. Make it work for you.

MANAGE MY EMOTIONS AND WORK ENVIRONMENT

I would have liked to have been told how to manage and deal with my emotions in the workplace. Truth be told this has got me into trouble many times in the past.

Implicit in managing your emotions is managing peers and management. I wish someone had told me how to manage management and avoid rubbing them up the wrong way.

I would have liked to have been told how to develop a better working relationship with colleagues.

"If the work you're doing is the work you're doing because you love it, then it's the right work."

Joseph Campbell

SUBJECT : Leadership



Hope you are well...

I wrote this on my iPad a few weeks ago and forgot to send it to you. It was interesting to write down my thoughts on leadership as I have never done it before.....but have adopted these principles intuitively. I am sure there is nothing new here, I send it nonetheless.

I don't think I have any particular pearls of wisdom on the other topics but will send you something if I have any epiphanies on them!

Cheers

DPJ (Derek Prout-Jones)

LEADERSHIP - DPJ style

As a former soldier and long-time employee of a world class Investment Bank, I have some fixed views on Leadership:

1) ALWAYS LEAD FROM THE FRONT

That doesn't necessarily mean leading the charge and winning a posthumous VC like Col "H" Jones in the Falklands (and leaving your battalion without a leader); but it does mean setting the right example for your team to follow. Arriving at work late and leaving early on a regular basis but expecting your people to put in long hours is not conducive to garnering their respect. It also means never giving someone a task that you wouldn't (N.B. NOT couldn't) do yourself.

2) SURROUND YOURSELF WITH THE BEST POSSIBLE PEOPLE

This sounds obvious but I have often seen a weak manager choose a mediocre team so as not to be threatened. Successful leaders absolutely require a quality team with diverse and complementary skills; and people who are prepared to stand up to him/her to defend their point of view.

3) I AM A HUGE FAN OF COLLECTIVE WISDOM

Almost always WE>ME. Seek your team's advice and input. This will make them feel part of the solution and builds *esprit des corps*. Of course this goes hand in hand with (2) above.

4) BE A GOOD LISTENER

Many managers are only interested in talking. I have learnt way more from listening than talking. You need this quality to get the most from (3) above.

5) BE COURAGEOUS

This means having the courage to make those hard calls that we all hate to make and, when appropriate, being prepared to pull a "Col H Jones" on yourself and take a bullet for the team. It also means being bold enough to drive change where it is required and (even) admitting when you are wrong.

6) SET A CLEAR STRATEGY

Make sure the team knows what the mission is and what the target is. Getting the team's input in the process is vital to ensure buy-in (as in 3 above). Then give them the freedom to execute and achieve it. "Power is more about how many people you liberate than how many you control!" Do not keep your team in the dark!

7) BE PREPARED TO REWARD SUPER PERFORMANCE

This may mean paying a subordinate more than you for excellent work. Sounds easy but is not in practice.

8) ALWAYS BE SEEN AS BEING FAIR

This means treating people equitably... never show favouritism.

9) KNOW WHEN TO LEAVE

There comes a time in every leader's life to step aside for the good of the business and those around you. Better to leave too early than too late.

DPJ out



“A leader is best when people barely know he exists,
when his work is done, his aim fulfilled,
they will say: We did it ourselves.”

Lao Tzu

LEADERSHIP MATTERS

by Brand Pretorius – former CEO of McCarthy Motors

“Leadership really matters. Put differently, everything rises and falls on leadership as it is the key enabler. In the tough world of business it represents the organization’s most potent competitive advantage. It is the source of every great achievement. The quality of self leadership is the bedrock of every extra-ordinary life.

In my opinion leadership has nothing to do with position, power or authority. It is all about influence, which has to be earned. In terms of the new paradigm of leadership influence comes from something a lot deeper than positional power. It comes from the power of your ideals, the strength of your spirit, your humanity and your ability to capture the hearts and minds of your people by caring about them, and by serving them. Before you can ask for a hand, you need to touch a heart.

The acid test for leaders is to live according to the right principles and values, and to also deliver the results. As leaders we therefore need to be hard headed when it comes to results, but to have gentle hearts when it comes to people. In conclusion, our key task is to earn the trust, respect and confidence of each and every one of our team members by providing direction, by setting the right example at all times, and by achieving outstanding results!”

“Only the guy who isn’t rowing
has time to rock the boat.”

Jean-Paul Sartre

7 MANAGEMENT TIPS LEARNT FROM READING 'ALEX FERGUSON'

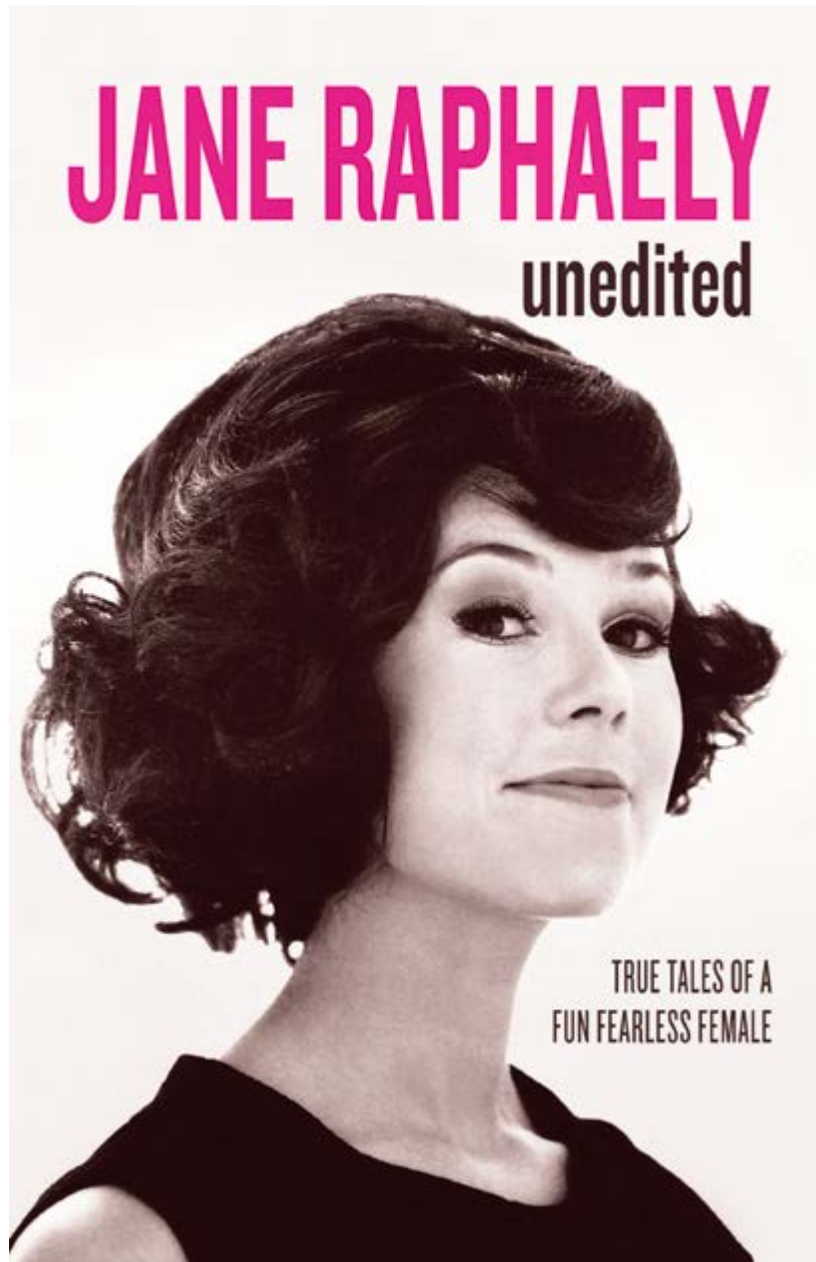
1. The job of a manager, like that of a teacher, is to inspire people to be better.
2. Give them better technical skills, make them winners, make them better people, and they can go anywhere in life. When you give young people a chance, you not only create a longer life span for the team, you also create loyalty. They will always remember that you were the manager who gave them their first opportunity. Once they know you are batting for them, they will accept your way. You're really fostering a sense of family. If you give young people your attention and an opportunity to succeed, it is amazing how much they will surprise you.
3. Never slack. For example, we never allowed a bad training session. What you see in training manifests itself on the game field. So every training session was about quality. Don't allow a lack of focus. It's about intensity, concentration, speed – a high level of performance. That, makes players improve with each session.
4. Lift players' expectations. They should never give in. "If you give in once, you'll give in twice."
5. Never lose control —not when you are dealing with 30 top professionals who are all millionaires.. Ferguson says, "If any players want to take me on, to challenge my authority and control, I deal with them. There are occasions when you have to ask yourself whether certain players are affecting the dressing-room atmosphere, the performance of the team, and your control of the players and staff. If they are, you have to cut the cord. There is absolutely no other way. It doesn't matter if the person is the best player in the world."

6. Many people do not fully understand the value of observing. Observation is a critical part of management. The ability to see things is key—or, more specifically, the ability to see things you don't expect to see.
7. Manage change. Most people with a successful track record don't look to change. But Ferguson always felt he couldn't afford not to change. "I continued to work hard. I treated every success as my first. My job was to give us the best possible chance of winning. That is what drove me."

"Remember that not getting what you want
is sometimes a wonderful stroke of luck."

Dalai Lama

*What you're working on is far more important
than how hard you're working on it.*



UNEDITED

True Tales of a Fun Fearless Female

Jane Raphaely grew up in a poor household in war-torn England. She was able to escape poverty, get an education, travel the world, find love, start a family and built some of South Africa's most successful and influential women's magazines.

These are some of the lessons learned from reading her book:

1. WORK HARD

The key to Jane's success was hard work. Growing up in a poor community in Stockport, England during the Second World War, she used her mother's name to become an agent for a mail order company. On weekends she worked at a shoe shop and at night she babysat.

She describes the "game" of trying to do as much as she could as "not so much a case of beating the system, but more like beating the clock. It was time that was the enemy and if I had more of it, I would have found something else to do."

2. TAKE RISKS AND OPPORTUNITIES

Jane's book shows how working hard is not always enough. You need to take risks and opportunities. She demonstrated this by taking part in Name that Tune game show in the middle of her studies. She also took on a massive risk when she started Fair Lady, Cosmopolitan and O magazines in South Africa.

3. ALWAYS START A BUSINESS WITH A PARTY

The launch parties for Cosmopolitan and O were huge, extravagant and set the scene and tone for both magazines in South Africa. They created awareness and showcased the brands.

4. HAVE A CHARMING SALES TEAM

Jane never interviewed the writers; she believed that she could tell everything she needed from the words on a page. She did, however, interview anyone who would come into contact with advertisers and the public. Advertising is the lifeblood of any magazine and these people needed to charm, be liked and impress.

5. FACE YOUR FEARS

Jane describes how she overcame her intense fear of public speaking while on the Name that Tune game show. Her ability to talk in public helped her earn money as a student and became a factor in her success as an editor and businesswomen.

6. DON'T BACK DOWN FROM CONFRONTATION

Throughout most of her time as editor of Fair Lady and Cosmopolitan, Jane had to appeal against the censorship board for the right to publish various articles. These appeals created publicity for the magazines and improved their readership.

Once she managed to get the rights to publish Cosmopolitan magazine she discovered that Caxton publishers had already registered the name in South Africa. She was forced to face Caxton for the name rights.

7. BE CONFIDENT IN YOUR ABILITIES AND BELIEFS

Jane displayed how important it was to show confidence in your abilities and your beliefs. She built up a magazine empire by presenting confidence to her readers, who often wanted to be like her, and her financial backers who took comfort from her ability to create and manage successful magazines.



WHAT I WOULD HAVE LIKED TO HAVE BEEN TOLD WHEN I TURNED **18**

*By Janine Hills – Founder and
CEO of Vuma Reputation Management*

I'd like to share my perspective of the making of a person for the business world.

Passion, enthusiasm, tenacity gets you everywhere. But diligence, sustainability and consultancy makes you successful.

Having been brought up in a home filled with life's hard knocks, I learned the above very quickly. And how to surround yourself with people who know far more than you do, very quickly. Learning from the best guided me and gave me confidence. Having great mentors and sponsors pulled me through my most challenging times.

Overcoming fear of failure is essential. Failure is not an option. It is required of each of us to dig deep, reassure ourselves and 'just do'. We all make mistakes along our journey of personal development, but it's how we deal with it that will build our reputation and success.

It's so important to maintain the relations of the 'warm coals' – that is, keeping regular contact with people over the years. Don't just make contact when you need people. Help out and be there for past, existing and future connections. Follow them in the market, read about them and make a difference with small acknowledgments. Wish them happy birthday, blessings for their first child and show condolences when there is a loss.

Why is this important?



Investing in people in our early years bears fruit in our later years because we have built trust and a bank of goodwill. My father was one of my greatest teachers, with me having learned how not to run a business. Sounds strange, but it's been a blessing. When you sell your offering, make sure you follow through. Don't oversell, say what you mean. Maintaining the high ground, being reliable and most importantly being a person of integrity, is vital. This has created a foundation for me to open a reputation management company. This has allowed people to know what I personally stand for and that sets the standards for the team within Vuma Reputation Management.

Never burn your bridges. Through artful negotiation you can mend anything. Learning to drop my ego and serve has built my character and allowed me to enjoy the journey. The life of hard knocks builds character and opens us to opportunities if we allow the path to unfold before us.

NOTES TO SELF

by Kim van Kets

Note to Self – No. 1

Focus on the Good Stuff!

“Find a place inside where there is joy, and the joy will burn out the pain.” Joseph Campbell

Note to Self – No. 2

Know what makes you come alive (what makes your heart beat hardest) and don't ever give it up! Never. Not for anything.

“Each of us has a fire in our hearts for something. It's our goal in life to find it and keep it lit.” Mary Lou Retton

Note to Self – No. 3

*Achieving your unique dream is within your grasp.
It is not something reserved for the chosen few.*

Note to Self – No. 4

Translate the Dream into a Goal.

“A dream is just a dream. A goal is a dream with a plan and a deadline.” Harvey MacKay

Note to Self – No. 5

Self-discipline/routine holds things together in the tough times.

Ingrain discipline and routine in the good times, because when the bad times came it is only the routine that keeps things together. As Winston Churchill put it: “When you are going through hell, keep going!”

Note to Self – No. 6

Reward yourself, but only when you deserve it.

In this age of instant gratification I sometimes forget the incredible motivational power of deprivation and reward.



Learning to ask for, and receive help has been a massive learning experience for me and has encouraged me more than ever to give too at every opportunity.

Note to Self – No. 8

Get out of your comfort zone.

Being comfortable is both necessary and nice but cannot be sustained indefinitely. I have to regularly force myself out of complacency in order to develop and grow.

Note to Self – No. 9

When the resources you have always relied upon dry up, open your eyes to creative alternatives.

When my budgets/gadgets/energy/water disappear there is always a solution. I need to calmly and creatively seek it. The earth has boundless potential and so do I.

Note to Self – No. 10

*Expect and plan for the difficulty of change.
Even good change is sometimes tricky.*

Note to Self – No. 11

Take time to take care of the important stuff before you find a crisis on your hands. Preventative maintenance is key!

This is equally true of health, financial and relational issues.

Note to Self – No. 12

Don't be immobilized by the enormity of your challenge.

“Nobody trips over mountains. It is the stones in your path that cause you to stumble. Navigate your way across the stones and you will find you have crossed the mountain.” Unknown

Note to Self – No. 13

My Body is an awesome machine.

It is for this reason that I love, respect and admire it.

My body's value lies in its ability to master its environment. It is a machine, not an ornament.

Note to Self – No. 14

Listen to your heart.

Do not listen to the prophet of doom (even when its ME). Keep calm and proceed with that thing that I am compelled to do.

Note to Self – No. 15

Have FUN!

Especially as a team/family. It's very necessary and very energizing!

Note to Self – No. 16

Surround yourself with the right team.

For me this is people who share my passion, make me laugh, and have the same sense of the bizarre.

Final Note to Self – No. 17

(not part of the original manuscript)

Learn to say “I am so sorry, I totally screwed up! I will SO fix this.”

Proviso: This does not mean that you should EVER apologise for something that you are not responsible for.

Kim van Ket's new book “Tri the Beloved Country”, is the story about how a working mother and average athlete decided to take on a massive physical and mental challenge to run, mountain bike and kayak the perimeter of South Africa, covering 6772km in less than 5 months.

“Don't let a little dispute
injure a great friendship.”

Dalai Lama

“If we are together nothing is impossible.
If we are divided all will fail.”

Winston Churchill



LESSONS FROM WINSTON CHURCHILL

1. This is no time for ease and comfort. It is time to dare and endure.
2. In war, resolution; in defeat, defiance; in victory, magnanimity.
3. If you are going through hell, keep going.
4. It is no use saying, ‘We are doing our best.’ You have got to succeed in doing what is necessary.
5. An appeaser is one who feeds a crocodile—hoping it will eat him last.
6. Never give in—never, never, never, never, in nothing great or small, large or petty, never give in except to convictions of honour and good sense. Never yield to force; never yield to the apparently overwhelming might of the enemy.
7. We shall not flag or fail. We shall go on to the end. We shall fight in France, we shall fight on the seas and the oceans, we shall fight with growing confidence and growing strength in the air, we shall defend our island, whatever the cost may be. We shall fight on the beaches, we shall fight on the landing grounds, we shall fight in the fields and in the streets, we shall fight in the hills; we shall never surrender.
8. If you will not fight for right when you can easily win without blood shed; if you will not fight when your victory is sure and not too costly; you may come to the moment when you will have to fight with all the odds against you and only a precarious chance of survival. There may even be a worse case. You may have to fight when there is no hope of victory, because it is better to perish than to live as slaves.

9. Men occasionally stumble over the truth, but most of them pick themselves up and hurry off as if nothing has happened.
10. You have enemies? Good. That means you've stood up for something, sometime in your life.
11. Some see private enterprise as a predatory target to be shot, others as a cow to be milked, but few are those who see it as a sturdy horse pulling the wagon.
12. Socialists think profits are a vice; I consider losses the real vice.
13. Character may be manifested in the great moments, but it is made in the small ones.
14. If you have an important point to make, don't try to be subtle or clever. Use a pile driver. Hit the point once. Then come back and hit it again. Then hit it a third time-a tremendous whack.
15. When you have to kill a man, it costs nothing to be polite.
16. Nothing in life is so exhilarating as to be shot at without result.
17. To improve is to change; to be perfect is to change often.
18. Success is not final, failure is not fatal: it is the courage to continue that counts.

"An education isn't how much you have
committed to memory, or even how much you know.
It's being able to differentiate between
what you know and what you don't."

Anatole France



SEVEN DANGERS TO HUMAN VIRTUE

1. Wealth without work
2. Pleasure without conscience
3. Knowledge without character
4. Business without ethics
5. Science without humanity
6. Religion without sacrifice
7. Politics without principle

Mahatma Gandhi

LETTER FROM A DAD

Dear Son (age 16),

Don't ever waste a single second of your life.

You are young, invincible and never conceive of your life coming to an end. But it will, and as you grow older it will pass you by at an ever-increasing speed. (read about Einstein's theories on relativity – they are clever and fun to read). And there is nothing worse than trying to cram in lost years as you feel you are running out of time.

Make sure you have fun in whatever you do. And remember hard work can be real fun too.

Don't forget to fall in love, out of love, and back in love when you are young. It's much easier and less painful than when you are old.

Life is tough, and you will have to be tough to get through it. Don't confuse being tough with being cruel to anyone or anything. Tough just means hanging on to everything that means so much to you when the world is trying to rip it apart. And if you make it, the world will not love you for being successful. But don't let that ever make you settle for average or mediocre. Be the most you ever can be and you will have no regrets.

Be kind whenever you can, as long as it never compromises your principles and values. Every kindness you show will make you a happier man.

And if you should ever have power, be careful how you use it. Wield it only to make the world a better place. Never to make you feel better about yourself.

Be humble in success and brave in failure. And there will be more failures than successes. So suck back your tears early on in life. Let them only flow when you are bursting, since they have a habit of draining the energy you so desperately need just to survive.

Don't ever lie, except if it is a clear kindness to someone who needs a touch of kindness.

Read and read and read.

Laugh whenever you can. It will energise you and those around you.

Always build. Anything. Anywhere. Try and leave something you can look back upon and be proud of, something you can touch.

Have the courage to be decisive. It will make you move more quickly. Be sure of yourself, but not so sure that you cannot learn from anyone. Be confident, but never be brash. Don't be loud.

Be gentle. Be respectful. Be generous.

Look everyone in the eye. And never blink!

Smile when your heart tells you to. That's how you touch people's hearts.

And remember, in the end, everything always works out OK.

Love Dad (age 60)

“Spend some time alone everyday.”

Dalai Lama

7 TIPS FROM A BUDDHIST MONK ON LIVING A FULFILLED LIFE

by Charlene Barry – QuotesNSmiles.com

Is there any doubt that people are searching for happiness in the wrong places?

Reaching a fulfilled lifestyle is much more than just a beautiful home or modern car. It's about connecting with yourself on more than just a conscious level. Buddhist Monks have obviously figured this out because instead of chasing material value they look within. The following tips come from Monks who know what a fulfilled life entails.

1. NEVER STOP TRYING

The worst thing technology has taught us is to be lazy. According to a Monk it is crucial to try several times before giving up. It is also important to try different approaches.

When you have reached the point where nothing works then make peace and move on, but giving up after only trying once usually leads to disappointment.

2. ALL THE ANSWERS COME FROM WITHIN

A fundamental principle for Monks is to use intuition. In order to deal with problems the world throws at you, you need to use that sixth sense.

Buddhism students are only given a small amount of information from which they have to solve big problems. This is part of their preparation for facing the world. In essence the universe will open the door, but you need to walk through it and not freaking out when the answer isn't clear from the start is a discipline we must try to master.

All the answers reside within us; we just need to look in the right places.



“Peace comes from within.
Do not seek it without.”

Buddha

3. FAILURE EQUALS GROWTH

This is a lesson very few people seem to understand. Making a mistake or failing at something tends to make us focus on the bad part. We should keep in mind that there are always two sides to a coin.

Mistakes and failure is a learning process and a precious one at that. Someone can teach you a valuable lesson, but unless you actually go through it yourself it won't hold as much value.

Taking chances are such a critical part of a fulfilled life and yet we are scared to take part in the learning process.

4. LEARN TO BE PATIENT

For some people patience is the hardest thing to achieve. Notice how these people become angry and agitated quite quickly. There is a time and place for everything. Time is man-made and should never cause you frustration.

Patience is definitely a virtue and the moment you are capable of controlling it you are well on your way to leading a happier life.

5. FORGET ABOUT WHAT OTHER PEOPLE THINK

Society has a way of programming our egos. We are constantly aware of what other people might be thinking or saying about us. Feeding the ego is by no means healthy and even though we think it results in happiness, we are greatly mistaken. Keeping your ego happy doesn't mean that you are happy.

The Monks suggest that you detach from your ego, because it's the reason why you will never grow spiritually. You need to focus on what you think and feel instead of those around you.

6. FIGHT THE ENEMY WITHIN

Just as the answers reside within ourselves, so does our biggest enemy. You might think your biggest enemy is your boss or the bully at school, but it's not. You are the one that gives power to your fears and insecurities.

Before you can accomplish anything you need to tackle the enemy that empowers the elements keeping you from happiness. In other words, overcome your internal fears.

7. HAPPINESS STARTS FROM WITHIN

It will be cynical to assume that happiness is only based on the spiritual side of life. Family and friends, music, books, hobbies, all of these form part of your journey. However, you cannot enjoy anything if you are not happy internally.

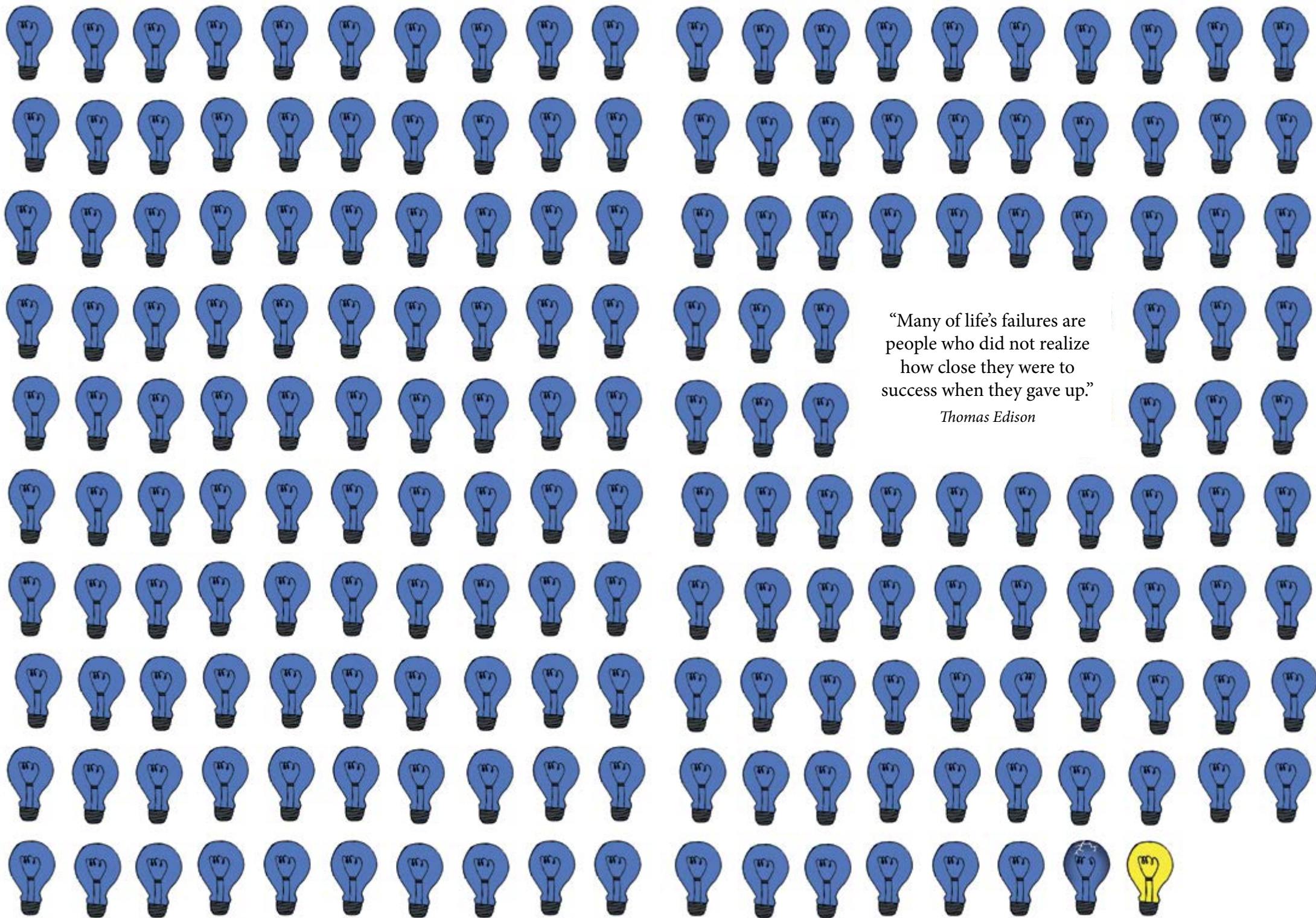
Once you reach happiness from within it will manifest outside in the people and things that make life worth living. This is also why meditation is such a significant practice for Monks because it combines all the above mentioned tips.

It is natural to find happiness and fulfilment in the world outside, but it doesn't mean you should neglect internal happiness. Those who find peace inside their mind usually don't care much for materialistic objects or public opinions.

They are happy and fulfilled. Nevertheless, everyone is different and by following the above mentioned advice you can dramatically increase the happiness in your life.

“Life isn't about finding yourself.
Life is about creating yourself.”

George Bernard Shaw



“Many of life’s failures are
people who did not realize
how close they were to
success when they gave up.”

Thomas Edison

LESSONS LEARNT THUS FAR...

1. COMMUNICATE

If you can't effectively transmit the picture in your head into the head of the person you're communicating with, you're dead. This is the key to getting people swimming in the same direction, and it applies to customers, staff, partners, suppliers and shareholders.

The more people swim in your direction, the more likely you are to reach the other side.

Of course the content must be good, but the medium is almost more important... language, video, audio, P2P, email, time of day... all these factors impact how much of the message is absorbed.

Marshall McLuhan said it: "The medium is the message."

2. TAKE RISKS

Most of us are brought up in an environment where no one is encouraging us to take risk, and therefore by the time you realise that taking risk is the only path to greatness you already have school fees and a mortgage to pay off, and it's too late.

"Obstacles are those frightful things you see
when you take your eyes off your goals."

Henry Ford

There are three kinds of risk:

a) Financial

Whether you're investing money in a venture, or taking a salary sacrifice to be part of a new business, you're taking a financial risk.

b) Emotional

You must trust your partners like you trust your spouse. In many ways, business is like marriage. And in marriage, you risk emotional harm every day.

c) Reputational

You must put yourself out there. The world is busy; no one is going to "discover" you. You must bring yourself to the attention of the world. By shining a light on yourself you risk embarrassment and worse, ridicule, but you need to suck it up.

"The people who matter don't care, the people who care don't matter." *Anonymous*

3. CHANGE YOUR MIND

Jeff Bezos recently said, "The people who are mostly right change their mind the most."

Whilst it's great to know what you want to do, it's better to backtrack when it becomes clear you're going down the wrong path. Never lose sight of your dream, but don't be too proud to admit you've taken the wrong course.

Make decisions, move forward, correct quickly. Don't worry what people think.

4. BALANCE FORM AND SUBSTANCE

There are people in the world who think substance trumps form, and there are people who are convinced form trumps substance. Neither camp is right. The secret is form AND substance. If you must choose (and in the real world, choice is inevitable), start with form. A falling tree doesn't make a sound if no one is there to hear it.

5. SALES

You're probably no good at taking money off the table. "You first." "No, you." "No, really, you go ahead..." It's just not in you, so you've historically shunned it. But that's no good. Pay attention to generating short-term revenues. Whilst it's important to keep your eye on the big picture, it's also important to pay the bills today.

6. PROCESS

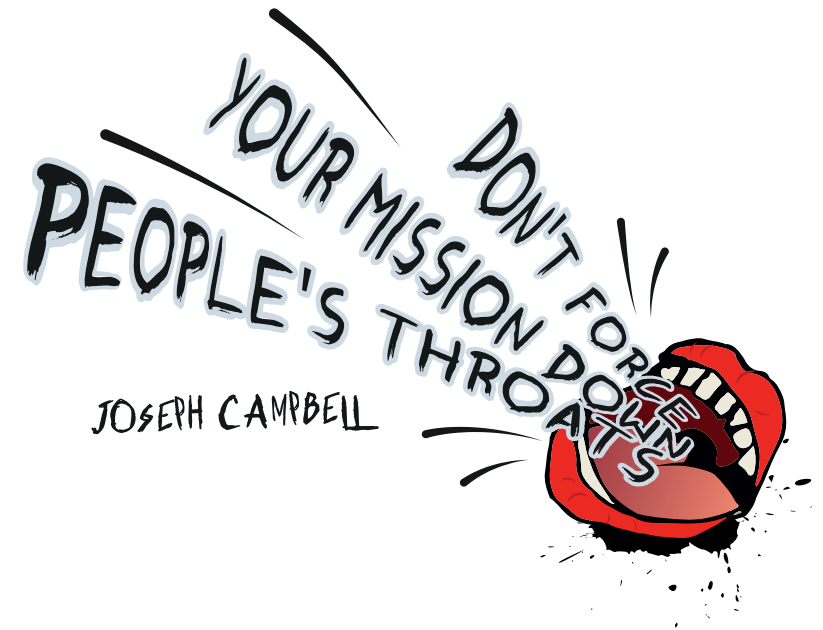
Process is different to detail. Repeatability is the key to efficiency and process is the key to repeatability. Pay attention to process.

7. BE GRATEFUL, AND DO SOMETHING!

You may have the privilege of having a safety net. This may be thanks to your parents (mostly luck) or due to diligently saving up a rainy-day fund (mostly hard work). Regardless of the luck factor, at the end of the day you must have the courage to take a chance and do something with what you've been blessed with.

"The only thing standing
between me and greatness is me."

Woody Allen



"Everything works out in the end.
If it hasn't worked out yet,
then it's not..."

THE END

Tracey McMillan

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